

### AIM – Help get great results for our service users

- 1 Integrate the delivery of our direct work across the organisation where beneficial to our service users
- 2 Ensure our service users and young people are at the centre of all decision making

### AIM – Deliver our services in the most effective way

- 3 Work together across the organisation to address key issues that emerge from our direct work through our practice and social policy work
- 4 Research and develop innovative responses to meet emerging needs from our practice and social policy work

### AIM – Strengthen our person centred culture across the organisation

- 5 Improve the quality of our practice, coaching and supervision for all staff and volunteers
- 6 Establish evaluation processes that will help drive our performance

### AIM – Ensure that we are a professional, compliant and sustainable organisation

- 7 Increase accountability and transparency at all levels in our financial management
- 8 Develop and strengthen our governance and compliance structures and processes

## OUR VALUES - keeping our ship afloat

### Working for Crosscare means that I...

- approach my work with an attitude of service, showing **LOVE**, care and kindness in all of my interactions with others.
- treat all people with a level of **RESPECT** that they will remember long after the service or support has been received.
- strive for **EXCELLENCE** in everything I do. Our clients, young people and service users deserve it.



## WHO WE SERVE

### We serve people who:

- have complex and multiple needs
- experience a high degree of social isolation and marginalisation and
- find it difficult or impossible to access appropriate services and supports.

Our supports are for all people regardless of their ethnicity, nationality, religion, beliefs or sexual orientation. We work alongside them to champion their rights to live freely in a fair and just society.

## Our long term goals are for Crosscare to be

- 1 A lead organisation in the provision of high quality social support, advocacy and innovative services
- 2 Well integrated and connected into the life of the Archdiocese
- 3 A champion for those most in need, helping to create a fairer society

## Every person is created in the image and likeness of God

Inspired by the example and teachings of Jesus, Crosscare has: a **VISION** of a society where all people have the opportunity to fulfil their potential and a **MISSION** to help those most in need

## Capacity Building Initiatives

- 1 **Communications** - Develop a communications plan that supports our objectives with clear branding guidelines for the organisation
- 2 **Link with Parishes** - Strengthen our links with local Parishes across the Archdiocese of Dublin
- 3 **Generating funds for innovation** - Identify alternative sources of income that will help to support innovation across the organisation
- 4 **Annual Service Planning** - Ensure all projects develop an annual service plan that delivers on this strategy at local level

## HOW WE SERVE

Living out our values - love, respect and excellence - means that

I treat every person with dignity and respect	I help people to overcome adversity and to fulfil their potential	I approach my work with an attitude of service	I pay attention to the small things. They are what make the services special.
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5 year aims / Outcomes	5 Year Objectives	Strategies - what we will do	Implementing this strategy will mean
Help get great results for our service users	1 Integrate the delivery of our direct work across the organisation where beneficial to our service users	<ul style="list-style-type: none"> <li>Examine opportunities where projects can create direct links and share resources</li> <li>Add value to service users by linking them to other Crosscare resources where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to build and sustain a Servant Leadership culture</li> <li>Living out our values in everything we do</li> <li>Concentrating our resources on serving those most in need</li> <li>Delivering the highest possible standards in our services</li> <li>Supporting the implementation of our plans with excellent leadership and management</li> <li>Adding value in everything we do and always asking the question 'why'?</li> <li>Fully utilising our resources and creating useful partnerships and alliances</li> <li>Putting our service users at the centre of all decision making</li> <li>Pushing ourselves to be innovative and to pioneer new solutions to emerging and complex problems</li> </ul>
	2 Ensure our service users and young people are at the centre of all decision making	<ul style="list-style-type: none"> <li>Identify and implement changes that can be made at both project and central services level to help achieve this objective</li> <li>Build new processes into annual service plans</li> </ul>	
Deliver our services in the most effective way	3 Work together across the organisation to address key issues that emerge from our direct work through our practice and social policy work	Establish working groups across the organisation focusing on 4 main issues: <ol style="list-style-type: none"> <li>Mental health</li> <li>Addiction</li> <li>Social integration and loneliness</li> <li>Housing and homelessness</li> </ol>	
	4 Research and develop innovative responses to meet emerging needs from our practice and social policy work	<ul style="list-style-type: none"> <li>Establish an innovation working group that meets regularly to review and progress ideas and suggestions for new initiatives</li> <li>Identify opportunities to form strategic alliances and partnerships to pursue common aims</li> </ul>	
Strengthen our person centred culture across the organisation	5 Improve the quality of our practice, coaching and supervision for all staff and volunteers	<ul style="list-style-type: none"> <li>Continue to develop Servant Leadership across the organisation</li> <li>Enhance supervision process with the inclusion of coaching training</li> <li>Continue the professional development of all staff and volunteers</li> <li>Focus on developing supports and capacity building for our management group</li> </ul>	
	6 Establish evaluation processes that will help drive our performance	<ul style="list-style-type: none"> <li>Develop a peer auditing process for Crosscare projects</li> <li>Use external evaluation to review our progress and to maintain our focus</li> </ul>	
Ensure that we are a professional, compliant and sustainable organisation	7 Increase accountability and transparency at all levels in our financial management	<ul style="list-style-type: none"> <li>Ensure that projects come in on budget</li> <li>Establish an internal audit function to ensure compliance with our financial controls at all levels in the organisation</li> </ul>	
	8 Develop and strengthen our governance and compliance structures and processes	<ul style="list-style-type: none"> <li>Measure and evaluate our performance against the Charity Regulator's Governance code</li> <li>Enhance our compliance across all areas of accountability</li> <li>Develop an organisation-wide policy on reducing waste and creating environmentally friendly practices</li> </ul>	