

## WHO WE ARE

Crosscare is the social support agency of the Catholic Archdiocese of Dublin which was founded in 1941 to provide a wide range of social support to those most in need in the across the Dublin Diocese which includes Wicklow and Kildare.

In 2013, Catholic Youth Care, also a Diocesan agency, joined Crosscare. We continue to honour and respect our organisation's origins and heritage.

We offer a wide range of community supports and programmes across the social service and youth sector.

This strategy is the fourth in a series of four, informed by a 20-year vision statement adopted in 2007.

## OUR CULTURE, ETHOS & VALUES

Crosscare has built a community of support for people who are in need. We have a vibrant and exciting culture based on an attitude of service and underpinned by our values of **Love, Respect and Excellence**. These values guide our day-to-day activities and work. We believe that every person is important and every interaction is special. We pay attention to the small things because they are what make our services special.

We take our work very seriously but we enjoy working in Crosscare and we try not to take ourselves too seriously.

## FOCUS - GREAT RESULTS FOR OUR SERVICE USERS.

### Objectives

- Continuously improve our full range of services with young people, people who are homeless, refugees and migrants and in those in food poverty.
- Support our existing services with a collective response across the organisation to addiction and mental health and their effect on our client groups.

## FOCUS - EFFECTIVE SERVICE DELIVERY.

### Objectives

- Unite and engage Crosscare in campaigns that advocate for **Social Change**
- Target our resources on individuals and families who are **Most in need and Hardest to Reach**
- Enhance our internal and external **Communication** structures

## FOCUS - PERSON-CENTRED CULTURE.

### Objectives

- Develop and promote our programme of Well Being and support for staff and volunteers.
- Recognise and celebrate Diversity across our community

## FOCUS - GOVERNANCE AND SUSTAINABILITY.

### Objectives

- Continue to develop and strengthen our **Governance and Compliance** structures and processes
- Develop an organisation wide policy on **Environment** friendly practices
- Ensure we have the **Resources** in place to meet our objectives.

## 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 gender, civil status, family status, age, disability, sexual orientation, race, ethnicity and religion.

We work alongside them to champion their rights to live freely in a fair and just society.

## WHAT WE ARE GOING TO DO

Our strategy is structured around four areas of interest or focus. We need to manage each of these in a balanced way. We have ten objectives identified, which are based on the themes that arose from our consultation with service users, staff, volunteers and stakeholders throughout 2023. These objectives will lead to a series of initiatives over the next five years that will support our existing work and help us to improve and respond effectively to the ever-changing needs of our service users and young people.



## LIVING OUT OUR VALUES MEANS THAT WE...

...approach our work with an attitude of service, showing **LOVE**, care and kindness in all of our interactions with others.

...treat all people with a level of **RESPECT** that they will remember long after our service or support has been received

...strive for **EXCELLENCE** in everything we do. Our clients, young people and service users deserve it.

## 5 YEAR OBJECTIVES

## WHAT WE WILL DO - NEW INITIATIVES

### Service Users

1. Continuously improve our full range of services with young people, people who are homeless, refugees and migrants and for those in food poverty.
2. Support our existing services with a collective response across the organisation to addiction and mental health and their effect on our client groups.

- Use internal audit and peer review systems to improve the quality of our services
- Create a comprehensive and integrated training programme that will improve the quality of our service to our clients
- Support the continuous professional development of our staff and volunteers in line with statutory regulations and expectations.
- Continue to partner with the Archdiocese to avail of properties that may be suitable for service development
- Each project or service will align their annual planning process to implement this strategy
- Develop step-down residential supports for people in early recovery
- Develop a training programme for staff and volunteers in all aspects of mental health relevant to our service users and young people
- Further integrate our Counselling services into our projects

### Effective Delivery

3. Unite and engage Crosscare in campaigns that advocate for social change
4. Target our resources on individuals and families that are most in need and hardest to reach
5. Enhance our internal and external communication structures

- Develop an advocacy and campaigning plan
- Expand training in advocacy for all staff to harness our potential to make social gains for service users and society
- Each project defines and articulates how they are focusing on those most in need and hard to reach in line with our mission and values
- Adapt projects to address gaps in service delivery
- Increase staff awareness and use of existing communication systems such as Sharepoint and social media
- Improve the flow of information across the organisation, particularly through the formal management structures
- Review and develop a new set of branding guidelines for use across the organisation
- Hold a staff and volunteer conference each year

### Person Centered

6. Develop and promote our programme of well-being and support for staff and volunteers.
7. Recognise and celebrate diversity across our organisation

- Build on and drive a comprehensive programme of staff supports
- Recruit a staff support coordinator as part of the HR team
- Continue our training in Servant Leadership for all staff and volunteers
- Develop a range of peer learning opportunities across the Crosscare community
- Establish a diversity and inclusivity working group that will:
- Identify opportunities for us to celebrate and support diversity
- Support management to ensure our workplace is inclusive for all staff and volunteers
- Ensure service offerings are sensitive to the needs and dignity of all

### Governance

8. Continue to develop and strengthen our governance and compliance structures and processes
9. Develop an organisation-wide policy on sustainable, environment-friendly practices
10. Ensure we have the resources in place to meet our objectives.

- Strive for the highest possible levels of good governance and oversight
- Comply with all regulatory requirements
- Use the internal audit process to continuously improve our controls and processes
- Develop a policy of sustainable practice in terms of our buildings, vehicles, consumables and energy use
- Model good practice in sustainability in services
- Continue to seek full cost recovery on all areas of our work where services are funded by the State
- Develop new sources of income to support new and innovative initiatives

