SWAN Youth Service

STRATEGIC PLAN

2010-2013
IT GIVES ME GREAT PLEASURE TO INTRODUCE THIS STRATEGIC PLAN FOR SWAN YOUTH SERVICE FOR THE PERIOD 2010 TO 2013. SINCE THE AMALGAMATION OF TWO SEPARATE YOUTH ORGANISATIONS IN THE AREA IN 2004, SWAN YOUTH SERVICE HAS PROMOTED THE POSITIVE INVOLVEMENT AND DEVELOPMENT OF YOUNG PEOPLE IN THE ST. AGATHA’S, NORTH STRAND AND NORTH WALL AREAS OF DUBLIN’S NORTH INNER CITY.

SWAN focuses primarily on young people at risk in the 10-21 year age category who live in an area that historically has been blighted by high socio-economic disadvantage. Many of the young people in our area are exposed to alcohol and drug misuse with often concurrent criminality. A significant number of those we engage with have experienced a family background of unemployment, violence, poverty, and a lack of real family structure. Unfortunately, the catchment area serviced by SWAN has also become synonymous in recent years with community dysfunction and conflict.

Guns and gun crime have become more prevalent and there have been a number of fatalities and shootings in the area. Some young people are exposed to this violence, in some cases getting caught up in, or being coerced into, family feuds, crime and violence from a very young age. A particular challenge for SWAN in the current economic climate will be to continue to provide a range of positive options for young people who might otherwise get caught up in entrenched anti-social behaviour.

However, the area also maintains a vibrant and strong community spirit and it is against this backdrop that SWAN has become a leader in developing creative and innovative ways of working with young people most at risk. There are 3,559 young people aged between 12 and 25 years in the catchment area we serve and the overall aim of SWAN is to provide a quality service and resource to those young people who find themselves at risk, supporting pathways for positive options and development opportunities.

On an annual basis Swan Youth Service provides support to approximately 450 individual young people, organises 147 separate groups and offers support to 80 families of these young people in the area.

SWAN operates from a Critical Social Education Model of Youth Work and encourages young people to think critically about social justice and social change as it relates to their own communities and to the wider society. The service works in partnership with key agencies and organisations in the community to ensure that young people have the maximum access to the supports, programmes and services they need.

The introduction of the Quality Service Framework within the lifetime of this strategic plan will have significant implications for SWAN as a service and for its work at all levels. The board of management and the staff look forward to implementing the framework thereby strengthening the continued development of best practice in our youth work provision. This strategic plan reflects the importance that the organisation attaches to taking a structured and developmental approach to the assessment of our work with young people and all stakeholders, examining its level, impact and efficacy.

In conclusion, I would like to thank the staff and volunteers of SWAN for their continued hard work and commitment. I would also like to thank my colleagues on the board of management for their ongoing support and contribution to the work of SWAN.

The work of Swan Youth Service is made possible by continued funding from the Office of the Minister for Children and Youth Affairs through the Young People’s Facilities and Services Fund. In this regard I would also like to thank our colleagues in the City of Dublin Youth Service Board, the Youth Work Development Agency of the City of Dublin Vocational Education Committee and also the Garda for their ongoing support for our Youth Diversion Programme.

Paul Delaney
Chairperson, Swan Youth Service
A MESSAGE FROM THE DIRECTOR

At the outset of the strategic planning process I had three hopes for the plan and they were as follows:

1) That the plan would be tangible, visibly bedded in the work of the Service for the next three years and that the priorities, actions and outcomes would be clear to all concerned.

2) That we would be open to hearing from key stakeholders of the Service (including agencies, community representatives, young people etc) about what they thought of the work we currently do, the gaps that exist, and what they thought we should focus on going forward for the next three years.

3) Finally, that the process of putting together the plan would consolidate internally, “who we are”, what “we” the organisation stood for (i.e. the values that inform us in the work regardless of whether one is a volunteer, staff member, board member, young leader) and that the core values and ideology would underpin our work and approach. This, I felt to be particularly important with increasing areas of specialisation, and as the Service continues to grow.

Now that the consultation process and Strategic Plan is complete, I believe that all three have been achieved in this plan and for that I must express my personal gratitude to Siobhan McGrory, Strategic Planning Consultant, who kept the whole process on track whilst allowing for the evolving ebb and flow of the process. Her expert eye and professionalism always meant that we never veered off from our original objectives but rather adapted accordingly.

I would especially like to thank the staff for their participation and commitment to the process from the outset, and the other stakeholders whose contribution to shaping the direction of the plan was much appreciated.

Mairead Mahon
Director.
INTRODUCTION

SWAN Youth Service came into existence in 2004; it is an amalgamation of North Wall Youth Development Confederation, and St. Agatha’s Youth Development Group. The project’s target groups are 10-21 year olds who are deemed to be ‘at risk’, living within the St. Agatha’s and North Wall areas.

Swan Youth Service is funded by the Office of the Minister for Children and Youth Affairs (OMCYA) through the Young People’s Facilities and Services Fund Rounds 1 and 2. This funding is administered by the City of Dublin Youth Service Board (CDYSB), the Youth Work Development Agency of the City of Dublin Vocational Education Committee and the Garda Youth Diversion project is funded by the Irish Youth Justice Service and the European Social Fund.

SWAN’s work focuses primarily on working with young people from an area of high socio-economic disadvantage who often experience marginalisation from mainstream society i.e. they have been excluded from other services and are not in mainstream education. The work of SWAN is critical in that it acts as a medium for vulnerable young people, who face social exclusion, to feel empowered, to have a sense of ownership over the youth service and to find solutions to the issues affecting them. SWAN Youth Service has become a leader in developing creative, innovative ways of working with young people most at risk and is contributing towards models of good practice in this regard.
**THE COMMUNITY CONTEXT**

The catchment area covered by SWAN Youth Service crosses five electoral districts and encompasses Sheriff St., Spencer Dock and Seville Place and is deemed to be one of the highest areas of social, economic, environmental and educational disadvantage within Dublin 1. The St. Agatha’s side of the area encompasses Shamrock Cottages/Terrace/Place, Aldborough Parade, Seville Terrace, North Strand Road (from Five Lamps to Annesley House and side streets, Charleville Flats, James Larkin House, North William St. North, Clarence St., Dunne St., Portland Row/Close, Summerhill Parade, Oswoy Rd., Bayview Avenue, Northbrook Avenue, Leinster Avenue, Charleville Avenue and Nottingham St. This area comprises of mostly Local Authority housing alongside some private residents.

The area is marked by a lot of poor housing conditions and many of the original tenants from North Wall were displaced to areas such as Coolock, Finglas or the IFSc development etc. This area also experienced the highest level of reduction in housing stock across the city with a reduction of 27% and high unemployment, with up to 60% of households dependent on Social Welfare Payments. There is also a high level of drug use, drug dealing and other associated criminal activity especially in relation to cocaine.

“Seville place and its side streets …… now stand out as being amongst the most disadvantaged in the whole inner city”

The national average for lone parent households in the 2006 census was 21.3%; however, in Dublin City the average was 35.8% and 55.0% in the North East Inner City. Furthermore, in the North Wall/North Dock C area, the 2006 census indicated that there was exceptional growth in the numbers of lone parent households at 60.2%.

Guns and gun crime have also become more prevalent in North Wall and more recently the North Strand and there have been a number of fatalities and shootings in the area. The young people are exposed to this violence and in some cases get caught up in, or coerced into family feuds, crime, violence and shootings from a very young age.

The North Wall part of the catchment area is targeted by Dublin Docklands Development Authority’s regeneration programme; however this gentrification of the area has led to probably the most segregated of all inner city areas, largely as a result of the Irish Financial Services Centre (IFSc) where over 1,000 new apartments are concentrated in five major gated communities which are occupied by tenants from the upper end of the affluence spectrum. Not only are these complexes completely shielded from the wider area surrounding them, but “they are literally segregated from the local communities and young people that Swan Youth Service encounters or engages with. The nature of the housing i.e. 1 bedroom apartments in these complexes also mean they are not suitable for family dwelling, therefore, there is no real chance of bridging the gap between these communities as, generally, the residents in these complexes are of a transient nature.

**YOUNG PEOPLE ENGAGED IN THE SERVICE**

Specifically, SWAN Youth Service provides youth work, detached / outreach and street work services to young people aged 10-21 years old. Additionally, SWAN operates a Garda Youth Diversion Project in the North Wall area. This project targets 12-16 year olds with a particular focus on crime prevention and is funded through the Irish Youth Justice Service within the Department of Justice Equality and Law Reform and European Social Fund.

Generally, young people from the catchment area are referred to SWAN in a number of ways as follows: through self referrals, referrals by friends, family connections (brothers and sisters, parent referrals), referrals from other agencies (schools, youth services, community organisations, other), referrals from the street work team.

In particular, the following groups of young people are engaged in the day-to-day programmes and activities offered and delivered by SWAN Youth Service:

- Young people at risk of early school leaving;
- Young women at risk;
- Young unemployed men and women;
- Young people who are exposed to or have contact with criminal activities;
- Young parents;
- Young offenders;
- Young people at risk in terms of social / criminal and health risk-taking behaviours;
- Young people from minority ethnic backgrounds;
- Young people with learning disabilities.

The needs of these young people are varied and complex. Many of the young people are exposed to the prevalent trend of alcohol and drug misuse and perceive it as socially acceptable and non problematic recreational use and many have experienced a family background of alcohol and drug abuse, unemployment, violence, poverty, and a lack of family structures. Community dysfunction and conflict is also prevalent in the catchment area serviced by SWAN Youth Service. In response to these complex issues and experiences, the young people need:

- positive social outlets in which to engage in a safe space;
- to develop an awareness and understanding of their own skills and abilities;
- health promotion and health awareness programmes such as alcohol and drugs awareness, sexual health, mental health programmes, fitness and diet;
- to participate in education, training, apprenticeships, and literacy classes;
- to re-engage in education where at all possible;
- to participate in youth activities and in the community in general in a meaningful way;
- support, counseling, one-to-one and group work;
- alternative activities to engage in;
- to be integrated into mainstream activities where possible;
- to have access to and be referred to appropriate health and social services;
- positive role models;

The day-to-day work of SWAN responds to these young people in a proactive and planned way in order to address these needs.

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DEMographics

I. YOUTH PEOPLE IN THE AREA
There are 3,559 young people aged 12-25 years in the catchment area (Source: CSO 2006). The percentage of the youth population in the area aged 12-25 years is 28.75%. Of these, 21.42% are aged 12-21 years, 31.8% are aged 4-11 years and 18.9% are aged under 4 years (Source: CSO SAPS 2006).

II. UNEMPLOYMENT RATE IN THE AREA:
(Source: Gamma Report, 2008)
- Ballybough A 21.4%
- Mountjoy B 18.8%
- North Dock A 9.4%
- North Dock B 11.2%
- North Dock C 13.8%

III. EMIGRATION/IMMIGRATION STATISTICS, WHERE APPLICABLE
There is a transient immigrant community in the Agatha’s area, with a large number of immigrants in O’Connell’s School due to its special status and allocated resources. This is one of the groupings specifically targeted by SWAN Youth Service. There are 12,272 foreign nationals living in the North East Inner City5.

IV. DEPRIVATION SCORE FOR EACH DISTRICT ELECTORAL DIVISION IN THE TARGET AREA
(Source: Gamma 2008, based on 2006 census)
- Ballybough A: -19.1
- Mountjoy B: -11.7
- North Dock A: -5.8
- North Dock B: -10.8
- North Dock C: -8.7

V. RATE OF EARLY SCHOOL LEAVERS IN THE AREA
The following figures are those who ceased education prior to or at aged 15 years based on the 2006 Census-Gamma 2008.

Primary schools
- St Laurence O’Toole N.S. (Boys)-North Wall (61 enrolled)
- St Laurence O’Toole N.S. (Girls)-North Wall (105 enrolled)
- St. Vincent’s N.S Boys (125 enrolled)
- St Vincent’s N.S Girls (219 enrolled)
- Scoil Ui Chonaill (175 enrolled)
- Naomh Lorcan O’Tuathail Senior Boys (63 enrolled)

Post-primary schools
- O’Connell’s Secondary School (336 enrolled)
- Marino College (628 enrolled)
- St Joseph’s Secondary School (237 enrolled)
- Larkin College (406 enrolled)

VII. OTHER TRAINING AND RECREATIONAL FACILITIES IN THE AREA
FAS/Youthreach/VTOS or other training centres/Gaisce Special Awards
- North Wall Training Workshop, Sheriff St, FAS
- North Frederick St Youthreach
- Lourdes Youth & Community Service (LYCS)
- NCCCAP

LYCS and NCCCAP are both outside the area but young people within the area avail both of.

Youth clubs/groups/units or other projects
- Dance groups, modern, disco, Irish etc.
- Sheriff football club/Sheriff United
- Peace Corps, No Name Club/Club 4 U
- DODA Boxing Club
- Sheriff Youth Club, Bessbrook Football club
- St Agatha’s Choir group

Existing youth organisations
- After school’s education and support programme North Wall
- Neighbourhood Youth Project
- Scouts group

Community and sports facilities
- Dublin City Council Sports Hall North Wall
- Sheriff Hall
- St Agatha’s Hall

SWAN YOUTH SERVICE ORGANISATIONAL STRUCTURE

Swan Youth Service Ltd,
Company limited by guarantee with a board of
Directors, members, an independent Chairperson
and representation of CDYSB in attendance

Swan Youth Service

Director Swan Youth Service
Manager St. Agatha's Hall

Youth Services Manager

Administrator SYS
St. Agatha’s Hall

Youth Worker Team
2 FT youth workers
2 PT youth workers
1 CE youth worker
1 youth activities worker

Street Work Team
2 PT street workers

Garda Youth Diversion Project
1 FT youth worker
1 FT youth activities worker

St. Agatha’s staff
2 CE administrator
1 CE porter
1 PT porter
The day-to-day work of SWAN Youth Service is carried out by three teams, i.e. the Youth Work Centre-based Team, the Street Work Team and the Garda Youth Diversion Project Team.

Youth Work Centre-based Team:
This team works with young people aged 10-21 years through a variety of educational and recreational centre-based programmes which include drop-ins, one-to-ones, small group work and work with larger groups, predominantly through football. Group work activities include DJing, video, development education, health programmes (mental health, fitness, sports sexual health, cooking and nutrition), arts-based project work and more. The youth workers also run programmes in schools e.g. the learning for life programme and the transition programme.

These youth workers also carry out outreach work and make contact with young people in their own homes, while also having contact with parents and families. Collaborative pieces of work with different projects in the community and city are also part of the work of the centre-based staff e.g. the North East Inner City Youth Arts Festival, the REEL Youth Film Festival and other similar projects as they arise.

As well as the direct work with young people, the centre-based staff engage with different local agencies to advocate with and/or on behalf of young people, including schools, Community Training Centres (CTCs) etc., and make referrals to different agencies where appropriate, e.g. counselling, CTCs, Youthreach, drug treatment services, etc.

Street Work Team:
Street workers engage groups of young people in their own territory, on the street and generally in their own locality, particularly in the North Strand and North Wall areas. Much of their work focuses on motivating the young people and getting them to look at where they are and where they want to be. This happens with groups but more so in one-to-ones. Street work includes raising awareness on substance misuse, employment, education and training, health issues and issues of conflict in the community.

Interagency work is a big part of this team’s work and referrals are made as appropriate. Street workers also carry out a great deal of advocacy, especially as there are many structures within the community which exclude their target groups.

Street workers also link in with the parents and families of young people who are involved in the programmes.

Street workers continue to provide support for young people referred to them through progression routes into employment and training e.g. through the Cavan Centre, and through other referrals such as drug treatment services. Street workers also carry out weekly centre-based projects including indoor and outdoor football sessions and a weekly drop-in.

Garda Youth Diversion Project (GYDP) Team:
The GYDP team work with young people who are involved in anti-social or criminal behaviour or who are at risk of doing so. They have a primary target group i.e. those who are already involved in the criminal justice system or who are known to the Gardai, and the secondary target group, who are those young people at risk of doing so. They also target girls and young women who are at risk in the community.

The GYDP staff primarily focus on the needs of young people and deal with the broader issues impacting on them such as education, lack of job prospects, health and gender. A broad range of topics are covered in programmes including drugs education, sexual health, relationships, development education, cooking, sports and football, fitness, etc. They also work on challenging young people’s involvement in, and attitudes towards crime and anti-social behaviour and aim to raise awareness on the impact of this on the community.

The GYDP staff also advocate on behalf of young people with the Gardai, CTCs, etc. so that the rights of the young people are recognised. They also link in with parents and family members in order to further support young people.
SWAN YOUTH SERVICE FRAMEWORK FOR FUNDING ALLOCATION

Office of the Minister for Children & Youth Affairs

Department of Justice, Equality and Law Reform (GYDP)

European Social Fund

CDYSS

Young People’s Facilities and Services Fund, Round 1 (Mainstreamed)

Young People’s Facilities and Services Fund, Round 2 (Non-mainstreamed)

Inish Youth Justice (GYDP)

ANNUAL LEVEL OF ACTIVITY WITH YOUNG PEOPLE, GROUPS AND FAMILIES

<table>
<thead>
<tr>
<th>Total numbers of young people involved</th>
<th>Total numbers of Groups</th>
<th>Contact with Families</th>
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<tbody>
<tr>
<td>449</td>
<td>147 groups</td>
<td>75-80 families annually</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Age</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>10 - 14</td>
<td>23</td>
<td>17</td>
<td>111</td>
<td>74</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>15 - 19</td>
<td>34</td>
<td>12</td>
<td>79</td>
<td>41</td>
<td>18</td>
<td>8</td>
</tr>
<tr>
<td>20 - 24</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
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*GYDP staff work with other staff on other areas of work within the service/programme. The numbers listed here are solely the primary referral group and the secondary target group.
VISION, MISSION, AIM AND OBJECTIVES OF SWAN YOUTH SERVICE

OVERALL AIM OF SWAN YOUTH SERVICE

THE OVERALL AIM OF SWAN YOUTH SERVICE IS TO PROVIDE A QUALITY SERVICE AND RESOURCE TO YOUNG PEOPLE IN THE CATCHMENT AREA, PARTICULARLY THOSE MOST SOCIALLY EXCLUDED AND AT RISK.

VISION

THE EMPOWERMENT OF YOUNG PEOPLE TO TAKE CONTROL OF THEIR LIVES, TO OWN THEIR DESTINIES, AND TO REACH THEIR FULL POTENTIAL. SWAN’S VISION IS ONE OF EQUALITY, WHERE THE YOUNG PEOPLE WE WORK WITH HAVE AN EQUAL VOICE AND EQUAL OPPORTUNITY, EMBRACING DIVERSITY AND CREATING AN OPEN SOCIAL AND LEARNING ENVIRONMENT.

MISSION

To facilitate young people to make informed life choices so as to become active participants in their own lives. SWAN staff look at where young people are at, and work to challenge the inequality in order to level the playing field. We advocate for the young people with the agencies which impact on their lives. We engage young people in a nurturing environment through a variety of formal and informal programmes. We encourage our members to become critical thinkers, and raise awareness of local and global issues affecting them. Through support, encouragement, challenge, and exploration and development of skills we work to empower young people, enabling them to become active participants in society in a strive toward equality.

OBJECTIVES

- To address the needs of the young people as voiced by the young people themselves;
- To build positive working relationships by engaging with young people through street work, group work, outreach and individual work;
- To provide a safe environment and safe space for the young people;
- To promote the self worth and self esteem of the young person;
- To enable young people to express themselves;
- To raise awareness among young people about the community and society they live in and explore what their role in contributing to the community and society;
- To promote young people’s involvement in positive activities in the area encouraging them to try out new activities to broaden their horizons;
- To promote young people’s learning through encouragement, support and challenge;
- To address the health needs and wellbeing of young people;
- To incorporate development education into the work;
- To respond to the young persons needs e.g. by providing greater levels of support for young people when difficult issues arise;
- To use democratic methods as a way of working in groups;
- To encourage involvement and participation of young people who most need it;
- To create a sense of trust through the development of a professional service;
- To promote equality through policy and practice;
- To challenge negative attitudes and practices, internal and external;
- To respect confidentiality with young people within relevant child protection guidelines;
- To network with other agencies to maximise quality of service provision for young people in the area;
- To engage in joint initiatives with other organisations which work towards equality for the young people;
- To develop relationships with families/parents to promote and compliment the work done with the young people;
- To advocate for young people with the relevant agencies and to challenge discriminatory practices and negative attitudes in the community towards young people;
- To make referrals to other agencies where appropriate;
- To carry out reflective practice for the ongoing development of the service.
SWAN Youth Service advocates for and on behalf of all young people engaged in the service and particularly on behalf of those most vulnerable, marginalised, socially excluded and at risk in the community. SWAN also encourages and supports young people to advocate and speak up for themselves and their peers.

2. Social Justice: SWAN Youth Services operates from a Critical Social Education Model of Youth Work and encourages young people to think critically about social justice and social change. In this regard, SWAN works with young people to identify their role and contribution to social justice and social change at local and global levels.

3. Inclusion: SWAN Youth Service is committed to the inclusion and involvement of all young people irrespective of their background or personal or social circumstances and strives to include those young people most at risk in the community.

4. Participation: SWAN Youth Service works with all young people ‘where they are at’ and strongly encourages young people towards meaningful and active participation in programmes as well as in shaping and planning the delivery of the Service. SWAN believes in the voluntary participation of young people but actively targets those young people who are most marginalised and most at risk. SWAN’s goal is the sustained engagement and participation of these young people in the Service for as long as possible.

5. Acceptance: SWAN Youth Service acknowledges the individuality and diversity of all young people engaged in the service and works with young people in a non-judgmental and open-minded way.

6. Respect: SWAN Youth Service works in a respectful way with all young people involved in the service and strives to instill respect in young people for one another, their families, community and wider society.

7. Equality: SWAN Youth Service believes that all young people deserve, need and have a right to the same chances and opportunities and strives to ensure equality of opportunity for all young people.

8. Empowerment: SWAN Youth Service works to empower all young people to take ownership and responsibility for themselves, their lives, their community and wider society. SWAN also empowers young people to have pride in, and take ownership of the Service.

9. Safety: SWAN Youth Service believes that everyone has a right to a safe and secure environment, free from violence, coercion and intimidation. SWAN also works to ensure the safety of all staff and volunteers who work with young people.

10. Partnership: SWAN Youth Service works in partnership with key agencies and organisations in the community to ensure that young people have the maximum access to the supports, programmes and services they need.
MODEL OF YOUTH WORK


The Critical Social Education Model encourages and supports young people to critically explore and critique the issues and structures that impact directly on their lives and that of their family and community. It encourages young people to critically evaluate and positively influence social change through a process of self awareness and individual change.

This Model views the social issues which people face as created in societal structures, e.g. the education system, economics (government policies, operations of multi-nationals etc), family structure etc. In this Model education plays a major role. In particular, this Model is critical of an education system which is technical in approach as it teaches young people facts and formulas rather than educating people to think for themselves.

The Critical Social Education Model, through a process of ‘social analysis’, educates young people in a way that is relevant to their world so that they come to understand where they stand in the world. Firstly, the young person explores where they are at, their experiences of a social structures (like schools, church/religion, health), where they stand in their community (looking at power- who has it/where does it lie), where this fits in with the larger society (power structures). It encourages young people to identify blocks and barriers for themselves and to identify ways to challenge and make changes in their community, society and ultimately in their lives. Empowerment of the person and of communities is central to this process.
NATIONAL YOUTH WORK CONTEXT

The work of SWAN Youth Service is informed and influenced by a number of key developments in Youth Work nationally. First and foremost, the Youth Work Act 2001, developed following an extensive consultation process, provides a legal framework to support the provision of Youth Work programmes and services. It details the functions of the Minister, the Vocational Education Committees (VECs) and national/regional Youth Work organisations in this regard.

The principal features of the Act are:7
- To define Youth Work in a clear and concise manner;
- To detail policy, budget, research, monitoring and assessment function of the Minister;
- To define the function of Vocational Education Committees regarding Youth Work, particularly the procedures, planning and prioritising of funds and the reporting on the provision of Youth Work programmes and services;
- To establish a special Youth Work Committee in each VEC area;
- To provide for the structure of the National Youth Work Advisory Committee;
- To formalise the allocation of grants for Youth Work;
- To establish Voluntary Youth Councils to represent the needs and demands of the voluntary sector at local level and
- The appointment of a National Assessor of Youth Work to ensure the best possible use of public money in Youth Work programmes and services.

The principal features of the Act are:


7 Office of the Minister for Children and Youth Affairs Website: http://www.wex.gov.ie/en/dataandpublications/2011/02/14/youthwork Informationen.html#youthwork
**THE QUALITY STANDARDS FRAMEWORK (QSF)**

aims to be developmental and act as a support tool for organisations and projects to document what is good or even great about what they do, while at the same time providing an opportunity for highlighting areas for continued improvement.

The QSF for Youth Work is intended to be both practical and developmental; to assist Youth Work organisations and services to identify strengths and areas for development and to benchmark progress accordingly. Having done so, they will be able to take a structured and developmental approach to the assessment of Youth Work provision, examining its level, impact and efficacy. As Youth Work provision throughout the country is diverse, it is not the intention that the QSF would demand uniformity of provision, rather, that it would ensure that Youth Work providers would continue to offer a rich and varied service and commit to the continuous development of Youth Work provision through engagement in the QSF.

It is anticipated that an agreed Quality Standards Framework will be introduced on a phased and incremental basis to staff-led Youth Work organisations and projects funded by the Youth Affairs Unit of the Office for Minister & Youth Affairs (OMCYA) in 2010. Once implemented, organisations and services will engage with the QSF on an ongoing basis and will indicate their progress through an annual progress report8.

The introduction of the QSF within the lifetime of the SWAN Youth Work Strategic Plan will have significant implications for SWAN as a service and for its work at all levels.

**CHILD PROTECTION:**

The issue of Child Protection is one of significant importance for all organisations and services working with young people. SWAN Youth Service’s child protection policy, guidelines and procedures are informed in the first instance by Children First – National Guidelines for the Protection and Welfare of Children (1999)9. Children First provides a comprehensive framework to assist professionals and other persons who have contact with children and wish to deal with any concerns they may have in relation to their safety and wellbeing. The guidelines embody the principles contained in the UN Convention on the Rights of the Child which was ratified by Ireland in 1992.10

The Code of Good Practice Child Protection for the Youth Work Sector11 was first published in September 2002 with a second edition following in May 2003. The Code was prepared with the youth work sector specifically in mind. It aims to assist and give direction and guidance to youth workers and Youth Work organisations/groups in protecting the children and young people under their care and in dealing with allegations or suspicions of child abuse.

Building on these guidelines, a Child Protection Training Programme has been developed for the sector and awareness of child protection procedures and responsibilities have been addressed at various levels within Youth Work organisations. Additionally, a National Child Protection Unit, financially resourced by the Youth Affairs Section, was established in January 2005 and is hosted in the National Youth Council of Ireland (NYCI).

During 2009, an expert working group has reviewed the existing child protection guidelines (last revised in 2003) in light of the experience of the Youth Work Sector and developments such as the introduction of Garda Vetting procedures for new staff and volunteers in September 2006. It is anticipated and envisaged that this group will complete its work in late-2009 – early 2010 with the publication of a new Code of Good Practice for the Youth Work Sector.

In addition to the National Youth Work context, the work of SWAN Youth Service is, and will continue to be influenced and informed by a number of other relevant national policy and strategic documents as follows:

- **National Youth Justice Strategy 2008-2010**14
- **National Drugs Strategy (Interim) 2009-2016**15
- **Reach Out – National Strategy for Action on Suicide Prevention 2005-2014**17

1. ORGANISATIONAL DEVELOPMENT AND MANAGEMENT

2. STAFF AND VOLUNTEER DEVELOPMENT

3. ADVOCACY

4. HEALTH PROMOTION

5. DEVELOPMENT EDUCATION

6. COMMUNITY DEVELOPMENT

7. DEVELOPING YOUNG PEOPLE AS CRITICAL SOCIAL THINKERS

8. INTERAGENCY WORKING

9. EMPOWERMENT AND DEVELOPING A SENSE OF OWNERSHIP IN YOUNG PEOPLE

10. AN INTEGRATED ORGANISATIONAL APPROACH

The Board of Management of SWAN Youth Service will further develop and implement effective mechanisms for the effective and transparent management and development of the Service.

The Board of Management of SWAN Youth Service will continue to support the professional development, training, support and supervision of all staff in keeping with best Youth Work practice. Furthermore, the Board will prioritise the development of volunteering in general and, in particular, the development of young volunteers and leaders.

SWAN Youth Service will advocate for and on behalf of all young people engaged in the Service and particularly on behalf of those most vulnerable, marginalised, socially excluded and at risk in the community. SWAN will also encourage and support young people to advocate and speak up for themselves and their peers.

SWAN Youth Service, through its health education programmes/initiatives and Health Quality Award, will actively address and promote the physical, mental, emotional and social health and wellbeing of all young people engaged in the Service.

SWAN Youth Service, through its comprehensive Development Education programmes/initiatives will increase knowledge, awareness and appreciation among young people about development, cultural and global issues and encourage young people to ‘link the global to the local’.

SWAN Youth Service, through its work programmes and active involvement in the local community, will encourage and support young people to appreciate and take an interest and an active role in the development of their own community.

SWAN Youth Service, through the Critical Social Education Model of Youth Work, will encourage young people to critically evaluate and positively influence social change through a process of self awareness and individual change.

SWAN Youth Service will work in partnership with key agencies and organisations, both statutory and voluntary, in the community to ensure that young people have the maximum access to the supports, programmes and services they need.

SWAN Youth Service will work to empower, and build the capacity of all young people to take ownership and responsibility for themselves, their lives, their community and wider society.

SWAN Youth Service will operate from its agreed set of values and principles which underpin all its work. Furthermore, SWAN Youth Service will develop and implement formal and informal structures and processes to support an integrated organisational approach.
STRATEGIC PRIORITY 1: ORGANISATIONAL DEVELOPMENT AND MANAGEMENT

The Board of Management of SWAN Youth Service will further develop and implement effective mechanisms for the effective and transparent management and development of the Service.

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<tr>
<th>AREAS OF WORK</th>
<th>EXPECTED OUTCOMES FOR SWAN YOUTH SERVICE</th>
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<tbody>
<tr>
<td>1. OVERALL FINANCIAL &amp; RESOURCE MANAGEMENT OF THE SERVICE</td>
<td>• The financial resources of the Service are appropriately allocated; • There is ongoing transparency and accountability for the management of organisational finance and resources.</td>
</tr>
<tr>
<td>2. LOBBYING FOR ADDITIONAL RESOURCES FOR THE SERVICE</td>
<td>• Additional resources are secured with a view to the further development of the Service; • Additional resources are secured for specialised areas of work e.g. arts, health, support programmes; • The allocation of resources is balanced between training and professional development of staff and volunteers and responding to the day-to-day running of the Service.</td>
</tr>
<tr>
<td>3. BOARD DEVELOPMENT</td>
<td>• There is broader representation of relevant stakeholders on the Board of SWAN Youth Service; • There is greater expertise and skills base on the Board of SWAN Youth Service; • There is greater sharing of responsibility across Board membership.</td>
</tr>
<tr>
<td>4. PREPARING THE ORGANISATION FOR AN INCREASED DEMAND ON THE SERVICE</td>
<td>• There are increased numbers of staff employed by the organisation and the effective provision of specialist services for young people; • There are structured mechanisms in place for addressing waiting lists of young people and the provision of additional programmes to meet their needs; • There are additional facilities to facilitate the increased demand on the Service; • There is a commitment to the provision of additional training and up-skilling of staff and volunteers to meet the increasing demands on the Service.</td>
</tr>
<tr>
<td>5. DEVELOPING A PROCESS FOR DOCUMENTING AND MEASURING OUTCOMES AND IDENTIFYING THE PROGRESSION OF YOUNG PEOPLE IN THE SERVICE</td>
<td>• A database of participants in the Services is established in order to track their progression pathways; • The outcomes for young people are measured against the Strategic Plan through the use of a specific template in programme records; • Mechanisms are in place for appropriate recording of information.</td>
</tr>
</tbody>
</table>

STRATEGIC PRIORITY 2: STAFF AND VOLUNTEER DEVELOPMENT

The Board of Management of SWAN Youth Service will continue to support the professional development, training, support and supervision of all staff in keeping with best Youth Work practice. Furthermore, the Board will prioritise the development of volunteerism in general and, in particular, the development of young volunteers and leaders.

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<tr>
<td>1. CONTINUED PROFESSIONAL DEVELOPMENT AND TRAINING FOR STAFF AND VOLUNTEERS</td>
<td>• Staff and volunteers will have access to ongoing training and professional development; • Staff will be skilled to deliver a broad range of programmes for young people; • Staff and management will have greater skills, expertise and confidence to deliver a quality Youth Service for all stakeholders; • The organisation will meet its legal requirements and good practice e.g. in terms of health and safety, child protection, critical incident management etc.</td>
</tr>
<tr>
<td>2. SUPPORT AND SUPERVISION FOR STAFF, VOLUNTEERS AND STUDENTS</td>
<td>• Staff, volunteers and students will have access to ongoing individual and team support and supervision to enable them to carry out their roles effectively and maintain accountability; • Staff, volunteers and students will be better equipped to deal with the emerging needs, critical issues and individual roles and responsibilities within the Service; • Volunteers will be actively engaged with staff in reflecting on, and influencing the work of the Service.</td>
</tr>
<tr>
<td>3. HEALTH AND SAFETY</td>
<td>• The organisation will comply with legislative responsibilities regarding health and safety for the Service; • Staff and management will have greater skills, expertise and confidence to deliver a quality Youth Service for all stakeholders in line with SWAN’s health and safety policy and procedures; • Staff, volunteers and students will have a greater understanding regarding their responsibilities with regard to organisational health and safety; • Staff and management will be better able to respond appropriately when exposed to situations which may endanger their own or young people’s personal safety.</td>
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<tr>
<td>4. DEVELOPING VOLUNTEERISM</td>
<td>• There will be increased participation and involvement of volunteers at all levels of the organisation e.g. Board of Management, young volunteer leaders, general and specialist service volunteers; • Volunteers will act as positive role models for participants of the Service and foster active citizenship among young people; • There will be increased tolerance, integration and acceptance of diversity as a result of involvement of a broad range of volunteers from different cultures; • There will be a greater range of programmes on offer as a result of the involvement of volunteers; • There will be greater visibility and connection of the Service through the involvement of local volunteers.</td>
</tr>
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</table>
SWAN Youth Service will advocate for and on behalf of all young people engaged in the Service and particularly on behalf of those most vulnerable, marginalised, socially excluded and at risk in the community. SWAN will also encourage and support young people to advocate and speak up for themselves and their peers.

**STRATEGIC PRIORITY 3: ADVOCACY**

SWAN Youth Service will advocate for and on behalf of all young people engaged in the Service and particularly on behalf of those most vulnerable, marginalised, socially excluded and at risk in the community. SWAN will also encourage and support young people to advocate and speak up for themselves and their peers.

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</table>
| 1. ADVOCACY & LOBBYING ON BEHALF OF YOUNG PEOPLE | To proactively work with local agencies and services, advocating and lobbying for and on behalf of young people in the area | Young people will:  
  - Have greater access to, and increased participation in education, training and services relevant to them;  
  - Have increased life skills and less feelings of isolation and increased opportunities to participate in local services;  
  - Develop increased levels of responsibility for themselves and feel better empowered to deal with agencies themselves. |
| 2. COMMITTEE WORK WITH YOUNG PEOPLE  | To support and build the capacity of young people to actively participate on relevant internal and external committees and working groups in order to represent young peoples’ views. | Young people will:  
  - Have opportunities to affect positive change on issues they have identified as important for them;  
  - Greater communication skills and self-confidence;  
  - Increased opportunities to network with other young people, both inside and outside the local community. |
| 3. YOUTH FORUM 1 & 2               | To facilitate young people to:  
  - Develop decision-making skills;  
  - Promote the objectives and interests of themselves and other young people;  
  - Plan and carry out activities;  
  - Apply for relevant awards. | Young people will:  
  - Identify and address their own needs;  
  - Be encouraged to work independently to achieve goals;  
  - Have access to progression routes from the youth forum to becoming junior leaders. |
| 4. REFERRAL TO AND FOLLOW-UP WITH AGENCIES | To identify relevant agencies and work with these agencies to respond to young peoples’ needs identified by both young people themselves and Youth Work staff. | Young people will:  
  - Have greater access to relevant, specialised agencies and support services e.g. educational and training options, counselling services, drugs and alcohol services.  
  - Develop increased life skills and opportunities for progression in their lives. |
| 5. YOUTH LEADERSHIP                 | To support and build the capacity of young people to actively engage and advocate on behalf of themselves and other young people on the direction of the work of the Youth Service. | Young people will:  
  - Have increased input into the direction of the work of the Youth Service;  
  - Be actively engaged and participating on committees;  
  - Develop committee skills. |
STRATEGIC PRIORITY 3: ADVOCACY

AREAS OF WORK | OBJECTIVES | EXPECTED OUTCOMES FOR YOUNG PEOPLE
--- | --- | ---
6. TRANSITION PROGRAMME | To promote young people's decision-making skills through a structured educational programme in schools. Young people will: • Identify SWAN Youth Service as a resource to support them to address the issues arising for them in the school setting; • Continue on into 1st and 2nd year, thereby reducing early school leaving; • Have a greater understanding of the importance of 2nd level education; • Have increased levels of coping skills; • Have greater input into 2nd level education. |

7. CAREER GUIDANCE | To identify career pathways for young people, particularly into third level education and work with the relevant colleges to support young people to advance their education. To support young people to realise their own potential and to avail of opportunities to progress in youth leadership roles and volunteering as well as in appropriate career pathways. Young people will: • Increase their participation and complete 3rd level education. • Avail of opportunities to progress in youth leadership roles and to access appropriate career pathways. • Have an increased sense of self worth and self confidence as a result of their achievements and successes. |

8. FAMILY SUPPORT | To identify opportunities, through advocacy and interagency work, to support parents, grandparents and families regarding issues impacting on young people. Young people will: • Benefit positively from their families having increased support and from the families having greater access to services; • Develop a greater awareness about the issues impacting on their parents, grandparents and families through family support. |

STRATEGIC PRIORITY 4: HEALTH PROMOTION

SWAN Youth Service, through its health education programmes/initiatives and Health Quality Award, will actively address and promote the physical, mental, emotional and social health and wellbeing of all young people engaged in the Service.

AREAS OF WORK | OBJECTIVES | EXPECTED OUTCOMES FOR YOUNG PEOPLE
--- | --- | ---
1. PERSONAL AND SOCIAL DEVELOPMENT PROGRAMMES | To raise awareness and provide accurate and practical information regarding key health issues impacting on young people e.g. mental health, healthy eating, sexual health, substance misuse; To work with young people to build their confidence, self esteem and personal capacity to take responsibility for their own health and personal safety. To proactively challenge negative behaviour norms with young people, particularly in relation to risk-taking behaviour, violence, crime and racism. | Young people will: • Develop increased self awareness, self esteem and social skills; • Be better empowered to make positive life choices; • Have increased levels of individual support; • Have greater knowledge of health risks and knowledge about how to minimise these health risks; • Develop positive behaviour changes in relation to crime, violence, bullying and racism. • Have increased participation in decision-making about the programmes and activities they are involved in. |

2. PHYSICAL ACTIVITIES AND FITNESS PROGRAMMES | To provide health information and address physical and mental health issues, stress and self esteem with young people. To raise awareness about health and engage young people in an active physical fitness programmes. To use sports as a means of challenging negative behaviours and to educate young people about the importance of healthy eating and physical health. | Young people will: • Have increased access to health information and • Have greater understanding about health issues as a result. |

3. HEALTH INFORMATION AND RESOURCES | To provide young people with access to a wide range of health information and resources | Young people will: • Identify and address their own needs; • Be encouraged to work independently to achieve goals; • Have access to progression routes from the youth forum to becoming junior leaders. |
### STRATEGIC PRIORITY 4: HEALTH PROMOTION

#### AREAS OF WORK

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<tr>
<th>客观目标</th>
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<th>估计结果为年轻人</th>
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| **4. DRUG & ALCOHOL AWARENESS PROGRAMMES** | To provide factual information and raise awareness about the issues, effects, dangers, risk factors and impacts of drug and alcohol misuse. | • Young people will:  
  - Have greater knowledge and awareness about drug and alcohol issues;  
  - Make positive behaviour changes in terms of their use of alcohol and drugs;  
  - Have increased access to the range of support services available;  
  - Become more positive role models for each other and have a positive influence on others.  
  - Be better empowered to make positive life choices and informed decisions about alcohol. |
| **5. SEXUAL HEALTH PROGRAMMES/ INITIATIVES AND RELATIONSHIPS** | To raise awareness about sexuality, puberty, sexual health, contraception, relationships and STIs. To explore key sexual health issues with young people including use of language, peer pressure, homophobia, gender roles and expectations. To develop key skills in relation to negotiating safe sex. To provide help and support and follow-up referral for young people in relation to sexual abuse and violence. | • Young people will:  
  - Have greater awareness about sexuality, sexual health, relationships and contraception;  
  - Be able to negotiate safer sex;  
  - Have increased awareness about the range of sexual health services available and how to access them.  
  - Identify SWAN Youth Service as an additional support in terms of responding to issues of sexual abuse and violence;  
  - Have greater access to relevant referral services in this regard. |
| **6. COUNSELLING AND SUPPORT** | To refer young people to relevant counselling and to support them through the counseling process, before, during and after. | • Young people will:  
  - Have access to relevant counseling;  
  - Be supported by the Youth Service before, during and after the counseling process. |
| **7. MENTAL AND EMOTIONAL HEALTH PROMOTION** | To raise awareness about and address the issue of mental and emotional health and wellbeing with young people. | • Young people will:  
  - Have greater knowledge and awareness about health risks and knowledge about how to minimise these health risks specifically in relation to stress, mental and emotional health.  
  - Be better empowered to make positive life choices for when they are released. |
| **8. CHILD PROTECTION AND FIRST AID** | To adhere to the organisational child protection policy in line with best practice and legislative guidelines. To respond to emerging child protection issues and refer and support young people accordingly. To provide good practice training in child protection for youth leaders. To provide first aid training and equipment to enable the organisation to respond to first aid situations. | • Young people will:  
  - Participate in a safe and secure environment within the Youth Service in keeping with the organisation’s child protection policy;  
  - Develop a better understanding and knowledge of gender roles;  
  - Develop a better understanding of power and responsibility in the community. |
| **9. GENDER-SPECIFIC HEALTH INITIATIVES** | To provide young people with a heightened understanding of gender roles and promote positive attitudes towards one another. To raise awareness about power in relation to gender and how power impacts on young people themselves and in their families and communities (exploring issues such as violence in relationships, power differences, gender biases in different social, educational and work contexts). To provide support for young people experiencing domestic violence and gender violence in the community. | • Young people will:  
  - Have greater respect for one another;  
  - Develop a better understanding of power roles;  
  - Make positive behaviour changes in terms of stereotyping and how they speak to and treat one another. |
| **10. PRISON VISITS** | To provide support to young people who are in prison in relation to their mental, emotional and physical health. To use prison visits to challenge negative behaviours and to provide young people with alternative lifestyle choices for when they are released. | • Young people will:  
  - Receive support in relation to their mental, emotional and physical health while in prison;  
  - Be challenged to consider the impact of their negative behaviour choices on themselves and their community;  
  - Be supported to plan alternative lifestyle choices for when they are released from prison. |
SWAN Youth Service, through its comprehensive Development Education programmes/initiatives will increase knowledge, awareness and appreciation among young people about development, cultural and global issues and encourage young people to ‘link the global to the local’.

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<td>1. CORE DEVELOPMENT EDUCATION PROGRAMMES</td>
<td>To educate young people about key development, global and cultural issues. To raise young people’s awareness about cultural diversity and promote integration locally within the community. To raise awareness about the links between global and local issues.</td>
<td>Young people will: • Have increased knowledge about global and cultural issues; • Appreciate the importance of cultural diversity and difference; • Be able to relate to other social situations outside their immediate community and to link the global to the local.</td>
</tr>
<tr>
<td>2. GENDER-SPECIFIC HEALTH INITIATIVES</td>
<td>To provide young people with a heightened understanding of gender roles and promote positive attitudes towards one another. To raise awareness about power in relation to gender and how power impacts on young people themselves and in their families and communities (exploring issues such as violence in relationships, power differences, gender biases in different social, educational and work contexts). To provide support for young people experiencing domestic violence and gender violence in the community.</td>
<td>Young people will: • Have greater respect for one another; • Have a greater understanding about gender roles; • Make positive behaviour changes in terms of stereotyping and how they speak to and treat one another; • Develop a better understanding of power relationships and gender biases in social, educational and work contexts; • Make positive behaviour changes that will impact on the cultural norm within family, community and wider society; • Be supported in dealing with issues of personal domestic violence and gender violence.</td>
</tr>
<tr>
<td>3. ADDRESSING ISSUES OF CONFLICT</td>
<td>To work with young people to increase their awareness about global conflicts, exploring the causes and impacts of conflict. To raise awareness about the impacts of community conflict on the local community.</td>
<td>Young people will: • Have an increased knowledge and awareness about the causes and impacts of conflict both globally and locally within their own community; • Develop increased responsibility for themselves and their community.</td>
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<td>4. ANTI-RACISM WORK</td>
<td>To raise awareness about the impacts of racism and to proactively challenge racist attitudes and behaviour among young people. To promote integration of all young people in the Service. To actively involve international leaders as volunteers in the Service with a view to promoting anti-racism.</td>
<td>Young people will: • Have an increased awareness about the negative impacts of racism; • Be challenged to consider their negative behaviour in relation to prejudice and racism; • Develop positive behaviour changes in relation to racism; • Appreciate the importance of cultural diversity and difference, both globally and locally.</td>
</tr>
<tr>
<td>5. ENVIRONMENTAL PROGRAMMES</td>
<td>To encourage young people to become more critically aware of the environmental issues in their own community.</td>
<td>Young people will: • Have an increased awareness of environmental issues in their own surroundings; • Develop critical life skills and an increased sense of self-esteem and self worth as a result of achieving the goals set by the project.</td>
</tr>
<tr>
<td>6. HUMAN RIGHTS PROGRAMMES</td>
<td>To examine and raise awareness regarding issues and abuses of human rights and how young people can influence change in this regard.</td>
<td>Young people will: • Have increased knowledge and understanding about the issues impacting on young people in other cultures.</td>
</tr>
<tr>
<td>7. INTERNATIONAL DAYS/ WEEKS OF CELEBRATION E.G. ONE WORLD WEEK, FAIR TRADE WEEK</td>
<td>To use international days/weeks of celebration to raise awareness about cultural differences and to celebrate diverse cultures. To work with young people to produce posters, games and events to mark such celebration days.</td>
<td>Young people will: • Have increased knowledge and understanding about the issues impacting on young people in other cultures.</td>
</tr>
<tr>
<td>8. EQUALITY RIGHTS PROGRAMMES</td>
<td>To work specifically with international young people and support them to identify their rights within this country.</td>
<td>Young people will: • Have increased awareness and knowledge about rights in Irish Society; • Actively participate in actions that influence positive change; • Have increased opportunities to participate on committees to voice their issues and seek change e.g. PATTOR.</td>
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### STRATEGIC PRIORITY 5: DEVELOPMENT EDUCATION

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</table>
| 9. INTEGRATION INITIATIVES           | To develop initiatives to integrate local and international young people within the Youth Service in order to explore diversity and common issues. | Young people will:  
  - Develop an increased awareness about difference and diversity;  
  - Appreciate the importance of diversity;  
  - Integrate as young people from a range of backgrounds into the Youth Service. |
| 10. INTERNATIONAL TRIPS               | To provide an increased awareness of the issues impacting on other cultures through international trips for young people to other countries. | Young people will:  
  - Have increased knowledge and understanding about the issues impacting on young people in other cultures. |
| 11. MUSIC AND FOOD AND CULTURAL APPRECIATION PROGRAMMES | To raise awareness about different cultures and to encourage young people to think critically about their world and the world of other young people.  
To explore development education issues through the medium of music  
To introduce young people to foods from different cultures and to cook foods from different cultures. | Young people will:  
  - Develop increased awareness about development issues in general and through music, cookery etc;  
  - Have an increased knowledge about foods from different cultures;  
  - Develop cooking skills and be able to prepare healthy foods;  
  - Eat more healthily as a result of their participation in this programme. |
| 12. ARTS-BASED PROGRAMMES            | To introduce young people to a range of development education issues through the use of arts-based activities, guest speakers presenting on different cultural issues at themed events nights. | Young people will:  
  - Have increased knowledge and understanding about development education issues;  
  - Engage in fun and social activities. |
**STRATEGIC PRIORITY 6: COMMUNITY DEVELOPMENT**

SWAN Youth Service, through its work programmes and active involvement in the local community, will encourage and support young people to appreciate and take an interest and an active role in the development of their own community.

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<td>1. BACK YARD PROJECT</td>
<td>To engage the Back Yard Group in the maintenance of the Back Yard of the Youth Service Building, painting a mural and selling bricks for to contribute to charity.</td>
<td>Young people will: • Develop practical skills such as painting and carpentry; • Develop critical life skills and an increased sense of self-esteem and self worth as a result of achieving the goals set by the project; • Develop a sense of pride and ownership in their own community.</td>
</tr>
<tr>
<td>2. PERSONAL &amp; SOCIAL DEVELOPMENT PROGRAMMES</td>
<td>To challenge young people’s negative behaviours that impact on the wider community and support young people to change their behaviour. To encourage young people to identify opportunities within the community where they can make a positive contribution.</td>
<td>Young people will: • Develop a sense of ownership through community involvement; • Actively contribute to their own community through their involvement in local projects and initiatives with a view to helping others in the community; • Develop self-esteem and self worth as a result of their behaviour change; • Develop positive behaviour changes e.g. in reducing anti-social behaviour, crime and violence.</td>
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<tr>
<td>3. YOUNG VOLUNTEER DEVELOPMENT</td>
<td>To provide training, capacity-building, support and supervision for young people aged 16+ years with a view to their active involvement in the wider community as volunteers.</td>
<td>Young people will: • Develop interpersonal and communication skills and have increased responsibility and involvement in the local community; • Experience personal growth and have an increased sense of ownership in their local community.</td>
</tr>
<tr>
<td>4. LOCAL VOLUNTEER DEVELOPMENT</td>
<td>To encourage local people to become involved in the Youth Service as volunteers. To provide relevant training and capacity-building for local volunteers. To develop a panel of local volunteers as a result.</td>
<td>Young people will: • Benefit positively from the involvement of parents and families as volunteers in SWAN Youth Service; • Develop positive attitudes towards others in the community and appreciate the support role they play in the Youth Service.</td>
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**STRATEGIC PRIORITY 6: COMMUNITY DEVELOPMENT**

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<td>5. INTER-AGENCY WORK</td>
<td>To build links with other agencies in the community with a view to responding to issues within the community that have an impact on young people e.g. work with local schools, training centres, parent’s committees, resident associations etc specifically in relation to the impact of conflict, street drinking, drug abuse, crime and violence.</td>
<td>Young people will: • Have greater access to, and increased levels of participation in a broad range of services within their community and beyond.</td>
</tr>
<tr>
<td>6. ARTS-BASED INITIATIVES &amp; YOUTH THEATRE</td>
<td>To work with young people in the area to produce collaborative public arts pieces that can be presented at local arts events; To encourage and support young people to produce plays and youth theatre. To invite families and community members to attend plays and theatre productions put on by young people locally.</td>
<td>Young people will: • Actively contribute to their own community through their involvement in collaborative arts projects; • Develop self-esteem and self worth as a result of their involvement in these activities; • Develop a sense of pride in themselves and the ability to work as a team.</td>
</tr>
<tr>
<td>7. BUILDING LINKS WITH FAMILY AND COMMUNITY E.G. FAMILY FUN DAYS &amp; COMMUNITY EVENTS</td>
<td>To encourage and support young people to organise local family fun days, games and activities in partnership with youth work staff; To provide opportunities for the local community to value the contribution of local young people.</td>
<td>Young people will: • Actively contribute to their own community through their involvement in family fun days and community events; • Develop self-esteem and self worth as a result of their involvement in these activities.</td>
</tr>
<tr>
<td>8. PRO-ACTIVELY ADDRESSING THE CULTURE OF STREET DRINKING AND DRUG USE</td>
<td>To proactively challenge the overt street drinking culture. To raise awareness about personal safety in relation to the overt abuse of alcohol by young people and the wider community.</td>
<td>Young people will: • Have a greater awareness of the negative impacts of the street drinking culture on the local community and on their own health and well-being; • Reduce their involvement in street drinking.</td>
</tr>
<tr>
<td>9. PUBLIC PROTESTS &amp; PUBLIC TALKS</td>
<td>To involve young people in public protests regarding issues of local concern. To increase awareness among young people regarding the issues that impact on them, their community, on society and globally.</td>
<td>Young people will: • Have greater opportunities to learn about issues that impact on them, their community, on society and globally; • Be engaged in active citizenship; • Become advocates for change locally.</td>
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Strategic Priority 7: Developing Young People as Critical Social Thinkers

SWAN Youth Service, through its use of the Critical Social Education Model of Youth Work, will encourage and support young people to critically explore and critique the issues and structures that impact directly on their lives and that of their family and community. SWAN will encourage young people to critically evaluate and positively influence social change through a process of self awareness and individual change.

The work with young people under this strategic priority is informed by SWAN Youth Service’s social analysis of the contexts in which the young people live. Furthermore, this work is about facilitating a developmental process with young people that enables them to explore their own social and political situations with a view to developing a better understanding about the issues that impact on their lives and that of their families and the community.

Areas of Work

1. Crime Diversion and Prevention
   - To raise young people’s awareness about the social effects of crime and criminal behaviour.
   - To work with young people to take personal responsibility for their behaviour and to consider the consequences of criminal behaviour.
   - To challenge behavioural norms of young people in relation to crime and violence.

2. Youth Fora
   - To provide social education and raise young people’s critical social awareness about issues that impact on their lives and the wider community.
   - To encourage young people act for themselves and to participate actively in the development of the Youth Service.

Strategic Objectives

1.Crime Diversion and Prevention
   - To raise young people’s awareness about the social effects of crime and criminal behaviour.
   - To work with young people to take personal responsibility for their behaviour and to consider the consequences of criminal behaviour.
   - To challenge behavioural norms of young people in relation to crime and violence.

2. Youth Fora
   - To provide social education and raise young people’s critical social awareness about issues that impact on their lives and the wider community.
   - To encourage young people act for themselves and to participate actively in the development of the Youth Service.

Expected Outcomes for Young People

- Young people will:
  - Develop a social analysis on their own position in their community and society and on their own criminal behaviour.
  - Have an increased knowledge and understanding about the negative effects of crime and criminal behaviour for themselves and their community.
  - Have less involvement in crime and criminal behaviour;

- Young people will:
  - Become more critical and socially aware about the issues that impact on their lives and on their community.
  - Be more personally and socially responsible;
  - Develop practical skills such as writing, communication and interpersonal skills;
  - Have greater ownership and responsibility for the Youth Service.

Programmes and Initiatives

3. Gender-Based Initiatives
   - To work with young men and women to develop a sense of social and personal awareness and increase their understanding of gender and identity issues.
   - To challenge and raise awareness about power in relation to gender and how power impacts on young people themselves and in their families and communities.
   - To provide support for young people experiencing domestic violence and gender violence in the community.

4. Human Rights Programme
   - To examine and raise awareness regarding issues and abuses of human rights and how young people can influence change in this regard.
   - To work with young people to identify conflict resolution processes.

5. Prison Visits
   - To provide support for young people in prison (who have been previously involved with the Youth Service, or known to the Service, or referred to the Service) to present them with alternative opportunities (e.g. education, training, lifestyle alternatives) on their release.

6. Integration Work with International Groups
   - To encourage international young people to explore and consider options and opportunities for integration into the community and to build up relationships with local young people.
   - To encourage the integration of Irish nationals with international young people within the Youth Service through groups, drop-ins etc.

Expected Outcomes for Young People

- Young people will:
  - Be challenged to consider the impact of their negative behaviour choices on themselves, their family and their community;
  - Be supported to plan alternative lifestyle choices for when they are released from prison.

- Young people will:
  - Develop better self confidence and self awareness.
  - Become better integrated into Irish Society;
  - Participate more cross nationally.

- Young people will:
  - Develop an increased level of understanding about the Irish community;
  - Develop an increased awareness of their rights as Irish citizens;
  - Develop better self confidence and self awareness.
  - Become better integrated into Irish Society;
  - Participate more cross nationally.
## STRATEGIC PRIORITY 7: DEVELOPING YOUNG PEOPLE AS CRITICAL SOCIAL THINKERS

<table>
<thead>
<tr>
<th>AREAS OF WORK</th>
<th>OBJECTIVES</th>
<th>EXPECTED OUTCOMES FOR YOUNG PEOPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. YOUTH LEADERSHIP AND ACTIVE CITIZENSHIP</td>
<td>To encourage, support and build the capacity and confidence of young people to take personal responsibility and to take a more active role in their community.</td>
<td>• Young people will:</td>
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<td>- Develop advocacy skills to advocate on behalf of themselves and other young people;</td>
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<td>- Have a positive influence on social change in their local community;</td>
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<td>- Make a valuable input into local development and community affairs;</td>
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<td>- Ensure that the ‘youth voice’ is heard at local level;</td>
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<td>- Develop committee skills.</td>
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<td>8. EVENTS NIGHTS</td>
<td>To introduce young people to a range of social education issues through the use of guest speakers presenting on different cultural issues at themed events nights.</td>
<td>• Young people will:</td>
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<td>- Have increased knowledge and understanding about development education issues;</td>
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<td>- Engage in fun and social activities.</td>
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<td>- Experience a safe environment in which to raise and discuss issues that impact on their lives and on their community.</td>
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YOU CAN HAVE A LAUGH
SWAN Youth Service will work in partnership with key agencies and organisations, both statutory and voluntary, in the community to ensure that young people have the maximum access to the supports, programmes and services they need.

**AREAS OF WORK**

### 1. NETWORKING AND INTERAGENCY WORK

- **OBJECTIVES**
  - To represent the views and issues of young people and to advocate and lobby on behalf of young people.
  - To follow-up with key agencies and services regarding services for young people.
  - To represent SWAN Youth Service at interagency level.
  - To refer young people to relevant and appropriate services in response to their particular issues and needs.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have greater access to more effective pathways for referral to relevant services in the community.
    - Participate more actively in a broad range of services that are relevant to them.
    - Have better personal and group support.
    - Have greater opportunities to develop knowledge and skills as a result of their increased participation in key agencies locally and beyond.
    - Benefit from the positive relationship building between SWAN Youth Service and the key agencies identified.

### 2. YOUTH COMMITTEE WORK: PARTICIPATION AND REPRESENTATION

- **OBJECTIVES**
  - To support and build the capacity of young people to actively participate on relevant local committees in order to represent their own views and those of their peers (e.g. SWAN Board of Management, YPAR, YPAR Foreign National Committee etc).  

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Develop a range of practical communication and committee skills.
    - Take an active role in leadership and team building within the organisation and on external committee structures.
    - Develop self-advocacy skills and be able to advocate on behalf of themselves and their peers.

### 3. JOINT COMMITTEE WORK: STAFF REPRESENTATION

- **OBJECTIVES**
  - To participate on relevant local committees in order to represent the views of young people and raise awareness about young people’s needs and issues (e.g. O’Connell’s Education Committee, YPAR)

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have their needs addressed and responded to as a result of staff's input and participation on a broad range of committees and working groups.
    - Have better access to relevant services they require.
    - Have their voices heard through staff’s advocacy role.

### 4. GARDA YOUTH DIVERSION PROJECT (GYDP) REFERRAL COMMITTEE

- **OBJECTIVES**
  - To work with the Gardaí, Probation and other relevant groups to take and follow-up referrals of young people to the project.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Be actively targeted to participate on the GYDP through referrals.
    - Benefit from improved relationships among the agencies involved.
    - Receive the most relevant support and interventions for their specific needs.

## STRATEGIC PRIORITY 8: INTERAGENCY WORKING

**AREAS OF WORK**

### 5. FTPAC MUSIC APPRECIATION, DJ PROGRAMME & MUSIC AWARDS PROGRAMMES

- **OBJECTIVES**
  - To work collaboratively with other Youth Projects to deliver a FTPAC accredited programme to young people.
  - To encourage young people from different communities to work together through this programme.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have increased levels of social skills and integration.
    - Have increased participation in creative projects.
    - Develop a range of music skills.
    - Have heightened self esteem and self confidence as a result of their involvement.

### 6. SPORTS PARTNERSHIPS

- **OBJECTIVES**
  - To work collaboratively with local sports people to deliver a programme of sport to the young people in the Service e.g. GAA, FAI, Irish Water Safety Association etc.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have increased levels of physical fitness and wellbeing.
    - Learn to use sports as a positive method for de-stressing.
    - Learn valuable team work and team skills.

### 7. REEL YOUTH INITIATIVE

- **OBJECTIVES**
  - To bring together young people from a number of Youth Projects and Services to engage in film making.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have increased levels of social skills and integration.
    - Have increased participation in creative projects.
    - Develop a range of practical arts-based, film-making skills and learn how to use equipment.
    - Have heightened self esteem and self confidence as a result of their involvement.

### 8. LEARNING FOR LIFE PROGRAMME

- **OBJECTIVES**
  - To work with local national schools to provide a personal development and anti-bullying programme in schools.
  - To identify young people in need of further support and intervention.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have increased knowledge about physical and emotional health and wellbeing.
    - Make positive behaviour changes in terms of bullying, racism etc.
    - Develop increased coping and self management skills.

### 9. TRANSITION PROGRAMME

- **OBJECTIVES**
  - To address the health issues relating to young people’s transition from primary school to secondary school i.e. (i) mental health - anti-bullying, coping with change, capacity-building, decision-making; (ii) physical health – healthy eating, physical activity and personal hygiene.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have increased knowledge about physical and emotional health and wellbeing.
    - Make positive behaviour changes in terms of bullying, racism etc.
    - Develop increased coping and self management skills.

### 10. KEY WORKING WITH INDIVIDUALS

- **OBJECTIVES**
  - To work with other agencies to meet the specific needs of individual young people as they arise.

- **EXPECTED OUTCOMES FOR YOUNG PEOPLE**
  - Young people will:
    - Have their specific needs considered/ addressed, particularly those young people who are most at risk.
    - Be encouraged and supported to remain in school for as long as possible.
    - Be involved in decision-making about their own life choices.
    - Have increased knowledge about the supports they require and how to access these supports.
### STRATEGIC PRIORITY 8: INTERAGENCY WORKING

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</table>
| **11. FOREIGN NATIONAL YOUNG PEOPLE AT RISK GROUP** | To work with a number of local agencies to advocate for the rights of new communities and young people in particular through lobbying local agencies and politicians. To support and develop the Saturday International Club. | Young people will:  
- Positively benefit by a change in policy and legislation;  
- Have more equal rights;  
- Develop an increased awareness of young peoples’ rights;  
- Become better integrated into Irish Society. |
| **12. JOINT PROJECT WORK WITH DIFFERENT YOUTH PROJECTS** | To develop positive relationships with other youth projects. To encourage integration of young people with young people from other areas. | Young people will:  
- Develop positive friendships with other young people;  
- Develop communication and interpersonal skills;  
- Recognise the importance of integration within communities;  
- Engage in a healthy, positive fun social activity. |
| **3. JOINT COMMITTEE WORK (STAFF REPRESENTATION)** | To participate on relevant local committees in order to represent the views of young people and raise awareness about young people’s needs and issues. (e.g. O’Connell’s Education Committee, YPAR) | Young people will:  
- Have their needs addressed and responded to as a result of staff’s input and participation on a broad range of committees and working groups;  
- Have better access to relevant services they require;  
- Have their voices heard through staff’s advocacy role. |
| **4. GARDA YOUTH DIVERSION PROJECT (GYDP) REFERRAL COMMITTEE** | To work with the Gardaí, Probation and other relevant groups to take and follow-up referrals of young people to the project. | Young people will:  
- Be actively targeted to participate on the GYDP through referrals;  
- Benefit from improved relationships among the agencies involved;  
- Receive the most relevant support and interventions for their specific needs. |
SWAN Youth Service will work to empower, and build the capacity of all young people to take ownership and responsibility for themselves, their lives, their community and wider society. SWAN will also empower and support young people to have pride in, and take ownership of the Youth Service.

**Areas of Work**

1. **Youth Participation / Decision-Making**
   - To empower young people to identify their own needs and interests.
   - To directly involve young people in the planning, development, timetabling and evaluation of programmes within the Youth Service, keeping in mind at all times that the Service is needs driven.
   - To encourage and support young people to take full responsibility for managing group funds and spending (i.e. for particular outings etc).
   - To encourage and support young people to actively participate as youth representatives on relevant committees e.g. community training centre committee, YPAR etc.
   - To provide capacity-building and support for young people to participate at this level.

   **Objectives**
   - Develop practical skills in programme planning, development, timetabling and evaluation;
   - Develop a sense of ownership in the Youth Service;
   - Become actively involved in youth leadership roles and have opportunities to progress on to more responsible leadership roles within the organisation.

   **Expected Outcomes for Young People**
   - Actively identify their own needs and interests and avail of opportunities to represent theirs and other young people’s views and needs through programme planning and evaluations with staff;
   - Take responsibility for planning events, trips, outings and other activities and be actively involved in decision-making about funds and spending;
   - Develop self-advocacy skills and be able to advocate on behalf of themselves and their peers.

2. **Youth Fora**
   - To identify young peoples’ needs and concerns about issues that impact on them.
   - To provide young people with the responsibility for organising events (e.g. discos, community fun days, outings etc).
   - To involve young people in decision-making and to support young people to actively represent their views and SWAN at committees.

   **Objectives**
   - Develop interpersonal and communication skills and have increased responsibility and involvement in the local community;
   - Experience personal growth and have an increased sense of ownership in their local community;
   - Become positive role models for other young people in the community.

   **Expected Outcomes for Young People**
   - Develop ownership and take responsibility for Youth Service facilities and space;
   - Respect the Youth Service facilities and treat the facilities and equipment with pride;
   - Have greater access to Youth Service facilities and equipment for recreational purposes.

3. **Youth Leaders Programme**
   - To enable young people to develop youth leadership skills through increased responsibility, capacity-building, taking responsibility and team work.
   - To encourage positive role modelling by young people for other young people.
   - To provide education and supervision for youth leaders.

   **Objectives**
   - Develop interpersonal and communication skills and have increased responsibility and involvement in the local community;
   - Experience personal growth and have an increased sense of ownership in their local community;
   - Become positive role models for other young people in the community.

   **Expected Outcomes for Young People**
   - Develop ownership and take responsibility for Youth Service facilities and space;
   - Respect the Youth Service facilities and treat the facilities and equipment with pride;
   - Have greater access to Youth Service facilities and equipment for recreational purposes.

4. **Mentoring**
   - To support young people to realise their own potential and to avail of opportunities to progress in youth leadership roles and volunteering as well as in appropriate career pathways.

   **Objectives**
   - Provide education and supervision for youth leaders.

   **Expected Outcomes for Young People**
   - Avail of opportunities to progress in youth leadership roles and to access appropriate career pathways.
   - Develop interpersonal and communication skills and have increased responsibility and involvement in the local community.

5. **Youth Space/Facilities**
   - To facilitate increased accessibility (non-programme time) for small groups of young people to the space and facilities of the Youth Service, working towards an open-door policy.
   - To support and encourage young people to take ownership and responsibility for the Youth Service facilities accessible to them.

   **Objectives**
   - Support and encourage young people to take ownership and responsibility for the Youth Service facilities accessible to them.

   **Expected Outcomes for Young People**
   - Develop ownership and take responsibility for Youth Service facilities and space;
   - Respect the Youth Service facilities and treat the facilities and equipment with pride;
   - Have greater access to Youth Service facilities and equipment for recreational purposes.
SWAN Youth Service will operate from its agreed set of values and principles which underpin all its work. Furthermore, SWAN Youth Service will develop and implement formal and informal structures and processes to support an integrated organisational approach.

<table>
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<tr>
<th>AREAS OF WORK</th>
<th>OBJECTIVES</th>
<th>OVERALL OUTCOMES EXPECTED FOR SWAN YOUTH SERVICE</th>
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<tbody>
<tr>
<td>1. AGREEMENT ON ORGANISATIONAL VALUES AND PRINCIPLES</td>
<td>To ensure that all organisational personnel (i.e., staff, management, administration, volunteers, and Board of Management) are working from the agreed organisational values and principles, as outlined in the Strategic Plan 2009-2012, towards achieving the same goals for young people.</td>
<td>The whole organisation operates from an agreed set of values and principles which underpin all its work.</td>
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<tr>
<td>2. FORMAL AND INFORMAL STRUCTURES AND PROCESSES TO SUPPORT AN INTEGRATED ORGANISATIONAL APPROACH</td>
<td>In order to ensure an integrated organisational approach, SWAN Youth Service will develop additional structures and processes as follows: (i) Staff working with the same groups of young people or individual young people will meet weekly to discuss and handover relevant information regarding particular young people or groups. (ii) Staff working jointly with new groups of young people will meet beforehand to discuss approaches, behaviour boundaries and plan for ‘what ifs’ and to agree personal boundaries and thresholds in dealing with situations, personal safety, etc. (iii) Regular (quarterly or 6 weekly) whole team meetings to discuss and share information on issues relating to target groups i.e. community issues, issues impacting on particular young people/families, committee work, etc. (iv) Team meetings: One member of the Youth Work Team will attend part of the joint Street Work/GYDP Team supervision meetings in order to share information and inform one another of developments/issues relating to the work. (v) All teams will receive and read the minutes from the other teams’ meetings in order to keep updated on each others’ work. (vi) All team members will be circulated with the SWAN overall Youth Service timetable (circulated by individual staff) and individual staff timetables (which includes details of the groups being worked with by each Team). (vii) Individually, all staff are responsible for ensuring that they engage in these structures and processes and keep each other fully updated on relevant information and developments. (viii) The staff management team will identify ways in which to involve CE staff and administration staff as appropriate in order to fully support an integrated approach.</td>
<td>Through the development and implementation of formal and informal structures and processes for ensuring an integrated organisational approach, SWAN Youth Service will ensure that: • All staff are fully briefed and aware of relevant issues relating to their work with individual young people and groups; • Staff working with the same groups or individual young people have an agreed approach and agreed set of boundaries which, in turn, ensures consistency in approach across the whole organisation; • The organisation operates as one SWAN Youth Service Team rather than three distinct work teams (i.e. Youth Work Team, Street Work Team and GYDP Team). This also provides for consistency and quality assurance across the whole organisation and in representing the organisation externally; • Non-youth work staff (i.e., CE staff and administration) are integrated into the overall work of the organisation.</td>
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STRATEGIC PLAN
2010-2013

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