



CAMPBILL COMMUNITIES OF IRELAND

Creating Our Future
Camphill Communities
of Ireland Strategic Plan

2017 – 2020

Synopsis

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The Development of the Strategic Plan

This plan has been developed over a number of years and represents the fruits of many hours of discussion and consultation, as well as the focused work of the strategic planning committee. Key steps in the development of the plan have been:

June 2015	First meeting of Directors (who met over 12 times)
July 2015	Meeting of Long Term Co-workers, Kildare (SWOT analysis)
July 2015	Meeting of Employees, Kildare (SWOT analysis)
July 2015	Meeting of Long Term Co-workers, Kilkenny (SWOT analysis)
July 2015	Meeting of Employees, Kilkenny (SWOT analysis)
July – Dec 2016	External facilitators (Quality Matters) engaged to support plan completion
Dec 2016	Comments from Communities and the Council of CCOI
Jan 2017	Three draft consultation workshops with attendance open to members of all 17 CCs
Feb 2017	Draft Plan approved by the CCOI Council, subject to minor amendments
March 2017	Plan approved by the CCOI Council

As well as considering the views and concerns of the many stakeholders of CCOI, the process has also considered the complex and rapidly changing policy and funding environment. The environment provides challenges as well as opportunities for the future development of CCOI, key elements of this are described in the section below. It should be noted that over the coming years, additional strategic actions may be agreed by the leadership of CCOI, where alternative ways of progressing the key themes can be identified. While actions are likely to be adapted in response to learning, this plan presents a clear roadmap for the 17 Communities comprising CCOI, creating a future that benefits all stakeholders.

Theme 1 – Increased Opportunities for Community Connection and Active Citizenship

Overview

Part of CCOI's heritage has been a focus on creating vibrant Communities where Community members with disabilities, staff, family and friends engage in shared events and activities. A focus of our next strategic period is to broaden our understanding of community. We will work to extend this idea to include people, organisations and businesses within the wider geographical community. This will require each CC to invest in its own Community and to invite other organisations to engage with them. The purpose of these actions is to create and cultivate more opportunities for Community members with disabilities to engage in wider Community events, employment, voluntary work and education, as well as offering more opportunities for members of the public to engage with CCOI.

How we do it

Action 1.1: Develop new partnerships with other Community organisations and businesses to increase opportunities for Communities members with disabilities

Action 1.2: Pilot friendship opportunity programmes and increase opportunities for peer to peer engagement

Action 1.3: Further develop opportunities for the local community to participate in CCOI's rich cultural and social life

Theme 2 – Increased Diversity of Choice

Overview

The next strategic period has a focus on extending programmatic, day activities and housing choices available to Community members with a disability. Choice and empowerment are key to CCOI's philosophy and are key pillars in creating opportunities for each individual to find meaning, connection and to achieve their personal potential. This goal will be achieved through programme innovation and a series of building developments to provide a greater range of housing options. This theme applies to Community members with a disability from across the range of service provision types from day programmes, to those who live within the grounds of the Camphill Community and those living independently in the wider community.

How we do it

Action 2.1: Develop new training and education day programmes in three cluster sites

Action 2.2: Implement a programme of building development to extend the range of accommodation types available

Action 2.3: Establish social farming partnership projects to create placements for people with disabilities

Action 2.4: Support consistent use of the comprehensive needs assessment and personal planning system

Action 2.5: Support innovation in CCOI

Theme 3 – Improving the Governance, Business Model and Promotion of Camphill Communities

Overview

In order to deliver the best services for clients, CCOI needs to develop and ensure appropriate resourcing of its business model. A challenge in this is that traditionally many placements in Camphill have been underfunded. To support Communities to engage with funders on these issues, the organisation will develop business plans which draw from newly implemented cost centre accounting systems. A new post will be made for a fundraising/PR/Donor officer and a fundraising and communications plan will be developed to increase fundraising income available to support innovations within CCOI. The Safeguarding Team will also be further developed and additional roles employed at regional level, so that CCOI can define itself now and into the future. Dialogue will be facilitated on the topic of 'who we are', from this process a quality standard will be developed that clarifies how CCOI delivers on its values.

How we do it

Action 3.1: Establish and Implement a Values-Based CCOI Quality Standard

Action 3.2: Develop an integrated national social care IT management system across Camphill Communities

Action 3.3: Further develop accounting systems to support cost centre analysis

Action 3.4: Support implementation of Accounts IQ

Action 3.5: Improve financial management and negotiation processes

Action 3.6: Recruit a Marketing/Fundraising Officer and implement an ethical fundraising strategy

Action 3.7: Further develop the CCOI communications strategy

Action 3.8: To Increase the capacity of CCOI in relation to Safeguarding

Action 3.9: Review of CCOI policies in light of the Assisted Decision Making Act

Action 3.10: Commission a review of CCOI governance and management structures and implement recommendations

Theme 4 – Developing and Ensuring Sustainability of the CCOI Human Resources Model

Overview

The staff of CCOI are central to all we do, and the most important factor when considering the quality of the Camphill experience. Our staff teams are made up of Long and Short-term Co-Workers (STCW and LTCW), employees and volunteers. We have over 450 staff across CCOI. The variety and mix of their backgrounds, skills and experience is a major strength of our approach. This section of the strategy looks at the supports and processes related to human resources. The overall aim of these actions is to ensure that staff are supported and managed in line with good practice, in order to ensure the CCOI is an excellent place to work, delivering quality services.

Across the Camphill Movement internationally, there is a reduction in the number of LTCW joining Communities. This has necessitated an increase in paid employees. This same trend has occurred within CCOI. Through a process of consultation with LTCWs, CCOI intends to clarify how the LTCW role will continue to adapt to the changed environment in which CCOI now operates, and provide appropriate supports for LTCWs. There is a need to ensure that training and supervision systems are operating to a high level to ensure that employees and co-workers are well supported.

How we do it

Action 4.1: Consult with Long-Term Co-Workers and develop clarity on role

Action 4.2: Ensure supervision, appraisal and training plans for all staff

Action 4.3: Undertake a review of the supports and structures for Short Term Co-workers

Action 4.4: Review and improve HR procedures including recruitment and induction procedures