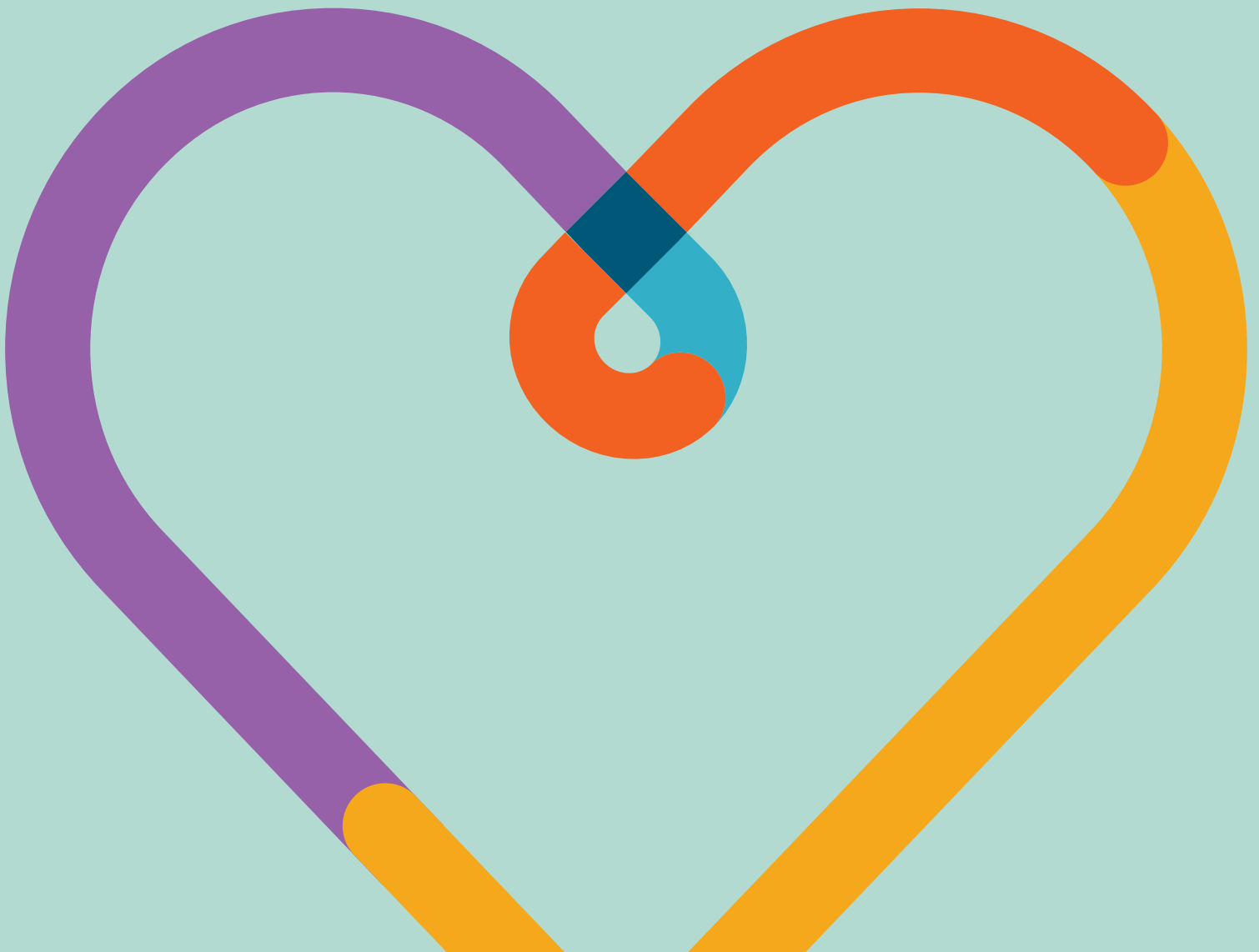




A New Path

STRATEGIC PLAN

2022 – 2027



History/Background

Reach Deaf Services formerly known as the Catholic Institute for Deaf People (CIDP) has its origins in the Christian Brothers and the Dominican Sisters orders which provided schools for Deaf boys and Deaf girls in Cabra. In later years the Dominicans established St Joseph's House for Deaf and Deaf Blind Adults in Stillorgan. These three services were initially brought together under the Catholic Institute for the Deaf (CID) which later became the Catholic Institute for Deaf People (Reach Deaf Services).

In 2012 Reach Deaf Services moved from its then location in Drumcondra and established Deaf Village Ireland in Cabra where many other Deaf organisations are now also based. Following the move to Cabra, Reach Deaf Services published a seven year strategy, 2013-20, acknowledging the significant level of work already in progress to complete its 2007 strategic objectives.

Many key strategic objectives have been achieved over the past seven years:

- + St Joseph's and St Mary's schools have been amalgamated to create a co-educational centre for excellence in Deaf education as Holy Family School for the Deaf
- + The Deaf Village Ireland complex has been completed, and Deaf Village is governed by an independent board representative of Deaf organisations based in Cabra – DVI Ltd
- + The National Deaf Village Sports and Leisure Company (NDVSLC) has been established to support Inspire Fitness Centre to become a top sports club, accessible in ISL, and welcoming to the local community
- + An Education Partnership Group has been established
- + Reach Deaf Services has maintained and expanded its connection with Deaf Culture, ISL and representation and employment from the Deaf Community





Other strategic objectives have been superseded or replaced with fresh objectives, and these are outlined in Appendix A.

Over recent years, the board and executive of Reach Deaf Services have been reviewing the future direction of the organisation and how it might move forward with a focus on improving the quality of life for both students at the school and in boarding and the adults currently in residential services.

In parallel, the board also decided to review its brand and identity to align with its future model. All of this was built around the need to look at the full circle of life for a Deaf person and where the organisation could bring value to the individual's life at each stage of their life journey.

As we advanced our work on brand, identity and strategy, the Covid pandemic intervened, and 2020 became a uniquely difficult year. With immediate challenges in the maintenance of front-line services, and critical priority around the closure of St Joseph's House and transition from a residential to a community model of service, the Board decided to extend the existing strategy through 2021.

This was necessary so that the whole organisation could reflect on our experience and revisit the forward-looking plans largely developed before the pandemic. In publishing our strategic plan 2022-27 in Autumn 2021, we have been able to reassess our priorities in line with the impacts of Covid-19 and what we have learned throughout the pandemic.

Our new brand and identity, as Reach Deaf Services, underpins in its name the underlying objective of our organisation in moving to a new stage in its lifecycle: one where we continue to promote empowerment, dignity and respect for each person we support.

Our services are tailored towards the aspirations of our service users to reach their full potential whether it be a quality of life living an independent adult life, or a confident student prepared to meet life head on as a young adult. Each of our objectives set out to deliver on these goals.

Our renewed Mission, Vision and Values reflect our heritage and underpin our ambition as a modern, forward looking organisation, providing appropriate and relevant services to Deaf people at key life stages.



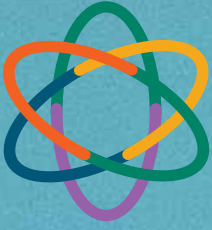
Our Mission

To be a leading organisation, combining our experience, skills and expertise, in the provision of quality services through ISL to enable our service users in the Deaf Community to reach their full potential.



Our Vision

We create an environment where every Deaf Child and Adult is empowered to live the life of their choice and has the best opportunity to be successful and independent through equal access.



Governance & Ethics

As an organisation we take pride in meeting all statutory compliance and governance requirements and constantly review our practices and procedures to ensure that we deliver across all areas. We operate within the requirements of company law and charity regulation as well as ensuring adherence to sound financial accounting practices.

We are committed to the highest standards of protection, safeguarding and welfare across our services, in compliance with national legislation and best practice requirements. At all times we demonstrate fairness, equity and equality in our HR and employment practices.

We have set up committees within our structure and promote various training initiatives including Social Role Valorisation (SRV) to ensure the organisation delivers a service that promotes person centeredness, a rights based approach, independence, equality and safeguarding.

The theory of Social Role Valorisation (SRV) focuses on valued roles for every individual to ensure the foundations for equality, inclusion and access to the good things in life.





Our Values

Our values reflect our commitment to upholding the highest professional and ethical standards in the delivery of services and the governance of the organisation. We operate at all times with trust, respect and honesty towards those to whom we provide a service. We will operate with integrity and transparency as an inclusive organisation pursuing social justice and equality.



Accessibility

In partnership with other Deaf organisations, we empower and support enablement of appropriate structures to deliver much needed services to the Deaf Community. We ensure our service users and the wider Deaf Community have access to pastoral religious and social support through the National Chaplaincy for Deaf people.





Equality

We empower and support Deaf education services to prepare and equip our students for a life of equal opportunities, leading by example, promoting Deaf awareness and assisting with equality of access to employment opportunities.



Value

We will develop our innovative capacity to better utilise property resources at our disposal, thereby providing greater support for the Deaf Community at key life stages.



Independence

We empower adults we support with the appropriate skills to live self-directed lives.



Professional

We will continue to invest appropriately in our staff to support them in the successful delivery of all our services.



2022 – 2027 Strategic Goals

Our assessment of performance in the delivery of our previous strategy and our review of organisational capacity, as well as our experience of working and maintaining services to the greatest extent possible throughout the pandemic, have helped us at Board, Executive and Senior Management levels in defining our new strategic goals and planned actions to deliver them. Our critical consideration across our organisation is to be clear about how best we can live up to our mission, vision and values.

What we have set out below are five strategic goals that not only build on the foundations of the past but take the organisation to a new level in enabling Deaf people through all stages of the life cycle from early childhood to older adulthood to reach their full potential and lead a life of their choice.

These goals are defined in 5 key areas:

1. Education Services
2. Third Level Education Supports
3. Youth & Young Adult Development
4. Older Persons Services
5. National Chaplaincy for the Deaf

The goals in each of these five areas have a focus on the different stages of life, offering support for development, quality of life with independence and wellbeing, and pastoral care for those who wish to avail of it. However, it is critical in the delivery of any strategy that the organisation has the appropriate infrastructure in place to enable this and in the subsequent section of this plan we have set out under the following headings what is needed to enable delivery of our strategic goals in the five areas set out above.

1. Ensuring effective Governance and accountability
2. Supporting our People and the Organisation
3. Expanding the Use of our Assets
4. Prudent Financial Management

> More information on each of these enablers is set out in detail later in this document.





Strategic Goal 1 – Education Services

Reach Deaf Services, through its role as the provider of ISL led boarding services, will in partnership with other key stakeholders provide support to the delivery of an integrated quality education system for Deaf/ Hard of Hearing (HoH) children covering pre-school through to post primary that will support each child in being ready for life after school.

We will deliver on this through the following actions:

Pre-school Supports

1. Work with the Education Partnership Group to carry out appropriate research into the needs for ISL led multi-disciplinary services and resources for pre-school children
2. As Trustee of the Holy Family School assist in ensuring the property enhances early learning and development, and promotes a positive environment for learning and play; assist with funding initiatives where appropriate
3. Look to partner with other organisations to extend the level of ISL resources available for children across Ireland to enhance learning

Primary & Post Primary School

1. Provide support to the Holy Family School to achieve a Deaf Education centre of Excellence facility funded by the DoE, which promotes DeafSpace architecture and reflects the physical and sensory needs of Deaf students
2. Establish a best in class boarding service that supports the school's strategy in respect of pupil numbers. In doing so Reach Deaf Services will research best in class Boarding models and develop a programme of change for delivery in consultation with all key stakeholders within an agreed time

Outcomes

1. Boarding staff are working in a partnership environment with the school staff to deliver an integrated approach to improved life skills and ensuring all children are equipped to succeed in life.
2. Boarding has the capacity to support the demand for school places so that children across Ireland have equal access to a quality model of Deaf education
3. Children of all abilities have the opportunity to reach their potential
4. Boarding services are recognised as the premier model for boarding, facilitating access to quality Deaf education and life-skills development



Strategic Goal 2 – Third Level Education Supports

Reach Deaf Services will support the future development and education of Deaf/ HoH students through a programme of partnership with DCU and in accommodation services.

We will deliver on this through the following actions:

1. Work with DCU in reviewing and expanding the bursary support for the B.Ed. ISL pilot programme with an aim to continue supporting this into a second intake of students in 2023
2. Provide opportunities/ support for these trainee teachers to work in Holy Family School to enhance the education role modelling for our Deaf/ HoH students
3. Continue to provide quality, affordable third level student accommodation within the campus at Cabra for Deaf/ HoH students &/or students studying in the wider area of studies associated with the Deaf/ HoH e.g. students at the Centre for Deaf Studies (Trinity College, Dublin)

Outcomes

1. Reach Deaf Services is at the fore in developing an enhanced education model for Deaf/ HoH young people through qualified Deaf/HoH teachers
2. Deaf/ HoH students attending third level education in the greater Dublin area have access to affordable accommodation services



Strategic Goal 3 – Youth And Young Adult Development

Reach Deaf Services will provide a range of opportunities for young people to develop and grow into strong, capable and confident adults ready to embrace the challenges of life after school.

We will deliver on this through the following actions:

Youth Development

1. Put strategies and plans in place to work with other Deaf organisations to invest in youth development and assist in a programme of life skills and readiness for life beyond school
2. As part of action 1 – develop a model for independent living in the final year of school for boarding pupils, giving them an appropriate level of autonomy and independence in preparation for life outside of Holy Family School and Reach Deaf Services
3. Work with the school careers guidance teacher and other Deaf organisations to develop a mentoring programme and work experience opportunities for both boarding and day pupils starting in transition year and continuing during school holidays. This should extend beyond Dublin to support children integrating into their home communities across Ireland
4. Develop an outreach programme during the summer for students of Holy Family School using the boarding accommodation. As this programme develops, it will be expanded to other Deaf/ HoH youth outside of Holy Family





Young adult services

1. Work with organisations both within the Deaf Community and outside to develop a suite of training programmes that provide a foundation for young people to gain employment in addition to working with large organisations to invest in mentoring programmes and apprenticeships for boarders to provide better employment opportunities for them
2. Our boarding model will encompass social role valorisation` to ensure that each young person has the fullest opportunity to live a life of their choice through access to a range of valued roles. We will deliver on this by working with each young person towards their development of life skills and a good education, and their aspirations for meaningful employment
3. Linking in with action 3 under youth development, create a framework in partnership with the school to identify and develop relationships with companies that could lead to employment opportunities in the future
4. Identify young adults who need additional support to move into the workplace or further education opportunities
5. Develop a programme to identify high potential young adults and appropriately invest in them to create the best opportunities for them
6. Review appetite by young Deaf adults to move to Dublin from isolated areas around Ireland for employment opportunities with potential of subsidised accommodation provided by Reach Deaf Services

Outcomes

1. Our young people are empowered, confident and ready to face life beyond school
2. Each young adult transitioning from Boarding will feel valued as a result of their time in boarding
3. All pupils have access to work experience opportunities that are not limited to Deaf organisations with opportunities within their local geographies
4. Strong role modelling/ mentoring programmes exist that are actively used by students as they prepare for life after school leaving them better equipped to enter the job market
5. Greater job opportunities



Strategic Goal 4 – Older Persons Services

Reach Deaf Services will deliver a model of support that is built around the needs of the individual allowing them to live a quality life as independently as possible using the Social Role Valorisation model.

We will deliver on this through the following actions:

1. Complete the move from institutional to community living for all individuals who want to transition and are capable of supported community living
2. For others who prefer, or require, to live in a residential setting/avail of Respite services, develop a pathway for provision of this service either under the management of Reach Deaf Services or through an appropriate third party provider with supporting ISL
3. Expand the model of community supports to be able to offer supported living services to the members of the Deaf Community whose wish it is to stay in their own homes. This may be developed directly or through partnership with other service providers in the home care sector



Outcomes

1. Reach Deaf Services` s model of home support is best in class and operating across Ireland to meet the needs of the older Deaf/HoH population
2. Reach Deaf Services is seen as the leading expert in providing support services for the Deaf/ HoH and acts as an advisor to other professional bodies such as nursing homes where Deaf/ HoH people may be resident to remove barriers of isolation
3. Reach Deaf Services provides access to home support for any Deaf/ HoH person who wishes to stay in their own home and can be supported to do so
4. In agreement with the HSE, Reach Deaf Services has developed a national framework for support services for the Deaf Community and is a preferred service provider



Strategic Goal 5 – National Chaplaincy for Deaf People

Reach Deaf Services will work with the Dublin Archdiocese and, through the Archdiocese, the Conference of Bishops to reassess the role and structure of the National Chaplaincy for Deaf People, redefine and underpin its value in today's Deaf Community, and find the most effective means of continuing and enhancing its many roles in support of Deaf people across Ireland.

We will deliver on this through the following actions:

1. A formal dialogue with the Conference of Bishops, through the Archbishop of Dublin.
2. Defining and agreeing the future governance of the National Chaplaincy and the role that Reach Deaf Services can most appropriately undertake on a sustainable basis into the future

Outcomes:

1. The National Chaplaincy has a clear remit that continues to be supported by the wider Church in Ireland and is active within the wider Deaf/HoH community providing both religious and pastoral support to those who wish to avail of the service
2. The National Chaplaincy has a clear strategic direction and is fully funded to deliver its services

Supporting The Strategic Goals

As set out previously the appropriate infrastructure must be in place to enable successful delivery of the strategic goals and in this section we set out what is needed in this regard.



1 - Ensuring Effective Governance and Accountability

Effective governance continues to be a priority. Reach Deaf Services will have robust governance and compliance systems and structures in place so that we meet the highest standards of governance and compliance with our regulators and funders, and give assurance to our service users and the wider community that we are an organisation that is confident in its reporting standards, operates with integrity and transparency, and maintains a safe and secure operation.

This will be delivered through the following structures and supports:

1. A board consisting of voluntary members who possess a wide range of diverse and appropriate skills and who are accountable for making and implementing decisions that will continue to advance Reach Deaf Services' principles and mission, providing strategic leadership to Reach Deaf Services
2. Board members who are independent, act at all times in the best interests of the charity and maintain confidentiality as appropriate in respect of its proceedings
3. Board oversight of the effective implementation of Reach Deaf Services' various policies and of the CEO in the management and running of Reach Deaf Services
4. Assurance to the board on effective governance through the operation of four Committees (Finance Audit & Risk; Remuneration & Appointments; Safeguarding, Protection & Welfare; Governance, Strategy and Organisation Development). These Committees have external independent members with appropriate skills to oversee focussed functions and make recommendations to the board for approval
5. A strong management structure lead by the CEO to ensure the following
 - a. annual compliance statements signed off
 - b. policies and procedures fit for purpose and delivery on compliance with all legal and regulatory requirements
 - c. Data control and risk management systems are robust and continually reviewed by the board and committees to ensure integrity and minimise risk of failure
 - d. Clarity about the roles of everyone working in and for our charity
6. An independent Audit function to ensure accounting standards and controls are best in class and deliver an unqualified statement from our auditors annually
7. A signed off and compliant Charities Regulator's governance code with all appropriate evidence and actions in place and visible



Outcomes:

1. An effective and appropriate governance code and financial controls checklists; no issues arising with the Charities Regulator
2. All Reach Deaf Services audits both internal and external are satisfactory and raise no areas for concern
3. Reach Deaf Services controls and standards reduce to the maximum extent possible the risk of non-compliance or exposure to fraud, breaches of data etc. Regular validation checks are in place, and if such a breach occurs it will be detected and addressed in a timely manner
4. Reach Deaf Services is considered a well-run operation from a regulatory and compliance perspective with the board confident in the operation and management of the business

2 - Supporting Our People & The Organisation

Reach Deaf Services will be seen as an employer of choice for both Deaf/ HoH and hearing professionals who are seeking a career in a professional organisation. We will be an organisation that invests in its people, creates opportunities and has support structures in place that empower people to reach their potential thus bringing value to themselves, the organisation and the people we serve.

This will be delivered through the following supports:

1. The implementation of a fully automated HR IT system that supports the delivery of HR to all employees
2. Policies and procedures that are fully compliant with both legal and regulatory requirements and a HR function which is seen as a 'go to' service both internally and externally in terms of professionalism and expertise
3. The development and implementation of a suitable investment in people strategy along with a focus on personal development and a framework for succession planning
4. Establishing a quality set of metrics that demonstrates the effectiveness of the business across all areas such as diversity; skills; investment in education
5. An organisational culture that is tailored to the uniqueness of the Deaf/ HoH service users we support and encompasses Reach Deaf Services values



Outcomes:

1. Reach Deaf Services has a modern, effective HR function and system that is recognised by peers as being best in class
2. Reach Deaf Services is continually attracting high quality employees and has proven and effective succession planning systems in place through a structured investment in people strategy
3. Reach Deaf Services HR function has been key to delivery of the organisation's strategic goals through its people management strategy
4. Metrics are a key part of any discussions within Reach Deaf Services around performance and delivery of service and are easily extracted and demonstrable





3 - Expanding The Use Of Our Assets

Reach Deaf Services will define a programme of maintenance and development of its portfolio of assets, both owned and leased, to maximise the use of these assets for the benefit of the Deaf/ HoH including through the development of appropriate opportunities for revenue generation and employment.

This will be delivered through the following actions:

1. A review of all assets and a strategy around the use/ viability of these assets for future development
2. The development, in consultation with the local authority, of a strategy for using appropriate site(s) to provide housing for older, including older Deaf, people that will be managed by Reach Deaf Services and create employment opportunities in a range of community support services to be provided by Deaf/HoH people
3. In line with national sustainable development goals, implementation of a set of actions that will improve our environmental footprint
4. Working to establish, in partnership with other services, the viability of an enterprise hub or facilities for micro businesses within the Deaf/HoH community
5. Agreement on a structured process of transition of NDVSLC to the control of Deaf Village Ireland (DVI) to underpin DVI's overall management role in the Deaf Village and ensure the Deaf community benefits from a valuable resource
6. Engagement with the Deaf/HoH Community on plans for the future use of assets



Outcomes:

1. Reach Deaf Services in partnership with the appropriate local and national authorities will have a modern older persons' affordable housing complex with an active Reach Deaf Services led support structure and facilities management that has created new employment opportunities for Deaf/ HoH
2. Reach Deaf Services will have additional revenue streams that will support the further development of Reach Deaf Services overall strategy of supporting the wider Deaf/ HoH community
3. Reach Deaf Services will have a focussed action plan and measurable deliverables around sustainability and a better environment
4. NDVSLC through Inspire will be a well-supported and vibrant operation at the Heart of DVI that adds both social and financial value to the village

4 - Prudent Finance Management

Reach Deaf Services will operate a best in class Finance function that meets the highest standards in compliance and control and operates efficient and effective systems that support delivery of the core business.

Securing and generating necessary funding for the effective operation of Reach Deaf Services, and transparency and accountability in the use of these funds, is a prerequisite for having a well-managed and governed organisation that delivers quality services.

This will be delivered through the following actions:

1. Implementation of a modern fit for purpose accounting system that is fully integrated across all finance related areas such as Time Management; payroll, invoicing & integration with HSE finance systems
2. Full compliance with both the Charity Regulators financial checklist and the HSE's compliance requirements. In addition Reach Deaf Services finance will have tightly controlled checks and balances in place across all its operations
3. Structured processes in place around budgetary management with all managers experienced in the identification and preparation of business cases for additional funding where required
4. A comprehensive programme of renewal and tracking of assets to ensure Reach Deaf Services remains fit for purpose
5. Delivery of a robust revenue generation plan that maximises the use of our assets and allows Reach Deaf Services to continue to enhance its service offerings





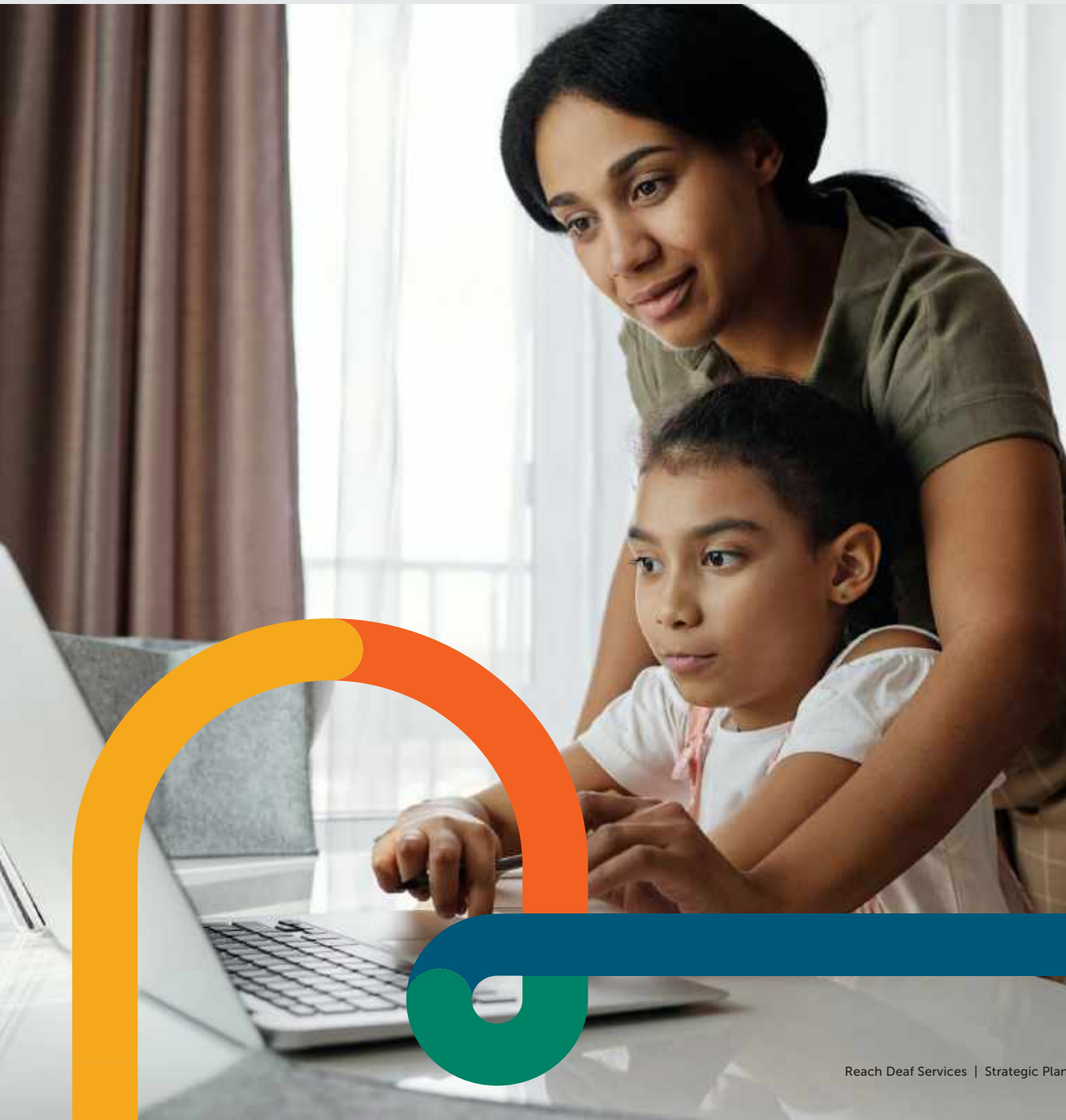
Outcomes:

1. We have maximised our assets to enhance service delivery to the Deaf/ HoH community
2. Reach Deaf Services operates an efficient and effective finance function that is delivering a quality service to the business and has all appropriate controls in place which are routinely tested as to their effectiveness
3. As a consequence of 1 above Reach Deaf Services regularly meets the highest standards of compliance and quality control with our funders, the external auditors and the Charities Regulator

Measuring Outcomes

Our board is committed to ensuring that our organisation pursues and achieves its charitable purposes and is of public benefit. The board will maintain ongoing oversight of, and support for, the implementation of this strategic plan. The executive will ensure that there is an appropriate system in place to monitor progress against our plans and evaluate the effectiveness of the work of our charity.

Strategic goal outcomes will be measured against an agreed set of Key Performance Indicators (KPI`s) signed off at Board level for each specific goal. A benchmarking framework will be put in place which will also including evaluating feedback questionnaires from service users and stakeholders. In line with the Charities Regulator code of conduct all KPI's will be reported at Board level and in our Annual Reports.



Appendix A

Other strategic objectives have been superseded or replaced with fresh objectives as follows over the past number of years and will be further developed or replaced with the new strategic objectives set out in this document.

Examples of amendments to the previous strategic plan are as follows:

Sinking Fund:	The use of surplus funds to build a sinking fund for the Sports Centre (Inspire) and DVI, and assist in funding the DVI management structure	The transition of NDVSLC from CIDP to DVI control is under consideration but this has slowed during the pandemic.
Decongregation	The preparation and execution of a plan in partnership with the Deaf organisations and the HSE to move the St. Joseph's Brewery Road residents to Deaf Village Ireland in an appropriate manner and fund this through the sale of Brewery Road	This has been superseded by the HSE's Time to Move On Strategy and has been fully embraced by Reach Deaf Services. Reach Deaf Services are on programme to fully transition to a community model of service by 31st October 2021.
Trust Company for Property/Assets	To develop the Reach Deaf Services Board into a trust company with governance responsibility for property and assets	This will be re-evaluated to consider the best use of assets in the context of implementation of this strategy.

National Chaplaincy

To develop the Chaplaincy service and review a possible direct relationship with the Bishops Conference

The Chaplaincy Service has continued to strengthen and has been deemed a critical support for Deaf people throughout Ireland during Covid 19. Further discussions will take place with the IEC and Archbishop of Dublin to ensure the most appropriate structure is put in place to assist the Chaplaincy Service.

Outreach Services

Begin discussions on establishing a Deaf Care Ireland company with a view to it managing the residences and community care initiatives

This is very much tied into implementation of the Time to Move On policy. On completion of the transition to community living, we will be looking at how we enhance the community model to expand our service to the wider Deaf community requiring care or other supports through ISL, including considering the possibility of respite services.

Deaf Development Ireland Company

Begin discussions on establishing a Deaf Development Ireland company to manage the development of training, life skills, independent living and employment supports

This has not progressed beyond initial discussions with other Deaf organisations, mainly due to other competing priorities. This will be revisited as part of the strategy for 2022.



Reach
DEAF SERVICES

Reach Deaf Services
Deaf Village Ireland
Ratoath Road, Cabra, Dublin 7