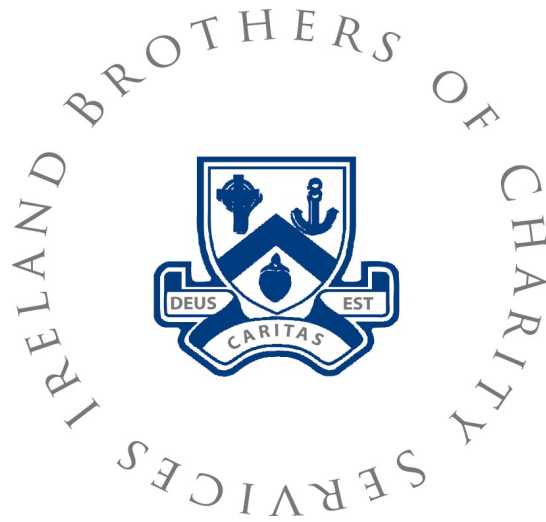


NATIONAL STRATEGIC PLAN 2012 -2016



**BROTHERS OF CHARITY
SERVICES IRELAND**

Vision

“LOVE AND RESPECT IN EVERY ACTION”



The Brothers of Charity Services vision statement was developed in April 2004 by a representative group of staff from each Company and members of the National Company.

Mission Statement

The Brothers of Charity Services Mission was developed by a sub group led by Chief Executives. Members of the Regional Team, Chief Executives and Senior Staff from each Company attended a workshop to develop and agree the mission statement in April 2004.

“The Brothers of Charity, rooted in the values of the Christian Gospel, engage with all people of good will in building a better world for every human being, especially those who are in danger of being marginalised. The Brothers of Charity Services are committed to working with people with intellectual disability to claim their rightful place as valued and equal citizens. In keeping with our Ethos, we work to develop individualised supports and services based on the needs and choices of each person”.

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1. Profile of Brothers of Charity Services, Ireland.

The Brothers of Charity provide services to people with an intellectual disability and their families. The Services in Ireland today are made up of 3, 291 people who use the Service and their families, and almost 2,527 whole time equivalent staff members. Our Services have their origin in the vision and dynamism of Canon Peter Triest (1760-1836) who founded the congregation of the Brothers of Charity in 1807 in Belgium. The Brothers came to Ireland in 1882 and today are one of the largest service providers for people with intellectual disability in the country.

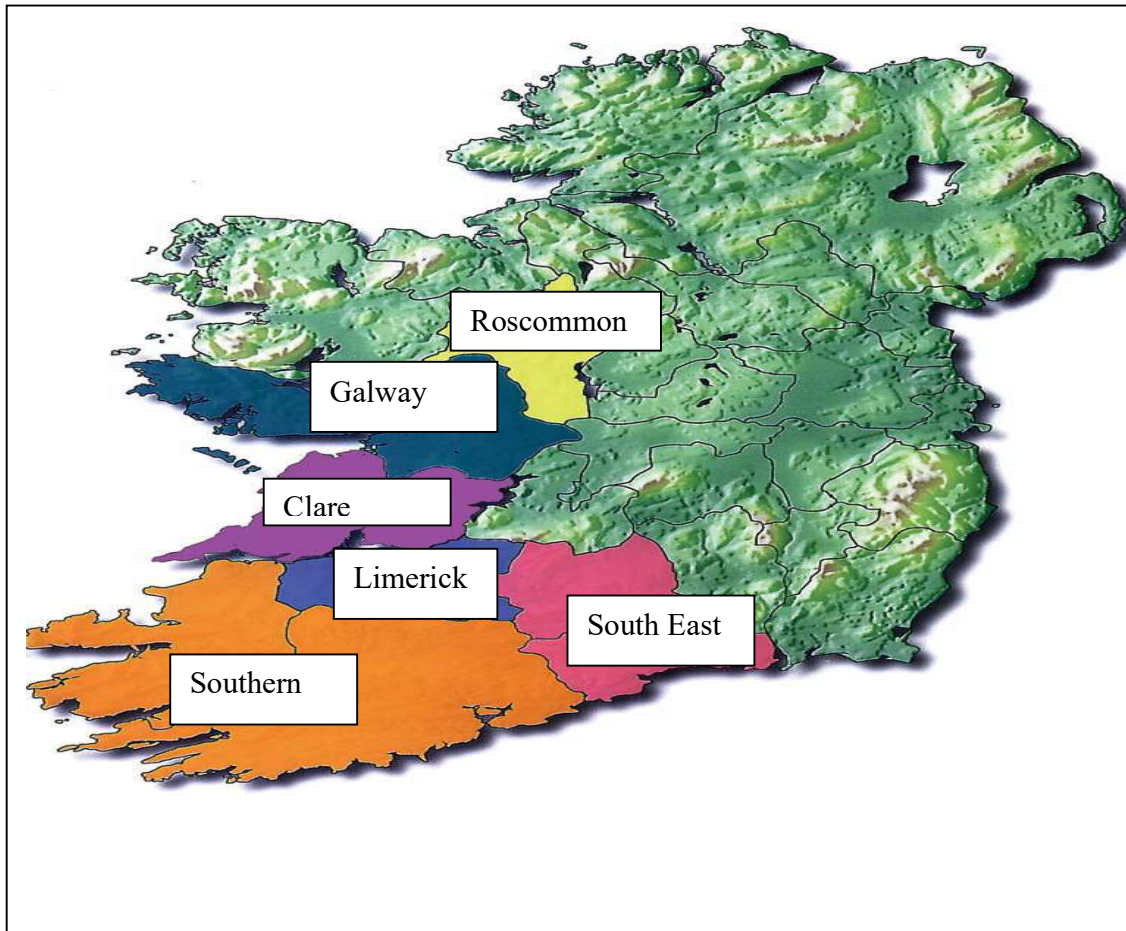
The core values of our services have always been the dignity and humanity of each person. How these are expressed has evolved over time with our greater understanding of the rights of all people with a disability, with the changing hopes and expectations of the individuals and families with whom we work, with the improving allocation of resources by the state and with the growth in the numbers and in the expertise of all those who provide supports to others with our services.

The Brothers of Charity Services are governed and directed by a National Company whose directors are Brother Members of the Congregation of the Brothers of Charity. The National Company has been established to act as a corporate entity representing the Congregation of the Brothers of Charity Services in Ireland. There are six subsidiary companies one for each region of the services, located throughout the West, Mid-West, South and South East of Ireland. The local companies have been established to provide for the day to day management of the services delivered up to now by the Brothers of Charity Congregation in Ireland. Each Company has responsibility for the management and provision of the services in the geographical region where that Company is based. Each Company has its own annual budget received mainly from the Health Service Executive.

The National Company and each of the Local Companies will adhere to and promote the ethos and principles of the Brothers of Charity Congregation in the management and delivery of the services.

Service delivery is influenced by the needs of people who use our services. Services are designed around the individual and are measured using the Personal Outcome Measures tool. Personal Outcomes focus on the items and issues that matter most to people in their lives. As an organisation we recognise the connections between the service and intervention and the whole person. Recognising this means that our role has changed from providing generic programmes to individual based support for people, in order that they may achieve their own life goals.

LOCATIONS OF BROTHERS OF CHARITY SERVICES IN IRELAND



The National Company is located in Kilcornan House, Clarinbridge, Co. Galway, with the six subsidiary companies' administrative offices situated in Galway City; Ennis, Co. Clare; Limerick City; Roscommon Town; Cork City; and Waterford.

2. Organisational Structure

The Brothers of Charity Services Ireland is the corporate structure through which the Congregation of the Brothers of Charity carries out its mission. Through this corporate structure they are involved in providing a wide range of services to children and adults with an intellectual disability. The corporate structure is made up of one National Company Limited by Guarantee (Brothers of Charity Services Ireland) whose board is made up of Brother Directors; and six Local Companies in which the National Company is the sole shareholder. The appointment of new members to the Boards of the Local Companies is carried out by the Board of the National Company following consultation with the Local Board and the local community.

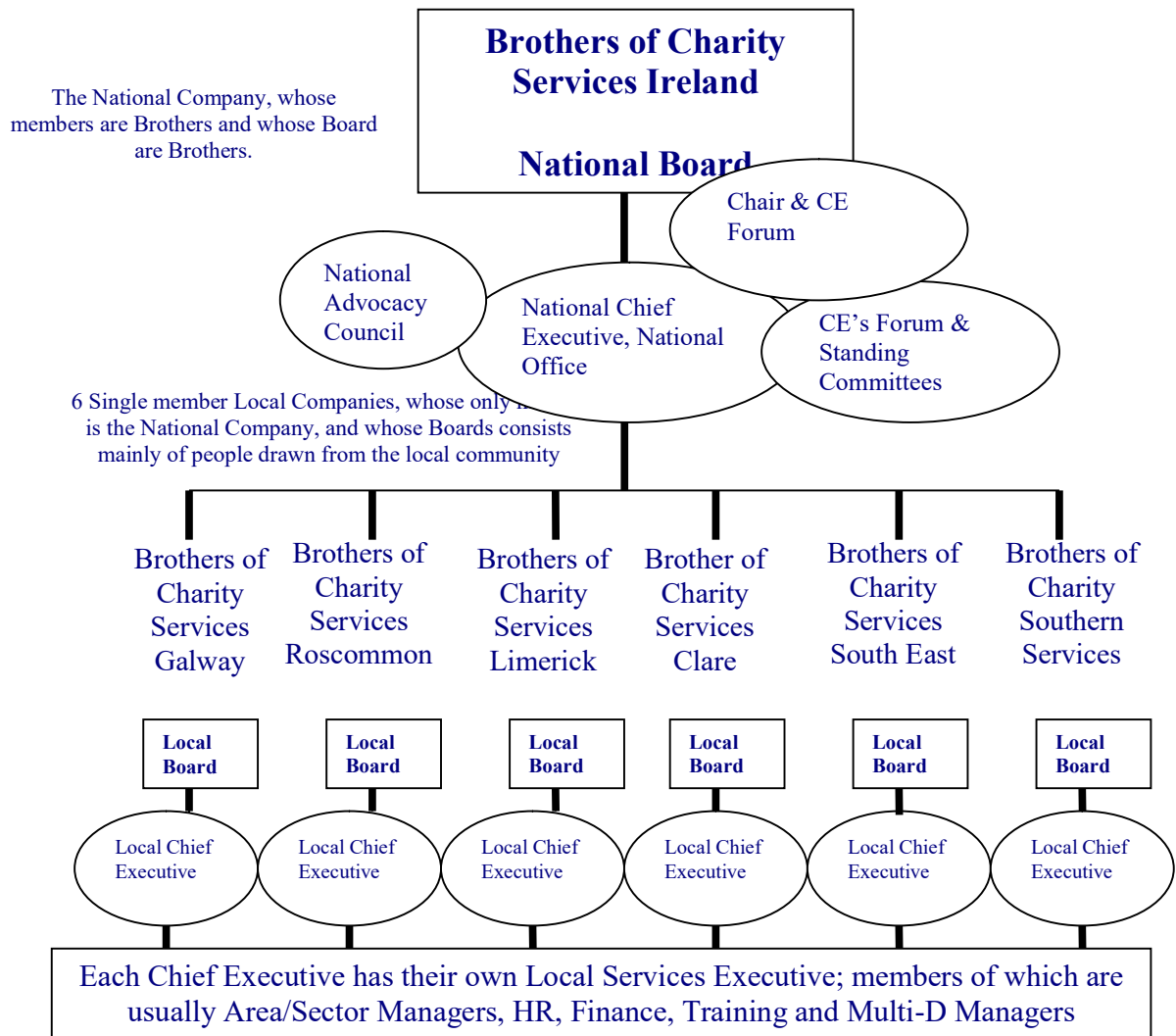
Brothers of Charity Services Ireland - National Company Board

In carrying out its governance functions the National Board exercises key service motivation and guardianship roles in respect of the operation of the six Local Company Boards. The National Company puts all service activities into an easily recognisable legal format. It handles all functions and decisions that are not part of the Local Company responsibilities and performs functions that Local Companies cannot undertake or wish to undertake jointly. It coordinates the efforts of Local Companies to achieve common goals. The National Company retains ownership of certain tasks through the Reserved Functions set out in the Governance Agreement between the National Company and the Local Companies.

Local Company Board

The Board of Directors for each Local Company are appointed by the National Company Board after appropriate consultation. The Local Company is the legal entity that owns, maintains, develops, resources, manages and controls the Local Service. The Company Board has the responsibility of ensuring that the Company is well managed and operates within its agreed objectives and priorities, within the law, and within allocated budgets. The management and executive functions are the responsibility of the Chief Executive.

ORGANISATIONAL STRUCTURE



The National Office – The National Chief Executive

The role of the National Office is to support the National Company. The National Chief Executive acts on behalf of the National Company Board and fulfils the role of Company Secretary. The National Chief Executive is responsible for the implementation of the national strategic plan in all Local Companies. The National Chief Executive is designated by the National Board to take overall responsibility for the day-to-day operations of the services in each Company.

The Local Chief Executive

The Local Company Chief Executive (whose name it is intended will be changed back to Director of Service or Service Leader) is designated by the Local Board to take overall and ultimate responsibility for the day-to-day operations of the services in a Company. The Company Board allocates the resources to the Chief Executive to run the Company in accordance with agreed policies set by the Company Board which operates within the reserved powers of the National Board. The Chief Executive reports to the Board through the Chairperson of the Board and also undertakes the role of Company Secretary.

Communication

Communication throughout the service is facilitated formally by each Local Board meeting with the National Board at least once annually. The Chief Executive Forum meets a minimum of six times per year and each Chief Executive attends their own Company's Board meetings as Company Secretary. Chief Executives have their own Local Management Team whom they meet regularly. These structures allow the flow of communication to operate vertically within each company. The Chief Executive Forum and the National Standing Committees provide for lateral cross company communication.

3. National Forums, Standing Committees & Working Groups

There are two Forums, one National Advocacy Council and six Regional Advocacy Councils and several local advocacy groups. There are seven National Standing Committees whose aim is to keep the organisation abreast of current thinking and best practise in key support areas. The Standing Committees also enable people in each company to support and learn from one another and they can be a very useful problem solving forum.

- The National Standing Committee on Human Resource Management.
- The National Standing Committee on Finance.
- The National Standing Committee on Quality and Evaluation.
- The National Standing Committee on Training & Development.
- The National Designated Persons Group.
- The National Standing Committee on ICT
- The National Standing Committee on Risk Management

The Chair and Chief Executive Forum

The role of the Chair and chief Executive form is to act as a unifying and coordinating link between each local Company and the National Company. This forum is chaired by the Chairperson of the National Board and its membership is made up of the National Chief Executive and each Company Director of Service

together with the National Development Executive and each Company Chairperson. The Chairperson can invite other relevant Board Members, and staff members to attend this forum from time to time in order to assist its function. It can also establish sub-committees to work on particular issues as the need arises. The Forum meets on average four times annually. This forum currently have four sub-committees in operation.

- Media & Communications,
- Chief Executive Forum,
- National Review of Structures, and
- National Strategic Planning.

The Chief Executive Forum

The Chief Executive Forum is made up of the National Chief Executive, the Six Local Chief Executives and the National Development Executive. This forum acts as a co-ordinating link between Companies. It facilitates and co-ordinates the National Board's strategy, assisting the implementation of this strategy throughout the six Companies. It also facilitates Shared Service functions within the Companies.

The National Advocacy Council

The National Advocacy Council is made up of representatives from each Company, people who use our services, advocates and supporters. It is a direct link between people who use the services and the owners of the Service. The Council meet with and are consulted by the Chief Executive Forum on a regular basis.

4. External Environment

Health policy was once thought to be about little more than the provision and funding of direct medical care and intervention. With the emergence and development of the social model of health this is now changing. The concept of Population Health is taking centre stage, internationally and nationally, in the strategic development of health and social care services. The Irish health care system is experiencing a time of change, not only in terms of service design and delivery, but, perhaps more fundamentally, in relation to underlying values, core principles and strategic thinking. (Dolan. J (2005) Discussion Paper on Disability & Population Health).

The major role of the voluntary sector in providing services in the field of intellectual disability makes it imperative that its relationship with the Health Service Executive (HSE) will have a vital bearing on the way forward. The voluntary sector itself needs to redevelop its understanding of its role in a participatory democracy and of the added value it can bring to the State as a whole in providing services on the state's behalf within such a democracy. The need for active engagement with Society through local communities is paramount. (Hassett A (2006) Mainstreaming, Society & the Role of the Voluntary Sector)

The Brothers of Charity Strategy is consistent with national policy requirements. The Legislative framework, under which we carry out our business is handed down from the Oireachtas and supplemented by guidelines and circulars from various Government Departments mainly the Department of Health and Children, the Department of Education and Science, the Department of the Environment and the Department of Social and Family Affairs. Guidelines such as the National Strategic Plan for Disability Services, the Disability Act 2005 and National Standards will impact on the way in which we deliver services.

There are also a number of national statutory bodies, who interact daily with our services such as the National Disability Authority; Citizen Information Board; the National Research Board and the Organisation of Health Management. We are members of the National Federation of Voluntary Bodies Providing Services to People with Intellectual Disabilities and Inclusion Ireland.

5. Internal Environment

The internal environment of the Brothers of Charity Services is controlled through a number of National Governance Statements, National Guidelines and National and Local Policies which cover various topics in relation to the day to day operation and administration of the services. The overall operation of the organisation is governed by the Governance Agreement between the National Company and each Local Company along with the Articles of Association & Memorandum of Agreement of each Company.

There are many stakeholders within the services who are consulted as and when appropriate e.g. people who use our services, families, staff and unions.

6. Resource Constraints

It is important to emphasise that the objectives, strategies and actions as set out in this document represent the targets that are envisaged at this stage to be achieved. However the Brothers of Charity Services operate in an environment which is changing and there may be need for adjustment throughout the life of this plan.

Furthermore the two main resources vital to the organisation, are its staff and finance. Staff numbers are constrained by funding and output can also be affected by the introduction of new work practices and legislation. Finance is largely controlled by the HSE.

7. Core Principles

Our Ethos document “Going Forward Together” was produced by the Services in 2001. The core principles are outlined below, and are used to guide our actions and give direction to the services.

- working for inclusion with people who are marginalised;
- striving for the highest possible human dignity in our services;
- developing supportive relationships and inclusive community;
- integrating the best of current trends in service provision;
- valuing a high standard of expertise;
- a progressive approach to the organisation and structure of services;
- a readiness to function within a social framework and to work in partnership with statutory bodies;
- finding final motivation in the Gospel.

8. National Corporate Objectives of the Brothers of Charity Services

The Corporate Objectives have come about following a wide consultation process. They have been broken down under four headings and all Local Company strategy is developed in line with these overall corporate objectives.

a. Person Centred Services

- Listen to people in the services to discover their needs and wishes and seek to develop supports and services to meet these needs.
- Respect the rights of individuals with intellectual disability to make informed decisions regarding their own lives.
- Provide opportunities to make choices and facilitate a range of service supports and options.
- Develop person centred quality services and supports of a high standard of expertise. Seek to develop services based on the best of current trends and internationally recognised best practice.
- Support individuals to make their own decisions and speak for themselves. Support the voice of people who use the services to be

heard both inside and outside the services. Support the development of advocacy in the services,

- Assist people who currently live in congregated settings within the Brothers of Charity Services to relocate into a more appropriate form of accommodation.

b. Inclusion

- Work as bridge builders to enable individuals to live ordinary lives in ordinary places.
- Support people to develop enhanced social roles and contribute to their local community.
- Use ordinary settings to support individuals and provide specialist services in such settings.

c. Partnership

- Work closely with policy makers to influence policies to reflect the mission of the Services and address issues of importance to people who use our services.
- Work towards developing partnership with statutory bodies and other agencies in developing services.
- Work in partnership with local communities in developing services and supports for people.
- Support individuals involved in services including service users, families and staff members to develop autonomy and make relevant decisions as locally as possible.

d. Structures

- Support the development of enabling structures in each Local Company.
- Support the development of the autonomy of each Local Company, and in turn, support each element of the Local Company best placed to promote the inclusion of each individual in their local community.

- Work towards the development of a strong national company which will support and guide the implementation of the national strategy and the development of the six Local Companies.
- Support Local Companies in working and learning together in the fulfilment of common objectives.
- Support the development of leadership within the services which will facilitate the implementation of our Ethos and National Strategy.
- Work to enable the organisation to adopt a consistent and high standard of service provision under the leadership of the Brothers of Charity Services.

9. Monitoring

The implementation and monitoring of the Corporate Plan will be ensured and supported by the following process:

A National Audit Function will be developed by the National Board to:

- Agree an evaluation and monitoring framework that integrates performance indicators across corporate objectives with National indicators and Local Company indicators. This evaluation and monitoring framework will be used for the annual progress report, and will be included in the Local Companies annual reports.
- Develop Performance Management Systems.
- Ensure that annual operational plans are focused on the delivery of the corporate objectives, in line with the corporate plan.
- Take a leadership role in ensuring the delivery of the corporate objectives.
- Regularly update the Board on progress and barriers that need to be addressed.
- Produce a six monthly evaluation and monitoring report that details specific progress on performance indicators.

It will be part of the Audit function to compile a written report on progress on an annual basis for the attention of the National Board.