

Treo Port Lairge

Unit 34

Tycor Business Park

Waterford

**STRATEGIC PLAN**

**2015 - 2017**

## Contents

Introduction	Page 3
Section One - Background and Methodologies	Page 4
Section Two – Profile of the Project and Outline of Actions	Page 5
Section Three - Socio-Economic Landscape & Policy Context	Page 7
Section Four - Progress made during operational period 2012 – 2014	Page 14
Section Five - SCOT Analysis	Page 25
Section Six - Recommendations and Summary Analysis of Findings	Page 26
Appendix A – Participating Stakeholders	Page 33
Appendix B – Acknowledgements	Page 34
Appendix C - CSO Crime Statistics as of First Quarter 2014	Page 35

## **Introduction**

This strategic review was commissioned by the Voluntary Board of Management of the Treo Project in order to facilitate inputs in to the Strategic Plan for the period 2015-2017.

### **The Terms of Reference were as follows:**

1. Carry out a brief review of the current Strategic Plan
2. Facilitate inputs from Stakeholders regarding key priorities for the next Strategic Plan 2015 – 2017
3. Collate and analyse relevant information in order to develop a realistic and sustainable Strategic Plan which, in turn, will support and inform the annual Business Plans for the Project
4. Assist the project to identify where possible the necessary resources and actions required to fulfil the Strategic Plan
5. Provide a clear and well structured Strategic Plan in written report and website format

### **The report is laid out as follows:**

- **Section 1** contains details of the background of the Review and planning process and the methodologies used together with a list of participating stakeholders
- **Section 2** provides a profile of the project and a “snapshot” of core work
- **Section 3** provides a picture of the national and local landscape in which the project operates together with a brief policy context
- **Section 4** explores the progress made during the lifetime of the current Strategic Plan with particular reference to significant developments and challenges experienced by the project<sup>1</sup>
- **Section 5** details the cumulative findings, inputs and recommendations of core stakeholders in the form of an overall SCOT Analysis
- **Section 6** offers analysis of these findings and recommendations via a strategic summary which incorporates influencing factors and suggested action steps for determining the delivery of the next programme via a Strategic Framework for the period 2015-2017

---

<sup>1</sup> As figures and statistics are not fully available for 2014, this section includes relevant information for 2011 in order to provide a context for the progress and progression of project over the last ¾ years

## **Section One - Background and Methodologies**

The review and planning process took place over the period June – October 2014 and the research was carried out by Josephine Kielthy who had been responsible for developing the previous Strategic Plan 2012 - 2014.

A mixed methodology was used including desk analysis, policy review, a series of focus groups with staff, participants and volunteers, relevant stakeholders and strategic partners, individual interviews with same et al<sup>2</sup>. Recommendations were forwarded to stakeholders who were unable to attend meetings/focus groups for input and progress meetings with the Project manager and Board of Management took place on a regular basis.

All participating stakeholders gave generously of their time and their contribution to the resulting Strategic Plan is gratefully acknowledged.

In addition the researcher was given access to a vast range of documents, literature, previous annual plans, funding applications and progress reports which supplemented the direct research and provided a context to the work of the previous three years.

The emphasis was on facilitating a qualitative review and maximising the input of expertise and experience in informing the next operational period.

The work of the project is strongly embedded in principles of inclusion and best practice; the project is well established and has developed a series of tried and tested work practices, systems and procedures together with an experienced staff team, management structure and supportive and well represented Board of Management.

As a result the review and planning process focussed on the changing landscape within which the project is operating, the challenges it and the young people and their families face and the steps needed to navigate this environment, rather than cataloguing working practices and systems. In addition the current socio-economic climate and the emphasis on exploring the means of sustaining the project and its services led to the research concentrating on identifying and exploring strategic responses for the future as reflected by the information and experiences provided by those participating in this process.

---

<sup>2</sup> A list of participating stakeholders is provided as Appendix A

## **Section Two – Profile of the Project and Outline of Actions**

Treo Port Láirge Ltd is a community-based project operating within the Waterford City and County Court geographical area. It is core funded by the Department Of Justice, Equality & Law Reform through the Probation Service and the project also successfully sources funding for specific actions from a range of statutory bodies, religious institutions and community providers. Referrals to the project come from a variety of sources within the Justice system, HSE et al as well as a small percentage of self-referrals. The latter end of 2011 saw the introduction of referrals via Community Service Orders/Post-Release Suspension Orders and to date 39 young people have accessed the service under this category.

The Treo project works with 16 to 23 year olds who are within the Justice system – its main aim is to reduce criminal activity among its target group thereby contributing to making Waterford a safer community to live and enhancing the lives of participants. The project concentrates on providing educational, social, vocational and advocacy supports to participants while challenging their offending attitudes and behaviour and supporting them to make proactive, positive and realistic choices.

Staff and volunteers work closely with the young people to establish trusting, safe and non-judgemental relationships whilst providing practical supports, mentoring, advice and counselling. The project has built up a vast array of contacts which provide opportunities to support young people to access additional services and supports and the benefits of the well established outreach work facilitates a range of settings and environments for contact to take place.

For young people serving custodial sentences the project carries out prison visits to both support the young person whilst in prison and to provide assistance with the practical and emotional transition on release.

More recently the project has been working with participants under Community Service Orders and/or early release frameworks whereby young people carry out community activities instead of serving a custodial sentence. The resulting placements also offer opportunities for restorative practice and the chance for young people to contribute to their communities.

The project also provides extensive supports to the families of young offenders as well as engaging with the wider community.

### Mission Statement

“To provide a community based programme that addresses the needs of young people who have demonstrated actual offending behaviour and positively challenge the behaviour through the provision of a structured and supportive mentoring and guidance programme”

### Core Values

- We respect human rights and we believe in everyone’s innate and inalienable value and dignity as human beings.
- We are non-judgmental and believe in each person’s capacity for positive change
- As with all members of society, we believe that offenders must accept personal responsibility for their behaviour
- We create the conditions in our work, in our activities and in our organisation for personal empowerment,
- We are ethical, honest, transparent, and place a high value on integrity.
- We recognise the importance of accountability, efficiency, effectiveness and value for money.
- We will act with equality, fairness and integrity to enhance public trust in our Service
- We strive for continuous learning and improvement

### Core areas of work

- Individual mentoring, advocacy and counselling
- Educational and training supports (in-house via FETAC and Skills Workshop and supported access to external providers e.g. Youthreach, WYTECH) and progression to employment – job seeking skills and encouragement
- Assistance with substance misuse issues – rehabilitation, addiction, outreach
- Independent living supports – budgeting, accommodation et al
- Recreational, social and physical fitness
- Restorative practice
- Provision of a “safe place” via drop in supports

### **Section Three - Socio-Economic Landscape & Policy Context**

In many ways the socio-economic landscape within which the young people and their families are living has changed very little over the last three years in terms of factors which directly impact upon their lives. Unemployment remains high with continued closures of traditional sources of employment; Waterford City and County have yet to see announcements of significant on going job increases in the near future despite recent falls in national unemployment figures. Unemployment rates in the City for month end September 2014 stand at 10,344, of which 1492 are aged below 25 (14%). For Dungarvan the unemployment rate for young people under the age of 25 is 303 (16%) from a total unemployment rate of 1895. The cumulative effect of eight Austerity Budgets over the last three years has reduced many families to living within significant levels of poverty and debt burden exacerbated by further reductions in Social Welfare allowances such as Job Seeker's Benefit for young people under the age of 25, reductions in Lone Parent's allowance and the removal of some training allowances and the introduction of new charges e.g. Property Tax and, shortly, Water Rates. It is no coincidence therefore that the advocacy supports provided by Treo indicate an increase in financial advice, accommodation issues et al.

The European Commission and the UN, among others, use a poverty line located at 60 per cent of median income. The median disposable income is the income of the middle person in society's income distribution. Based on this calculation of the poverty line, 2011 saw the numbers of people living below the poverty line rise to 731,984<sup>3</sup>, a rise of 90,000 since 2009. Whilst the number of people living below the poverty line has decreased in overall terms since 2004 in line with the then increases to Social Welfare payments, the downward curve of the last four years is alarming and is not likely to be halted in the immediate future.

Similarly, and as referenced in the Probation Service Strategy Statement, the Government's National Plan for Recovery 2011 – 2016 requires statutory and community based services to "operate within a context of financial restraint and the generation of considerable savings to be generated". The trickle down of these policies upon service provision within the public sector naturally results in the curtailing of services and the reduction of budgetary

---

<sup>3</sup> As figures quoted by Social Justice Ireland Socio Economic Review 2012 and representing the latest figures available

allocations across all walks of life; factors which directly impact on the lives of the young people and their families who access the Project. Likewise budgetary constraints impact on the community and voluntary sector which has seen its funding decimated in recent years; many projects have closed and most now offer a restricted level of service provision at a time when the population has most need. This is particularly true of counselling, mental health supports, family supports and youth services.

The Treo Project is therefore providing supports to a cohort of young people and their families in an environment where other supports are diminishing, placing greater burdens on service users and the projects attempting to sustain them.

The constraints on resource budgets also impact on core funding allocations throughout the Probation Service and the community based organisations it contracts to carry out its work with young people. The Treo Project has managed budget cuts efficiently and effectively whilst maintaining front line services and has strategically increased its access to additional sources of funding. Every year the strain on the delivery of services within budget allocations grows more difficult, despite the flexible and innovative approaches to service provision evidenced by such projects. Likewise, every year the strain on the budgets of these additional funding sources grows heavier as they too struggle to maintain funding allocations and supports. The challenge for such Treo and similar projects is the continued maintenance of critical services and supports in an environment where adequate funding is neither guaranteed nor sustainable in terms of both levels of funding available and the time, energy and effort required to continuously source such funding.

In terms of policy changes within related and relevant bodies the last three years has seen a period of momentous structural change.

Following the alignment of Community Development Projects within Partnership or Local Development Companies, these organisations themselves are now in a position of tendering to provide social inclusion services within the Social Inclusion and Community Activation Programme (SICAP) which will be launched in 2015<sup>4</sup>. At the time of writing this report the

---

<sup>4</sup> The aim of SICAP is: "To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration."

Waterford Area Partnership and County Waterford Leader Partnership await news of their tender proposals with reference to their delivery of service provision in the future.

Further structural alignment of services has taken place with the merging of three VECs<sup>5</sup> and SOLAS (formerly FAS) under the new umbrella organisation called the Education and Training Board and the merger of the Waterford City and County Councils. All of these changes are recent and need time to “bed down” in terms of working practices and the roll out of service provision, strategy and financial allocations and remits across City and County. The newly aligned City and County area is now divided in to five distinct areas, of which the city accounts for three of these new districts.

Within the HSE the roll out of the Meitheal programme, Local Area Pathways and the establishment of Children’s Services Committees provides a welcome structure for strategic networking and collaboration of partnership approaches to family support work and work with young people. This new programme and its structures have been developed relatively quickly in Waterford and a positive reduction in waiting lists to Social Work Departments has already taken place. Of interest and relevance to the Treo project is the designation of a young person as being aged up to 24 years of age within the Meitheal framework which reflects the age range of the project thereby maximising the potential of the framework and its networks and committees to actively support the work with this particular cohort of young people.

A number of Labour Activation programmes aimed at supporting young people have been launched over the previous operational period including Jobbridge (Internships), Momentum and the Youth Guarantee Scheme. Despite these initiatives a significant number of young people accessing the Treo Project continue to present as unemployed and many as long term unemployed i.e. over 12 months. The cycle of unemployment is reflected in the family and peer units also e.g. parents, siblings and extended family, friends et al giving rise to an overall sense of hopelessness regarding employment prospects – prospects which were already restricted due to low educational attainment, criminal records, decreases in employment opportunities, generational unemployment and low self esteem.

---

<sup>5</sup> Waterford City, Waterford County and County Wexford VEC

Research carried out during the previous operational period and informing the Strategic Plan for 2012-2014 identified a lack of “emotional literacy”, a term which was used to reflect an inability to articulate, understand and challenge a range of emotions in adapting to a difficult and multi-layered personal and socio-economic landscape. Current research carried out with a range of stakeholders now identifies that there would also appear to be a lack of “emotional maturity” i.e. an unwillingness or inability to perceive adulthood, within so-called traditional parameters, as being of any relevance to the young people accessing the service. The “normality” of moving towards employment, parenthood, civic and societal engagement et al is not a landscape recognised by many young people as being either available to them or of bearing any relation to the reality of their lives. Behaviour patterns, particularly within the 16 – 18 year old cohort, would appear to be evidenced by higher levels of anger and aggression, lower levels of concentration, increased instances of violence, lack of independent living skills, increased difficulties in real engagement and poor decision making borne out of a sense of frustration and detachment. Interestingly and positively, stakeholders report an increase in the capacity and ability of parents to engage with the project and talk relatively openly about issues both personal and in relation to parenting. However, and on a more worrying note, the young people themselves are seen as being more “closed down” and less able or willing to “open up” and engage fully in counselling and mentoring supports.

The impacts of recent policy frameworks and austerity measures have also resulted in a focus on results and outcomes which are targeted and measurable against organisational directives. Most service providers report that their operating plans and day to day activities are delivered within more prescriptive and structured boundaries; providing evidence of “Value for Money”, the narrowing of parameters of service delivery and the increased pressure to “prove” and demonstrate tangible, short term success place strains on the delivery of genuinely holistic and sustainable measure and working practices, despite stated objectives to do so<sup>6</sup>. Whilst the use of the Star Outcome Model within Treo facilitates the project in providing valuable statistical and measurable information regarding progress,

---

<sup>6</sup> The Public Service Reform Plan, 2014-2016 requires all public sector organisations to focus on a range of goals including outcomes, service users and efficiency among others.

there is growing pressure on projects to concentrate on short term initiatives when the nature of the work requires longer term inputs and an understanding that young people need a range of continuous, layered and sustained supports. Given the increased sense of detachment and lack of “emotional maturity” it is vital that political ideology and state strategies reflect this need; mere attendance on programmes and within initiatives does not represent engagement which takes longer and which is imperative if real change and success are to be accomplished.

Cuts in training allowances and grants result in financial and motivational difficulties in encouraging young people to engage in further education and training as do the limitations of employment prospects once such training/education is completed. For many young people SOLAS training programmes and labour activation initiatives are seen as meaningless and futile; some young people view them as a punishment for being unemployed and struggle with carrying the “blame” for being out of work as evidenced by their perception of these programmes and their subsequent engagement as a means of securing their limited financial income from Social Welfare.

Substance misuse continues to provide a significant backdrop to the lives of many of the young people. Perceptions of substance misuse indicate that most young people do not consider the use of soft drugs/recreational drugs as exceptional or illegal; rather they are seen as an ordinary aspect of day to day life. Indeed, many of the young people see alcohol as more destructive and “frowned upon” when identifying addiction problems. Whilst the health implications remain a vital part of both recovery and rehabilitative efforts, the instances of petty crime, involvement in organised crime, debt and intimidation and mixing of prescription drugs and alcohol (and their resulting increased violent behaviour and memory loss) form the basis for growing concerns amongst stakeholders. In addition, the lack of “emotional maturity” previously cited by stakeholders presents real problems for the younger cohort in engaging proactively and meaningfully in rehabilitative efforts, which are themselves limited and not appropriate in many cases for this age group. The real and perceived lifestyle of drug dealing is seen as attractive in an economic landscape that holds out little hope for alternative sources of income via employment opportunities whilst the anecdotal information regarding high levels of intimidation experienced by young people

engaged in substance misuse prohibits effective justice initiatives and lessens any feelings of safety when trying to change behaviour and lifestyle.

Likewise, homelessness continues to present a real threat to both the safety of young people and the possibility of them making sustained and positive steps towards a secure and meaningful future. For young people who are already presenting as disconnected from many aspects of life, such as employment, aspirations, engagement (social and civic) the lack of a secure and permanent home only adds to the detached, temporary and chaotic environment in which they operate. Young people are struggling not only to afford to secure and maintain a home but also to develop the necessary “living” strategies to keep a home i.e. budgeting, hygiene and developing relationship with neighbours et al. Homelessness is often hidden and erratic providing a backdrop of insecurity to the already shifting and insecure landscape of their teenage and early adult years.

The 16 to 18 year old cohort continue to face increased challenges in terms of service provision aimed directly at their age range, often navigating that difficult space between being classed as children or adults within the remits of service providers. This has been particularly evident in terms of social welfare and HSE supports and stakeholders report an increase in issues facing young people leaving institutional care; these young people often present with substance misuse issues, lack of family support structures, lower levels of independent living skills et al and face additional pressures in effecting a positive transition in to adult hood and independent living.

In addition, and not limited to young people leaving residential care, mental health problems are reported as increasing, with some stakeholders citing such difficulties as “becoming the norm” amongst young people ranging from low self esteem and reactive depression to psychiatric conditions and suicide. Ireland ranks 4th highest in the EU for deaths by suicide for 15-19 year olds, at 10.5 per 100,000 compared with Greece at 3.3 per 100,000. In addition rates of suicide by young females is highest in Ireland and second highest for young males. Despite showing a decrease of 12% on figures released in 2012, 11,061 people were admitted to hospital in 2013 as a result of self-harm. There were 525

suicides registered in 2011<sup>7</sup> or 11.4 per 100,000 of the population. This compares with 490 suicides registered in 2010, an increase of 7%. The figures saw a rise in male suicides which account for 84% of all suicide deaths in 2011.

As most health professionals would attest, these figures do not necessarily represent accurate statistics with many suicides and incidents of self harm remaining hidden and/or unreported.

#### **Section Four - Progress made during operational period 2012 – 2014**

---

<sup>7</sup> Latest year for which full figures are compiled via CSO

The lifetime of the current Strategic plan (2009-2011) saw the project focus on consolidating its work under two strategic objectives

1. Sustaining and strengthening a quality service which responds to the individual needs of participants
2. Enhancing Treo's contribution to a community approach to social inclusion and public safety

Under which the project operated to three Priority Goals

1. To sustain and strengthen a quality service which responds to the individual needs of participants
2. To enhance Treo's contribution to a community approach to social inclusion and public safety
3. To reinforce Treo's capacity to realise its goals

Significant progress was made under these objectives and goals, details of which are captured in the project's annual reports.

The most notable achievements and challenges experienced by the project are outlined below:

- The project managed and accommodated the impacts of budgetary cuts in a strategic and effective manner with the support and inputs of staff and the Board of Management. Additional and complementary avenues of funding<sup>8</sup> were sourced successfully in order to offset cuts on core funding and continue to provide a broad array of service provision which continues to be responsive to the needs and ideas of participants and adheres to the person-centred approach of the Project. However, the success of sourcing funding has come with a cost in terms of time, pressure and energy expended in identifying, seeking and accounting for such funding which has, in turn, placed strain on the project's management structures and indirectly impacted on the "hands-on availability" of the Project Leader in day to day activities.
- The absorption into the Project of referrals via Community Service Orders and Early Release schemes has been successful. Initial concerns regarding the compulsory

---

<sup>8</sup> This includes the valuable source of tutor hours via the ETB (formerly VEC) which allows for a breadth of training and skills provision within the project

nature of these referrals have been offset by the continued reliance on developing good relationships with participants and ensuring that the voluntary ethos of engagement continues within the guidelines of CSOs. Placements with external partners for community service work have worked well and are testament to the project's relationships with other organisations and its reputation within the area.

- The portfolio of educational/training programmes provided by the project continues to grow and be developed extremely successfully with work continuing within the QQI framework of accreditation at Level 4 and, more recently, Level 5. The development of the Crime Awareness programme has proved particularly beneficial for participants for whom it may be the first qualification they have achieved and for whom it acts as an incentive to progress towards other subjects and a means of increasing self confidence in their abilities. Likewise the Peer mentoring programme provides real opportunities for participants to pass on their expertise and experiences to young people accessing the project and to act as highly effective role models for same.
  
- Treo began the roll out of service provision in the Dungarvan area as identified by previous research and has been operating a 2-day per week service there for 18 months. A Steering Group has been supported to develop the establishment of sustainable project provision and Treo has recently been awarded a Special Community Employment Scheme for the area. The Steering Group has also recently awarded small scale funding for the provision of parents' supports. Whilst there is no doubt of a) the need for service provision in Dungarvan and b) the success of the current levels of support, it has placed significant strain on core resources and is currently being evaluated in terms of future provision with the Board of management determining that the project focuses on the establishment and delivery of the Special CE Scheme. Longer term plans for the area would include the development of educational programmes and core supports on a full time basis, subject to funding. Dungarvan presents real challenges for Treo in light of the needs of the client group which are exacerbated by the lack of service provision amongst

other support areas<sup>9</sup> and the somewhat enclosed and parochial nature of a small town. Whilst Treo would wish to continue to deliver services within the area it will be unable to do so until such time as core funding from the Probation Service is made available.

- The Workshops have grown from strength to strength and Treo has been successful in securing funding, staffing and customers to further develop both the extent of training provision and the development of micro enterprise via the Kindling Scheme, production of pallet furniture and restoration of lawn mowers and small engines. Again, the success of the Workshops brings with it the strain of ensuring that they become self-financing in order to develop more fully and can continue to provide both training and social/development opportunities for participants.
- The Project continues to develop systems and policies in line with both recognised best practice and also with a regard to the needs of staff, volunteers and participants. Administrative systems reflect the diverse accounting requirements of funding bodies and partner organisations and run extremely efficiently. The Board of Management is well attended and well representative<sup>10</sup> and is supportive of the work of the project and the welfare of staff, volunteers and participants. The Star Outcome model continues to provide both statistical and qualitative records and analysis of inputs and progress
- Treo has successfully negotiated the lease of a large industrial unit in the Cleaboy Estate which will provide much needed space; the project has long since outgrown its current premises and the refurbishment plans, successfully negotiated with the landlord, will see the expansion of workshop, training and recreational space for participants as well as much needed administrative and office space for staff. It is hoped that the project will move to the new premises in 2015.

---

<sup>9</sup> Dungarvan has very few full time services operating within the town with most service providers offering an outreach, part time of clinic availability to residents and with the Probation Service also having lost its designated worker for the area

<sup>9</sup> Most recently representatives from the Dungarvan Steering Group will join the Board of Management which will allow for issues in the area to be highlighted and also, potentially, embed the Dungarvan service within core provision

- In 2012 the Parents Group Mna na Treo, published a self help guide for parents aimed at reassuring and supporting parents of young people who were involved in the Justice system. Called “Help, my Kid’s in Trouble” it was designed and written exclusively by the parents themselves and distributed throughout the South East region. The group engages with other parents whilst continuing to act as a peer support group to each other. Treo continues to actively support parents via group work and one-to-one mentoring.
  
- In 2013 the project was awarded the prestigious All Island Pride of Place Award which recognises community impact. The award was announced at a gala ceremony in The Venue, Derry on Saturday on 16th November 2013 and recognises the very positive community impact that Treo is having in Waterford city and county. Treo received one of only two Special Awards given in the Cities Competition. The judges said the award was given *“in respect of an amazing project which involves helping a vulnerable group of young adults by confidence building, meaningful activity, work and engagement. It has had a major impact on its target group. Apart from the training and development of this vulnerable cohort the project also involves family members. This approach towards helping the families of the group gain confidence and understanding had a huge impact on the judges as did the leadership of the project and the level of innovation, care and compassion demonstrated”*.
  
- The project continued to work with a range of stakeholders and the Department of Justice to progress Waterford as a region promoting and actively practising Restorative Justice. Efforts were concentrated on establishing a strong network of organisations and Treo was instrumental in re-establishing and focussing a steering group to roll out *Restorative Practices* training and multi agency implementation in Waterford city & county. Recently the HSE has committed to rolling out training to upwards of 300 of its staff over the next 3 years and has pledged a financial contribution to this effect.
  
- As always, the strength of the project lies in its approach to its work with young people and the scope of its services and activities. Participants are genuinely respected and involve in developing clear strategies and actions which will assist

them to make positive decisions affecting their lives. Above all the young people and their families are welcomed and engaged with as people first rather than as “clients” or individuals defined by their current circumstances and/or categories as young or ex-offenders. Outreach and advocacy supports assist with emotional, mental and physical well being as well as practical supports e.g. accommodation and finance whilst confidential counselling supports and referrals to external services facilitate therapeutic and practical progress. The incorporation of individual and group supports and activities including sport, recreational visits/trips, fitness provides real opportunities for “sober fun” whilst also facilitating positive interaction and well being.

**Profile of supports for participants – 2011**

Thematic Area	Actions																																		
Direct supports Advocacy and mentoring supports for 106 participants	<p><b>Medical: 29 people</b> Medical cards, Dept of Psychiatry &amp; HSE Community Welfare Office.</p> <p><b>Addiction: 28 people</b> Community Based Drugs Initiatives, HSE Community Addiction services &amp; Residential Treatment centres.</p> <p><b>Department of Social Protection: 18 people</b> Unemployment Claims, Disability claims &amp; Resolving claim issues.</p> <p><b>Accommodation: 26 people</b> Homelessness, Waterford City Council, Hostels, Landlords &amp; Housing agencies.</p> <p><b>Financial: 11 people</b> MABS, Finance plans, Bank accounts, Fines &amp; Credit unions.</p> <p><b>Legal: 27 people</b> Solicitors, work with Probation Officers &amp; preparing for court.</p>																																		
Services to Prisoners and ex-Prisoners	<p>31 people were supported during 14 “In-reach” visits to prisons (Cork, St. Patrick’s Institution, Midlands, Portlaoise and Wheatfield).</p> <p>Of the 18 people released from prison, 138 individuals (72%) accessed the project’s Reintegration programme for a variety of supports on release</p>																																		
Skills Development	<p>56 individuals (53%) engaged in weekly timetabled programmes. The programme areas and the numbers who accessed them read as follows:</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Nos. of participants</th> </tr> </thead> <tbody> <tr> <td>Counselling</td> <td>17</td> </tr> <tr> <td>Literacy/communications</td> <td>11</td> </tr> <tr> <td>Numeracy/Maths</td> <td>7</td> </tr> <tr> <td>Catering</td> <td>12</td> </tr> <tr> <td>IT</td> <td>10</td> </tr> <tr> <td>Gym/Health &amp; Fitness</td> <td>13</td> </tr> <tr> <td>Swimming</td> <td>10</td> </tr> <tr> <td>5-a-side Soccer</td> <td>19</td> </tr> <tr> <td>Car Maintenance</td> <td>13</td> </tr> <tr> <td>Music programmes</td> <td>14</td> </tr> <tr> <td>Engine mending/Bicycle mechanics</td> <td>34</td> </tr> <tr> <td>Driver Theory/Driving lessons</td> <td>13 ( + 3 x Driving Tests)</td> </tr> <tr> <td>Boat programme</td> <td>11</td> </tr> <tr> <td>Alternative Therapies</td> <td>25</td> </tr> <tr> <td>Health Promotion</td> <td>9</td> </tr> <tr> <td>Adventure Training &amp; Racing</td> <td>6</td> </tr> </tbody> </table>	Activity	Nos. of participants	Counselling	17	Literacy/communications	11	Numeracy/Maths	7	Catering	12	IT	10	Gym/Health & Fitness	13	Swimming	10	5-a-side Soccer	19	Car Maintenance	13	Music programmes	14	Engine mending/Bicycle mechanics	34	Driver Theory/Driving lessons	13 ( + 3 x Driving Tests)	Boat programme	11	Alternative Therapies	25	Health Promotion	9	Adventure Training & Racing	6
Activity	Nos. of participants																																		
Counselling	17																																		
Literacy/communications	11																																		
Numeracy/Maths	7																																		
Catering	12																																		
IT	10																																		
Gym/Health & Fitness	13																																		
Swimming	10																																		
5-a-side Soccer	19																																		
Car Maintenance	13																																		
Music programmes	14																																		
Engine mending/Bicycle mechanics	34																																		
Driver Theory/Driving lessons	13 ( + 3 x Driving Tests)																																		
Boat programme	11																																		
Alternative Therapies	25																																		
Health Promotion	9																																		
Adventure Training & Racing	6																																		
Social & Recreational	<p>23 people took part in weekend activities. (Tennis, Cinema, Rock-climbing, Golf Driving range, Mountain walk, Road Bowling, Fishing, Bait Digging, Johnston Castle, Wexford Wildfowl Reserve, Reptile Zoo, Tutankhamen Exhibition).</p> <p>21 people attended the project’s summer programme. This had a mix of both sober fun and cultural based activities which included, Kayaking, Rock-climbing, Hill walking, Pitch &amp; Putt, Road Bowling, Horse-riding, Fishing, Archery, Handball, Quadding &amp; Crazy Coral, visits to Hook Head, Kilkenny Reptile Zoo, St. Canice’s Cathedral, Dunbrody Tall Ship, Stradbally Beach and Oakwood.</p> <p>Following a water related incident in 2010, the project needed to look at water safety risks while exploring opportunities for training among staff &amp; participants. A “Boat programme” was devised following several meetings with participants and relevant agencies. 9 participants went on to secure places on the Norwegian tall ship, the <i>Sorlandet</i>, which set sail and began the first leg of the Tall Ships race from Waterford to Greenock, Scotland.</p> <p>A group of participants undertook intensive weeknight and weekend adventure race training. This was to prepare for the <i>Connemara Adventure Challenge</i> in May.</p>																																		

**2011 Continued**

Thematic Area	Actions
Education and Training	<p>17 people obtained accreditation at FETAC Level 4 &amp; 5 in the following areas:  Information Technology Skills,  Personal Effectiveness,  Health and Fitness,  Boat Handling/Navigation skills,  Life saving &amp;  Occupational First Aid.</p> <p>4 participants completed their Leaving Certificate (through XLC and Mainstream schools) while receiving support from Treo's tutors in various areas.</p> <p>A further 23 people participated on other courses delivered by and through FAS, Skillsnet, Failte Ireland, National Maritime College of Ireland, Private Security Authority of Ireland, Nagle Centre, Waterford Sports Partnership and via private facilitators such as Manual Handling</p> <p>Treo begins delivery of its own General Learning Certificate which was developed and accredited by Treo Staff. The programme is called Cosain and focuses on subjects and delivery mechanisms designed to reflect the direct lifestyles and needs of the young people.</p>
Progression	<p>41 people progressed to more mainstream education, training &amp; employment options including:  Job Sampling Initiative  WYTEC  Youthreach  XLC project to do their leaving certificate  Waterford College of Further Education  3 participants secured full time Employment and 2 secured work placements</p>
Community Service Orders (6)	<p>6 people were referred to the project under the newly established Community Service Orders towards the latter end of 2011.</p>
Challenging Criminal Behaviour	<p>These programmes include Anger Awareness, Anger Management, Knife &amp; Weapon crime, My Crime Awareness, and Emotional wellbeing &amp; My Criminality</p>
Workshops	<p>116 machines serviced, repaired and/or reconditioned. Most of this work was undertaken for local people; however a considerable amount of machines were repaired for people and community groups as reparation by service users. Among the machines repaired were Bicycles, Lawnmowers, Consaws, Cement mixers, Strimmers, Chainsaws and Hedge trimmers. Parts from machines that could not be repaired were recycled.</p>
Family supports	<p>Continued individual and group supports to the families of young people accessing the project.</p> <p>Mna Na Treo (Mother's Group) begins work on a resource pack for families and parents whose children are involved with the Justice system</p>

Thematic Area	Actions																														
Direct supports Advocacy and mentoring supports for 124 participants	<p><b>Medical: 14 people</b> Medical cards, Dept of Psychiatry &amp; HSE Community Welfare Office.</p> <p><b>Addiction: 36 people</b> Community Based Drugs Initiatives, HSE Community Addiction services &amp; Residential Treatment centres.</p> <p><b>Department of Social Protection: 41 people</b> Unemployment Claims, Disability claims &amp; Resolving claim issues.</p> <p><b>Accommodation: 20 people</b> Homelessness, Waterford City Council, Hostels, Landlords &amp; Housing agencies.</p> <p><b>Financial: 15 people</b> MABS, Finance plans, Bank accounts, Fines &amp; Credit unions.</p> <p><b>Legal: 22 people</b> Solicitors, work with Probation Officers &amp; preparing for court.</p>																														
Services to Prisoners and ex-Prisoners	<p>27 people were supported during 13 “In-reach” visits to prisons (Cork, St. Patrick’s Institution, Midlands, Portlaoise and Wheatfield).</p> <p>Of the 24 people released from prison, 18 individuals (75%) accessed the project’s Reintegration programme for a variety of supports on release</p>																														
Skills Development	<p>68 individuals (55%) engaged in weekly timetabled programmes. The programme areas and the numbers who accessed them read as follows:</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Nos. of participants</th> </tr> </thead> <tbody> <tr> <td>Counselling</td> <td>21</td> </tr> <tr> <td>Literacy/communications</td> <td>17</td> </tr> <tr> <td>Numeracy/Maths</td> <td>16</td> </tr> <tr> <td>Catering</td> <td>4</td> </tr> <tr> <td>IT</td> <td>8</td> </tr> <tr> <td>Gym/Health &amp; Fitness</td> <td>14</td> </tr> <tr> <td>Swimming</td> <td>7</td> </tr> <tr> <td>5-a-side Soccer</td> <td>20</td> </tr> <tr> <td>Boxing</td> <td>22</td> </tr> <tr> <td>Music programmes</td> <td>6</td> </tr> <tr> <td>Engine mending/Bicycle mechanics</td> <td>27</td> </tr> <tr> <td>Driver Theory/Driving lessons</td> <td>9</td> </tr> <tr> <td>Tiling</td> <td>5</td> </tr> <tr> <td>Alternative Therapies</td> <td>14</td> </tr> </tbody> </table>	Activity	Nos. of participants	Counselling	21	Literacy/communications	17	Numeracy/Maths	16	Catering	4	IT	8	Gym/Health & Fitness	14	Swimming	7	5-a-side Soccer	20	Boxing	22	Music programmes	6	Engine mending/Bicycle mechanics	27	Driver Theory/Driving lessons	9	Tiling	5	Alternative Therapies	14
Activity	Nos. of participants																														
Counselling	21																														
Literacy/communications	17																														
Numeracy/Maths	16																														
Catering	4																														
IT	8																														
Gym/Health & Fitness	14																														
Swimming	7																														
5-a-side Soccer	20																														
Boxing	22																														
Music programmes	6																														
Engine mending/Bicycle mechanics	27																														
Driver Theory/Driving lessons	9																														
Tiling	5																														
Alternative Therapies	14																														
Social & Recreational	<p>Weekend activities - Judo, Shave or Dye charity event, Cinema, Rock-climbing, Golf driving range, Mountain walking, Road Bowling, trip to a local Reptile Zoo, Quadding, Horse-riding, Pool, Snooker and playing Handball.</p> <p>Summer programme - visits to a Golf driving range, a visit to Loftus Hall, a Cycling tour, Sea Fishing, a visit to a Falconry, Horse riding, Sea Swimming, Tennis, Quadding, Hill walking, Handball and a High Ropes Course.</p> <p>Weekly Evening activities and Alternative therapies - Acupuncture, Yoga, Meditation, Ice-skating, DVD evenings, Pool, Cliff walks, Quiz evenings and Jogging</p>																														

Thematic Area	Actions
Education and Training	<p>28 people obtained accreditation in the following areas:</p> <p>FETAC level 5 in Occupational First Aid and Insulation installation</p> <p>FETAC level 4 in IT Skills, Personal Effectiveness, Health Related Fitness, Mathematics &amp; Communications</p> <p>FETAC Level 3 in Crime Awareness</p> <p>Leaving Certificate (through XLC and Mainstream schools) while receiving support from Treo’s tutors in various areas.</p> <p>FAS courses in Welding, Security, Core Employment Skills and FAS/FAI Goal to Work were completed.</p> <p>Harness training, Manual Handling &amp; Abrasive wheel training were undertaken with a local hire company (Sam Hire).</p> <p>Offshore training courses (Basic Offshore Safety Induction &amp; Emergency Training and Minimum Industry Safety Training) with the National Maritime College of Ireland.</p> <p>Provisional driving licenses and full driving licences</p>
Progression	<p>31 people progressed to more mainstream education, training &amp; employment options including:</p> <p>Job Sampling Initiative</p> <p>WYTEC</p> <p>Youthreach</p> <p>XLC project to do their leaving certificate</p> <p>Waterford College of Further Education</p> <p>FAS Horticulture course</p> <p>WIT</p> <p>Cork College of Commerce</p> <p>Employment</p> <p>Film making programme.</p>
Community Service Orders (20)	<p>The 20 people supervised on Community Service Orders completed a total of 1,876 hours of work. They worked with a variety of Community based initiatives including:</p> <p>Ballybeg Horticultural Programme, Youthreach Subla for Young Travellers, the Edmund Rice International Heritage Centre, Making Connections, Dungarvan Boxing Club, and Tintean Housing Association.</p>
Challenging Criminal Behaviour	<p>These programmes include Anger Awareness, Anger Management, Knife &amp; Weapon crime, My Crime Awareness, and Emotional wellbeing &amp; My Criminality</p>
Workshops	<p>150 machines serviced, repaired and/or reconditioned. Most of this work was undertaken for local people; however a considerable amount of machines were repaired for people and community groups as reparation by service users. Among the machines repaired were Bicycles, Lawnmowers, Consaws, Cement mixers, Strimmers, Chainsaws and Hedge trimmers. Parts from machines that could not be repaired were recycled.</p> <p>A “Kindling making” initiative began in the workshop, where participants produced bags of fire kindling from pallets sourced from a local company. The kindling was sold in €1 bags to generate income for the workshop and activities. Again a sizeable number of bags were distributed to local charities as reparation by service users.</p> <p>Participants took part in a “Grow Your Own” programme. This involved preparing the ground, planting and maintaining a vegetable patch within an allotment. The maintenance of this allotment also afforded opportunities for constructing raised beds, fence building and painting.</p>
Family supports	<p>Continued individual and group supports to the families of young people accessing the project.</p> <p>Mna Na Treo (Mother’s Group) launches a family supports guide and continues to provide peer supports and support to new families</p>

Thematic Area	Actions																										
Direct supports Advocacy and mentoring supports for 111 participants	<p><b>Medical: 27 people</b> Medical cards, Dept of Psychiatry &amp; HSE Community Welfare Office.</p> <p><b>Addiction: 43 people</b> Community Based Drugs Initiatives, HSE Community Addiction services &amp; Residential Treatment centres.</p> <p><b>Department of Social Protection: 49 people</b> Unemployment Claims, Disability claims &amp; Resolving claim issues.</p> <p><b>Accommodation: 27 people</b> Homelessness, Waterford City Council, Hostels, Landlords &amp; Housing agencies.</p> <p><b>Financial: 22 people</b> MABS, Finance plans, Bank accounts, Fines &amp; Credit unions.</p> <p><b>Legal: 50 people</b> Solicitors, work with Probation Officers &amp; preparing for court.</p>																										
Services to Prisoners and ex-Prisoners	<p>33 people were supported during 13 “In-reach” visits to prisons (Cork, St. Patrick’s Institution, Midlands, Portlaoise and Wheatfield).</p> <p>Of the 21 people released from prison, 17 individuals (75%) accessed the project’s Reintegration programme for a variety of supports on release</p>																										
Skills Development	<p>68 individuals (55%) engaged in weekly timetabled programmes. The programme areas and the numbers who accessed them read as follows:</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Nos. of participants</th> </tr> </thead> <tbody> <tr> <td>Counselling</td> <td>19</td> </tr> <tr> <td>Literacy/communications</td> <td>23</td> </tr> <tr> <td>Numeracy/Maths</td> <td>7</td> </tr> <tr> <td>IT</td> <td>7</td> </tr> <tr> <td>Gym/Health &amp; Fitness/Swimming</td> <td>12</td> </tr> <tr> <td>5-a-side Soccer</td> <td>7</td> </tr> <tr> <td>Boxing</td> <td>11</td> </tr> <tr> <td>Music programmes</td> <td>4</td> </tr> <tr> <td>Carpentry</td> <td>10</td> </tr> <tr> <td>Engine mending/Bicycle mechanics/workshop programmes</td> <td>32</td> </tr> <tr> <td>Driver Theory/Driving lessons</td> <td>9</td> </tr> <tr> <td>Alternative Therapies</td> <td>14</td> </tr> </tbody> </table>	Activity	Nos. of participants	Counselling	19	Literacy/communications	23	Numeracy/Maths	7	IT	7	Gym/Health & Fitness/Swimming	12	5-a-side Soccer	7	Boxing	11	Music programmes	4	Carpentry	10	Engine mending/Bicycle mechanics/workshop programmes	32	Driver Theory/Driving lessons	9	Alternative Therapies	14
Activity	Nos. of participants																										
Counselling	19																										
Literacy/communications	23																										
Numeracy/Maths	7																										
IT	7																										
Gym/Health & Fitness/Swimming	12																										
5-a-side Soccer	7																										
Boxing	11																										
Music programmes	4																										
Carpentry	10																										
Engine mending/Bicycle mechanics/workshop programmes	32																										
Driver Theory/Driving lessons	9																										
Alternative Therapies	14																										
Social & Recreational	<p>30 people took part in Friday afternoon activities which included visits &amp; outings to the Cinema, Rock-climbing, Golf driving range, Mountain walking, Road bowling, Reptile Zoo, Quadding, Horse-riding, Pool, Snooker, Handball, Dunbrody Famine Ship, Kilkenny castle, Kayaking &amp; Tennis.</p> <p>21 people attended summer programmes that included River Kayaking, Pitch &amp; Foot!, Pitch &amp; Putt, Sea Fishing, Swimming, Horse riding, along with day trips to Loftus Hall, Spike Island &amp; Fota Island Wild Life Park.</p> <p>10 people engaged an Alternative therapies programme that included Acupuncture &amp; Massage.</p> <p>Eight people took part in a Peer led Health &amp; Beauty programme which covered a range of self care techniques. This programme attracted the interest of both men and women.</p> <p>Treo, along with the Men’s hostel took responsibility for organising and co-ordinating the Waterford Street League as part of the Annual Homeless World Cup. This league is open to people experiencing homelessness, addiction &amp; criminality.</p>																										

Thematic Area	Actions
Education and Training	<p>22 people completed 41 FETAC modules.            At level 4 8 modules were completed in IT Skills, Personal Effectiveness, Health Related Fitness, Mathematics, Communications and Career Planning.            Thirty three FETAC Level 3 modules were successfully completed in Crime Awareness, Computer Literacy, Health Related Fitness, Communications &amp; Personal Effectiveness.            10 people completed their Manual Handling training.</p>
Progression	<p>41 people progressed to more mainstream education, training &amp; employment options including:            10 to the Job Sampling Initiative            4 to Waterford Youth Training &amp; Education Centre            3 people went on to Youthreach            6 progressed to FAS programmes            1 entered third Level education at WIT            6 people attended courses at Newlinks Training Solutions            4 attended Waterford Leader Partnership’s “First Steps to Success” programme in Dungarvan            8 people secured employment and of those, 5 were still employed at the end of the year.</p>
Community Service Orders (13)	<p>Ten people (9 Men &amp; 1 Woman) were supervised to complete <i>Community Service Orders</i> totalling 1,305 hours work. An additional three men successfully completed their time under the <i>Community Returns scheme</i> and completed 572 hours work. These thirteen people completed a total of 1,877 hours that benefitted their own communities by working at both Treo in the city &amp; county, along with work in a variety of Community based initiatives including Dungarvan Boxing Club, Waterford Women Centre and the Simon Community.</p>
Challenging Criminal Behaviour	<p>These programmes include Anger Awareness, Anger Management, Knife &amp; Weapon crime, My Crime Awareness, and Emotional wellbeing &amp; my criminality</p>
Workshops	<p>224 machines serviced, repaired and/or reconditioned representing a growth of 50% in production.            The Kindling initiative also progressed and further developments included the production of a variety of domestic and garden furniture pieces for sale e.g. coffee tables, bedside lockers, side tables and kennels etc.            Due to the success of the Bicycle Repair/Maintenance initiative, Treo entered into a service agreement with the Waterford City depot of An Post to service and maintain its fleet of bicycles.            Similarly, GO Dungarvan/Smarter Travel sponsored Treo’s Bicycle Repair &amp; Servicing Initiative in Dungarvan &amp; west Waterford.</p>
Family supports	<p>Continued individual and group supports to the families of young people accessing the project.            Mna na Treo (Mother’s Group continues to provide peer supports and support to new families            Intensive mentoring and advocacy support with 15 parents            Strengthened links with HSE Social Services departments through work with vulnerable and chaotic 16-17 year olds</p>

## **Section Five - SCOT Analysis**

Strengths	Challenges
<p>Expertise &amp; experience of staff, tutors &amp; volunteers            Commitment, professionalism, skills and welfare approach of staff, tutors and volunteers            Commitment of project to welfare and development needs of staff and volunteers            Well established systems &amp; procedures            Probity and honesty in working practices and management            Proven track record and reputation            Extensive network and linkages            Inter-agency approaches            Belief in needs-led and person centred approach            Success in sourcing funding            Supportive, committed and experienced Board of Management            Quality of services            Inclusive approach to decision making            Support of stakeholders and external partners            Continued priority given to innovation and creativity            Trust in staff and working practices            Development of Workshops and increase in breadth of provision and customer base            Outreach Working Group            Pride and sense of achievement in “still being here”</p>	<p>Needs of young people and their families            Increased levels of chaos, poverty, intimidation experienced by participants            Increased length of time and effort re engagement with young people            Low levels of emotional maturity            Inter-generational abuse            Particular issues around mental health, emotional maturity, transition from Care, substance misuse, violence and homelessness            Operation of Dungarvan service – resources and logistics            Sustainability of project – financial security            Development of Workshops re need to be self financing- retaining balance of purpose of the workshops            Logistics of moving to new premises            Strain of accountability and remits of funding bodies            Accreditation costs and time/effort required            Development of further models of best practice for age appropriate responses            Learning required for implementation of CE schemes and possible Local Training Initiatives            Increased workloads for staff &amp; volunteers            Involvement of staff in developing funding applications and strategies</p>
Opportunities	Threats
<p>Move to new premises – scope for extended space and increase of provision            Core funding opportunities via CE/LTI            Implications of alignment processes (City &amp; County, ETB et al)            Meitheal framework within HSE            Social enterprise models for Workshops            Development of micro enterprises for participants            Development of Centre of Excellence for Restorative Practice            Involvement in development of FETAC RP modules            Strategic networking and alignment on structures e.g. C&amp;V Forum, Children’s Services Committees, Children &amp; Family Agency            Youth Guarantee Scheme            Exploration of European models of best practice, collaborative projects and funding            Development of 10 year Strategic Vision/Plan            Development of gender based/gender informed responses as per the joint Irish Prison Service and Probation Service Strategic Plan 2013-2015</p>	<p>Level of unemployment restricting employment and progression opportunities for young people            Budget cuts and curtailment of services impacting on project and participants e.g. access to other services,            Cuts on budgets of service providers restricting project’s opportunities to source funding            Inputs and level of influence on policy            Continuing austerity measures and resulting impacts on service delivery</p>

## **Section Six - Recommendations and Summary Analysis of Findings**

The research findings would suggest that the work of the project can be separated into 5 inter-related activities/areas:

1. Operational capacity and sustainability of the project
2. Social Enterprise (Workshops)
3. Dungarvan services (Satellite services)
4. Needs of the client group (including core services, education, training and progression)
5. Best Practice/Advocacy and Policy work

The table of recommendations is therefore structured to reflect those 5 areas in broad terms which continue to fall within the overall Strategic Objectives and Priority Goals as referenced on page 14 of this report.

Key findings which have informed these recommendations include:

- The project is running to the limits of its current capacity, bringing with it increased pressure on staff and volunteers, both logistically and operationally
- The needs of the client group are increasingly diverse, chaotic and intense
- The sustainability of the project is under strain due to a) the necessary costs and staff commitment/time of the Dungarvan service and b) the reductions in funding allocations from core funders and within other funding sources
- The management processes of the project have changed due to the increased demands entailed in successfully sourcing, securing and accounting for additional funding
- The project is no longer solely dependent on funding from the Probation Service – other funding bodies have remits and responsibilities which impact on Treo service provision. These responsibilities and requirements can bring added pressure to the project in terms of delivery and direction
- The project has had to source funding for services from other stakeholders – a factor which suggests that Treo needs to strategically examine its development and remit a) over a longer period of time and b) as an independent community based project

## 1. Operational

Recommendation	Rationale & Actions
<b>Develop funding strategy</b>	<ul style="list-style-type: none"> <li>▪ Systems to “short cut” some of the information required can be developed resulting in “cut and paste” for funding applications</li> <li>▪ Training for staff in developing funding applications to assist with same</li> <li>▪ Assistance from stakeholders e.g. development of ad-hoc working groups to develop applications</li> <li>▪ Project needs to identify and align funding sources to actions at the point of development of services/decisions on menu of services</li> <li>▪ Funding strategies need to take into account relative security of funding sources and develop timescales for actions being funded accordingly</li> <li>▪ Development of fund raising strategies – Treo has traditionally been able to rely on relatively secure/mainstream <i>funding</i> sources and has not had to explore strategic and/or large scale <i>fund raising</i> options. The time and energy/labour required for small scale fund raising initiatives is currently beyond the operational capacity of the project. Explore significant large scale single fund raising e.g. source celebrity figure head/corporate sponsorship and/or host annual gala event; seek internship/student placement in marketing courses</li> </ul>
<b>New Premises</b>	<ul style="list-style-type: none"> <li>▪ The move to the new premises is well planned and due to take place in 2015. Funding is available, building layouts are in place</li> <li>▪ The move represents a tangible opportunity to revisit the services to be delivered, particularly with regard to the breadth and scope of the workshops and the delivery of ST(age) – appropriate services</li> </ul>
<b>Strategic Volunteering</b>	<ul style="list-style-type: none"> <li>▪ Treo has provided many opportunities for students and trainees to avail of valuable placements and consistently supports and manages those placements</li> <li>▪ The project now needs to explore the use of volunteers in a more focussed and strategic way if it is to continue to deliver the full spread of its services. Older and/or more experienced volunteers could be actively targeted with particular reference to providing drop-in services</li> <li>▪ All such volunteers could avail of an adapted peer mentoring training programme to ensure adherence to the ethos and standards of work within the project<sup>11</sup></li> </ul>
<b>Networking and Linkages</b>	<ul style="list-style-type: none"> <li>▪ Treo has an excellent and well respected reputation locally and nationally and has developed strong relationships with a number of organisations</li> <li>▪ Involvement on committee structures needs to be strategically aligned to the work of the project e.g. youth based supports, family supports et al</li> </ul>
<b>Vision</b>	<ul style="list-style-type: none"> <li>▪ The project needs to develop a long term vision and strategic plan e.g. 10 year plan</li> <li>▪ Longer term planning allows for the development of realistic timeframes for the development of the project and alleviates pressure on staff and stakeholders</li> </ul>

<sup>11</sup> The peer mentoring programme could be adapted to incorporate niche areas of expertise e.g. health and fitness, education, independent living, budgeting et al

## 2. Social Enterprise (Workshops)

Recommendation	Rationale & Actions
<p><b>Breadth &amp; Scope of products/skills</b></p>	<ul style="list-style-type: none"> <li>▪ The workshops provide opportunities for a vast range of service delivery which need to be more fully explored in terms of a) benefit to participants, b) marketability, c) capacity of workshops and d) interest and skill</li> <li>▪ Workshops need to cater for all ages and genders and for a wide range of interest areas</li> <li>▪ Ideas for additional products include wind chimes, candleholders, garden ornaments, jewellery, fretwork et al.</li> <li>▪ Current resources in terms of tools and expertise would mean that minimal outlay is required to increase product range</li> <li>▪ Explore <b>Etsy.com</b> for sale of goods</li> <li>▪ Explore accreditation for welding programme</li> <li>▪ Workshops provide a unique opportunity to develop Community Arts projects such as “Scrap Art” which would reflect the recycling theme of the current workshop portfolio<sup>12</sup> – development of same opens additional funding streams (<b>Arts Council of Ireland</b>) and educational/skill opportunities and directions (<b>BTEI</b>)</li> <li>▪ Workshops also provide relevant opportunities for the development of micro-enterprise skills for participants (<b>WAP, Enterprise Board</b>)</li> <li>▪ The new premises will also allow for the development of additional practical workshops/project work such as “Care for living things” e.g. aviary, horticulture</li> <li>▪ Explore design and production of furniture to be made in the workshops for the new premises</li> </ul>
<p><b>Sustainability</b></p>	<ul style="list-style-type: none"> <li>▪ The workshops are under increased pressure to become self-financing and are currently running at capacity both in terms of staffing levels and areas of expertise</li> <li>▪ Social enterprise supports are required in order to develop the workshops further e.g. development of business direction and realistic business plans – target supports from Social Enterprise organisations such as <b>Clann Credo and Social Entrepreneurs Ireland</b></li> <li>▪ Explore proposal to Community Services Programme (<b>CSP</b>) (<b>Pobal</b>) – whilst the programme is officially closed, Pobal will examine proposals from new groups with an emphasis on social enterprise. CSP is one of the rare programmes which directly fund up to 3 salaries for periods of 3 years at a time – successfully securing such funding would support the sustainability of the workshops and facilitate longer term planning</li> <li>▪ Explore corporate sponsorship and/or celebrity entrepreneur</li> </ul>

<sup>12</sup> For example sculptures made from bicycle chains, driftwood et al

### 3. Dungarvan (Treo Satellite Services)

Recommendation	Rationale & Actions
<b>Breadth of Services</b>	<ul style="list-style-type: none"> <li>▪ Based on experience and expertise of “pilot” phase – develop separate but integrated strategic plan for Dungarvan via Steering Group and Treo – long term strategy dependent on securing core funding from Probation Service</li> <li>▪ Particular socio-economic and geographical needs to inform same</li> </ul>
<b>Mainstreaming and sustainability</b>	<ul style="list-style-type: none"> <li>▪ Pressures on both financial and human resources in running Dungarvan service</li> <li>▪ Explore expansion to full time provision – evidence of need to be balanced against level of resources required and/or available</li> <li>▪ Development of Special Community Employment Scheme – existing Steering Group to form as Referring body (within lifetime of this 3 year Strategic Plan)</li> <li>▪ Exploration of own premises</li> <li>▪ Development of a Local Training Initiative or similar (<b>Solas</b>) at FETAC Level 4 &amp; 5 – possible longer term objective, dependent on core funding for overall provision in Dungarvan</li> <li>▪ Determine timescale for effort and inputs on an ongoing basis – e.g. annual review</li> <li>▪ Inclusion of representatives of Dungarvan Steering Group on Board of Management</li> <li>▪ Use links with Children’s Services Committees, Children and Family Agency and Local Area Pathways to explore funding sources for Dungarvan as a mental health initiative/Children and young person’s welfare project (<b>HSE</b>)</li> </ul>

#### 4. Needs of the client group

(Please note – this table reflects key findings and new/complementary ideas for service provision and assumes a continuation of core services such as outreach, advocacy, mentoring, one-to-one work, current education programmes, work with families, prison visits, trips, physical activities, counselling et al – all of which are proven and well established supports within the Project)

Recommendation	Rationale & Actions
<b>Appropriate service delivery</b>	<ul style="list-style-type: none"> <li>▪ Research findings indicate an increasing divergence between the age ranges of young people accessing the service, namely a) 16-18 year olds with increasingly chaotic lifestyles and diversity of needs, difficulties in actively engaging with same, inability to hold interest within structured settings, lack of concentration and b) 18-23 year olds who respond better to more structured supports such as workshop activities and educational opportunities.</li> <li>▪ Explore 2 distinct yet overlapping strategies for service delivery for these groupings <b>(please see Table below)</b></li> </ul>
<b>Independent Living</b>	<ul style="list-style-type: none"> <li>▪ Development of FETAC Independent Living programme Level 3 &amp; 4 which will incorporate existing modules and add new modules which focus on nutrition, budgeting, community interaction – link programme to City &amp; County Council Housing department for use as an accepted framework/benchmark for tenancy agreements</li> </ul>
<b>Enterprise &amp; Self Employment</b>	<ul style="list-style-type: none"> <li>▪ The recession places greater strain on employment opportunities for the client group – development of micro-enterprise and self-employment skills training/workshops open up increased employment avenues <b>(WAP)</b></li> <li>▪ Link enterprise training to possible Social Enterprise collective providing enterprise/self employment supports, administration and mentoring services to client group <b>(DSP/WAP/Social Enterprise organisations)</b> which will be innovative and therefore of interest to national funding bodies</li> </ul>
<b>Progression to 3<sup>rd</sup> Level/Further Education</b>	<ul style="list-style-type: none"> <li>▪ Treo has developed effective relationships with 2<sup>nd</sup>, 3<sup>rd</sup> level and further education institutions and much grass roots advocacy and outreach supports are centred around supporting young people to access and profitably avail of these opportunities</li> <li>▪ Adapt peer mentoring programme to include specific education mentors who will facilitate study groups/supports with the aim of easing the transition to and support the completion of further and 3<sup>rd</sup> level education <b>(the WIT Student Support Services Office actively works with community based organisations to develop programmes and support mechanisms which increase the access of marginalised groups to progress to further and eventually 3<sup>rd</sup> Level Education))</b></li> </ul>
<b>Drug Awareness</b>	<ul style="list-style-type: none"> <li>▪ Develop Drug Awareness programme based on model of current Crime Awareness programme <b>(ETB/HSE)</b></li> </ul>

### ST (Age) Responses

The following table presents an initial, broad outline of some elements of service delivery within the Treo project which take into account the research findings of the growing divergence in needs across specific age ranges.

The age ranges are not prescriptive; rather they reflect levels of maturity or stages in a young person’s life and are used for reference only.

However, the “splitting” of service provision may help to ease the pressure on trying to accommodate all age ranges and levels of maturity within the programmes and workshops.

<b>16-18 year olds</b> <b>Personal Development, Engagement and Stability</b>	<b>19-23 year olds</b> <b>Personal Effectiveness, Decision making and Movement</b>
<b>Drop in service – informal approach working on increasing attendance as a means of progressing to actual engagement</b>	<b>More structured supports and programmes – approaches recognise increased emotional maturity</b>
<b>Outreach, advocacy and one-to-one supports</b>	<b>Outreach, advocacy and one-to-one supports</b>
<b>Family supports</b>	<b>Family supports</b>
<b>Introduction to training and education i.e. Crime Awareness and Drug Awareness et al</b>	<b>Skills training as per existing programmes</b>
<b>Emphasis on Personal Development</b>	<b>Emphasis on Personal Effectiveness</b>
<b>Restorative practice</b>	<b>Restorative practice</b>
<b>Skills &amp; Interests – 1 day per week involvement in workshop activities (possible in new premises) including “caring for living things”, horticulture et al</b>	<b>Progression opportunities within workshops – production and involvement in workshops as a social enterprise and development of micro enterprise support units</b>
<b>Independent Living programme (Level3/4 – multi level programme)</b>	<b>Peer mentoring programmes and increased involvement (discretionary) in supporting other young people</b>
<b>Community Arts programmes</b>	<b>Community Arts programmes</b>
<b>Physical activities and trips</b>	<b>Physical activities and trips including trips to other cities/areas with a view to exploring life outside Waterford</b>
	<b>Progression to 3<sup>rd</sup> level/further education/training – availability of education and training transition/completion supports</b>
	<b>Enterprise and self employment training</b>

### 5. Policy, Best Practice & Advocacy

Recommendation	Rationale & Actions
<b>Restorative Practice</b>	<ul style="list-style-type: none"> <li>▪ Development of Centre of Excellence for Restorative Practice (in process and ongoing)</li> <li>▪ Training of practitioners (in process and ongoing)</li> <li>▪ Incorporation of training for practitioners to include peer mentors</li> <li>▪ Development of training programme for inclusion of workshops in relevant 3<sup>rd</sup> level programmes (Social Studies, Criminology et al) <b>(WIT)</b></li> <li>▪ Involvement in development of FETAC RP modules at Level 3, 5 &amp; 6 via Restorative Practice Strategic Forum</li> </ul>
<b>Social Policy</b>	<ul style="list-style-type: none"> <li>▪ Document model of Treo practice – link to research project for student <b>(WIT)</b></li> <li>▪ Document the life of the young person – as above <b>(WIT)</b></li> </ul> <p>For both actions link to national Universities <b>(UCC)</b> and Institutes of Technology <b>(WIT)</b> and/or European initiatives via Erasmus programme: Key Action 2 (KA2) – Cooperation for innovation and the exchange of good practices -</p> <ol style="list-style-type: none"> <li>I. Strategic partnerships in the field of education, training and youth</li> <li>II. Knowledge alliances</li> <li>III. Sector skills alliances</li> <li>IV. Capacity building in the field of youth</li> </ol>
<b>Informing Best Practice</b>	<ul style="list-style-type: none"> <li>▪ Expand (long term) to host seminars/workshops on best practice initiatives (local and regional) – explore <b>The Wheel</b> for funding supports for collaborative best practice/training and information networks</li> <li>▪ Development of Level 7 module on working with young offenders/at risk of offending <b>(WIT)</b></li> <li>▪ Continue to inform and contribute to the work of other agencies, groups and organisations via involvement in inter-agency groupings, membership of voluntary boards of management, networking, alliances and partnerships</li> </ul>

**Appendix A**  
**Participating Stakeholders**

- **Participants and families**
- **Probation Service**
- **Board of Management**
- **Staff & Volunteers**
- **Dungarvan Steering Group**
- **Waterford City & County Council**
- **Waterford Area Partnership Ltd**
- **Department of Social Protection**
- **Community Based Drugs Initiative**
- **Health Service Executive**
- **Department of Social Protection**
- **Education & Training Board**
- **Community Welfare Office**
- **O'Connell & Meskill Auditors and Accountants**

## Appendix B

The Project wishes to acknowledge the support and assistance of the following organisations and stakeholders:

- Probation Service
- Squashy Couch
- Waterford Youth Training & Education Centre
- Job Sampling Initiative
- U-Casadh
- HSE (various networks, departments and funding sources including Lotto funding and Section 39)
- Waterford Community & Voluntary Forum
- Department of Social Protection
- Waterford/Wexford Education & Training Board incorporating SOLAS, (formerly FAS) and VECs)
- Youthreach & Subla Youthreach
- XLC Project
- Waterford Sports Partnership
- Waterford City & County Council
- Community Based Drugs Initiative
- St. Vincent de Paul
- The Solidarity Trust Fund of the Mercy Sisters
- GO Dungarvan/Smarter Travel
- Waterford Leader Partnership
- Irish Prison Service
- Waterford Voluntary Youth Council
- Ceim Eile
- An Garda Síochána
- Garda Youth Diversion Projects
- An Post
- Morris's Builders Providers
- Waterford Transport
- Musgraves' Cash & Carry

## Appendix C

## CSO Crime Statistics as of First Quarter 2014

ICCSq offence group	Northern	Western	Southern	Eastern	South Eastern	Dublin Metropolitan	State
<b>Annualised total to Q1 2014</b>							
01 Homicide offences	10	13	13	10	6	35	87
02 Sexual offences	216	210	321	307	253	640	1,947
03 Attempts or threats to murder, assaults, harassments and related offences	1,885	1,616	2,823	2,172	1,695	4,036	14,227
04 Dangerous or negligent acts	933	1,027	1,547	1,180	1,088	1,790	7,565
05 Kidnapping and related offences	17	13	20	9	14	46	119
06 Robbery, extortion and hijacking offences	112	93	255	230	137	1,960	2,787
07 Burglary and related offences	2,250	2,140	2,801	4,825	3,507	10,794	26,317
08 Theft and related Offences	4,980	5,197	10,625	11,007	6,846	39,268	77,923
09 Fraud, deception and related offences	439	547	733	713	421	2,283	5,136
10 Controlled drug offences	904	1,387	2,803	2,330	1,617	6,610	15,651
11 Weapons and explosives offences	240	189	448	319	283	1,196	2,675
12 Damage to property and to the environment	2,754	2,352	4,765	4,146	3,027	11,353	28,397
13 Public order and other social code offences	3,820	4,114	8,396	4,125	4,522	10,334	35,311
15 Offences against Government, justice procedures and organisation of crime	469	665	1,747	832	582	4,563	8,858
<b>Annualised total to Q1 2013</b>							
01 Homicide offences	11	7	12	9	13	19	71
02 Sexual offences	254	229	411	295	274	594	2,057
03 Attempts or threats to murder, assaults, harassments and related offences	2,084	1,773	2,972	2,345	1,843	4,142	15,159
04 Dangerous or negligent acts	1,144	1,021	1,689	1,246	1,202	2,251	8,553
05 Kidnapping and related offences	11	11	14	15	15	46	112
06 Robbery, extortion and hijacking offences	149	69	245	251	166	1,920	2,800
07 Burglary and related offences	2,354	2,299	2,885	5,332	3,707	10,103	26,680
08 Theft and related Offences	4,935	5,541	10,529	10,078	7,197	37,920	76,200
09 Fraud, deception and related offences	532	531	662	742	435	2,358	5,260
10 Controlled drug offences	1,065	1,078	2,818	2,020	1,666	6,864	15,511
11 Weapons and explosives offences	205	180	508	352	311	1,348	2,904
12 Damage to property and to the environment	3,141	2,577	5,089	4,297	3,320	12,679	31,103
13 Public order and other social code offences	4,588	4,923	9,917	4,500	5,155	12,343	41,426
15 Offences against Government, justice procedures and organisation of crime	516	620	1,328	952	649	4,895	8,960

**Annualised total change to Q1 2014**

01	Homicide offences	-1	+6	+1	+1	<b>-7</b>	+16	<b>+16</b>
02	Sexual offences	-38	-19	-90	+12	<b>-21</b>	+46	<b>-110</b>
03	Attempts or threats to murder, assaults, harassments and related offences	-199	-157	-149	-173	<b>-148</b>	-106	<b>-932</b>
04	Dangerous or negligent acts	-211	+6	-142	-66	<b>-114</b>	-461	<b>-988</b>
05	Kidnapping and related offences	+6	+2	+6	-6	<b>-1</b>	0	<b>+7</b>
06	Robbery, extortion and hijacking offences	-37	+24	+10	-21	<b>-29</b>	+40	<b>-13</b>
07	Burglary and related offences	-104	-159	-84	-507	<b>-200</b>	+691	<b>-363</b>
08	Theft and related Offences	+45	-344	+96	+929	<b>-351</b>	+1,348	<b>+1,723</b>
09	Fraud, deception and related offences	-93	+16	+71	-29	<b>-14</b>	-75	<b>-124</b>
10	Controlled drug offences	-161	+309	-15	+310	<b>-49</b>	-254	<b>+140</b>
11	Weapons and explosives offences	+35	+9	-60	-33	<b>-28</b>	-152	<b>-229</b>
12	Damage to property and to the environment	-387	-225	-324	-151	<b>-293</b>	-1,326	<b>-2,706</b>
13	Public order and other social code offences	-768	-809	-1,521	-375	<b>-633</b>	-2,009	<b>-6,115</b>
15	Offences against Government, justice procedures and organisation of crime	-47	+45	+419	-120	<b>-67</b>	-332	<b>-102</b>

<sup>1</sup> *The annualised figure for a given quarter is the total number of crimes recorded in the 12 months prior to end of that quarter.*