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LIFE IS GR8

FOR YOUNG PEOPLE
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STRATEGIC PLAN
2011-2015



MAOS
SUPPORTING YOUNG PEOPLE

INTRODUCTION

MACS was established in 1990 to provide a range of services for young people. In the last 21 years we have succeeded in developing an approach which is effective and sustainable. The values and ethos of the organisation, particularly our approach to participation, are at the centre of this success. MACS has 3 core services which provide Supported Housing, Floating Support and Mentoring. Over the next four years the key themes of our strategy will be:

PARTICIPATION, COLLABORATION, MAINTAINING QUALITY IN SERVICE PROVISION & EXPANSION

STRATEGIC DIRECTION

PARTICIPATION: MACS is committed to young people's involvement and participation in how services are developed and delivered. *Over the last 2 years we have established mechanisms for user involvement including our young people's forum, participation sub group, and past and current service users represented at Board level.* We have designed a 4 year participation strategy in partnership with young people at MACS. This will ensure a more comprehensive and structured approach, with various levels of participation being available to young people across services.

COLLABORATION: MACS is actively engaging in collaborative working across the voluntary and statutory sectors. *We are currently involved in a number of partnerships focusing on developing services and addressing unmet need.* Whilst embracing collaborative

working, we will maintain our uniqueness and autonomy in relation to ethos, value base and flexibility in working with risk.

MAINTAINING QUALITY IN SERVICE PROVISION:

MACS is dedicated to providing a quality service to young people. We have built a strong reputation on a casework model underpinned by emphasising relationships between staff and young people. In order to improve outcomes, *we will enrich practice by introducing Social Pedagogy as an approach across the Organisation. Social Pedagogy can be described as 'education in the broadest sense of the word' (Petrie et al. 2006).* It is concerned with socialisation and citizenship, with young people growing into empathic, responsible citizens who are able to cope with the adversities of life. *We also recognise the value of evidencing the impact of our work and will maintain accreditations.* By doing this we will ensure sustainability, promote an excellent working environment and demonstrate accountability to young people and stakeholders.

EXPANSION: MACS continue to be progressive by evolving, adapting and improving. We recognise the importance of providing services relevant to young people's needs. Building on the success of our pilot programmes and existing projects, we are now in a position to embrace further development opportunities. This will enable MACS to address unmet need through provision of excellent services based on innovation, collaboration and participation.



VISION

Life is gr8 for young people

MISSION

Provide a range of support services for young people who haven't had a fair deal aged 16-25

ETHOS

We depend on each other to make life work

VALUES

Make your own choices

Risk mistakes

Involve yourself

AIMS

Strength, Excellence and Vision

Getting you to where you want to be

Led by you



VISION
MISSION
ETHOS
VALUES
AIMS

AIM ONE
GETTING YOU TO WHERE YOU WANT TO BE

WHAT WE ARE GOING TO DO

Provide a quality service to young people and stakeholders

Help young people to secure and maintain their own tenancies or other accommodation

Provide in-house accredited education and training opportunities for young people

Increase number of young people worked with

Improve on outcomes for young people in the following areas

GOALS

95% of young people and stakeholders are happy with MACS services

90% of young people will be supported to maintain/secure their own tenancies or other accommodation

Provide 1 accredited in-house training course annually

From 300 to 500

Economic Wellbeing (80%)
 Enjoy and Achieve (75%)
 Be Healthy (70%)
 Stay Safe (75%)
 Positive Contribution (90%)

HOW DO WE ENSURE THIS HAPPENS

Maintain manageable caseloads

Annual stakeholder review

Staff practice in accordance to NISCC quality standards

Individualised support plans for young people

Maintain manageable caseloads

Partnership work with potential training providers

Re-brand and promote the organisation

Develop Equine Assisted Growth and Learning

Establish a high support Housing Service for care leavers

Expand capacity for working with 16/18 year olds

Manageable caseloads

Case work model underpinned by emphasizing relationship building between worker, young people and external agencies

Systems in place to plan, do and review in partnership with young people







WHAT WE ARE GOING TO DO

Increase participation of young people at MACS

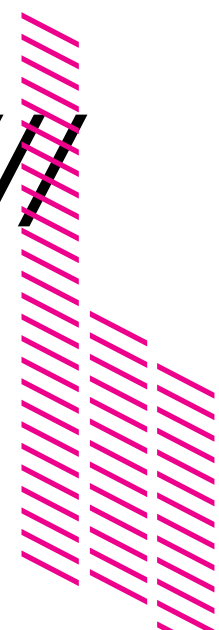
GOALS

70% of young people who use our services, participate at MACS

HOW DO WE ENSURE THIS HAPPENS

Implement MACS 4 year 2011-15 young people's participation strategy

4 care leavers employed to promote peer participation



WHAT WE ARE GOING TO DO

Collaborate with other voluntary organisations

GOALS

Establish 4 new initiatives with either voluntary or statutory organisations

HOW DO WE ENSURE THIS HAPPENS

Research and develop housing support services for young people with mental health needs

Response model for 16 - 17 year old homeless in partnership with South Eastern Trust and Supporting People

Partnership with other providers for expansion in NI to address unmet need

Partnership in the Supported Lodging forum to identify need and develop possible service

Establish a pilot Corporate Services Partnership

Pilot SPIN to 5 organisations in partnership with MSI-IT

Feasibility study and business plan to be completed

Shared Corporate Partnership with VOYPIC & Include Youth

Relevant organisations purchase MACS SPIN system

Establish Social Pedagogy as an approach across MACS Services

All staff are competent in Social Pedagogy

Provide training and supervision on Social Pedagogy

Maintain quality standards and accreditations

Maintain 6 current accreditations

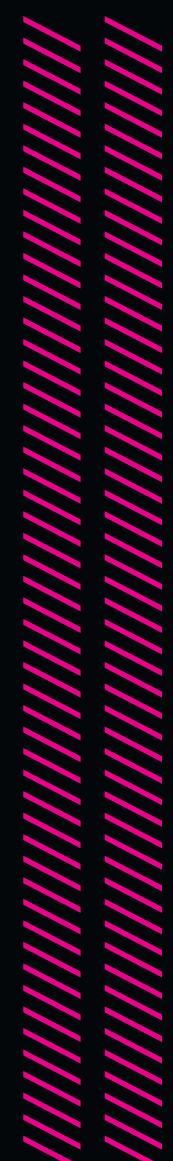
Subgroups established to maintain standards and accreditations

- Supporting People accreditation
- QAF level B & A in young people's participation
- Investors in People
- Mentoring & Befriending Foundation
- OCN level 2 Mentoring Vulnerable Young Adults
- Access NI standards

**AIM
THREE**

**STRENGTH
EXCELLENCE
VISION**





WHAT WE ARE GOING TO DO

Achieve new quality standards and accreditations

GOALS

- 4 new accreditations
- Investors in Volunteers
- Investors in People Silver
- Investors in People Health & Wellbeing
- RQIA Leaving and After Care standards for supported accommodation

HOW DO WE ENSURE THIS HAPPENS

Subgroups established to achieve new standards and accreditations

AIM THREE STRENGTH EXCELLENCE VISION

Consolidate governance and strategic leadership

Increase Board of Directors membership in marketing, law and business acumen

Annual recruitment drive

Compliance to voluntary sector code of governance

Annual Board Review and training

Support and Develop staff

95% of staff express high job satisfaction

Continue to implement MACS 3 year Health and Wellbeing Strategy 011-014

Encourage innovative practice

All staff develop one innovative idea per annum

Managers encourage and nurture innovation

Increase volunteering opportunities in MACS

Increase the range and diversity of volunteers from 30-50

Increase recruitment drives and broaden recruitment methods

Increase volunteering opportunities throughout the organisation

Ensure sustainability through a clear and comprehensive funding strategy

Increase Annually income by 5%

Work with VIM corporate services hub to research and gather information for a funding strategy

Diversify income sources

Identify possible new services and proactively sourcing external contracts

Ensure effective and transparent financial/administrative systems

90% of staff are satisfied with internal process

Ensure all staff are trained and competent in policies and procedures

Ensure Financial Standards are complied with

To continue to build strong internal and external audit procedures with continual monitoring and management of risk

Review and maintain robust financial polices



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