



**Tivoli Training Centre**

# **STRATEGY**

**2023 - 2024**

## Introduction from the Chair of the Board



On behalf of the Board of the Tivoli Training Centre, I am pleased to introduce our Strategic Plan 2023-2024. This Plan is closely aligned with the Probation Service Strategy 2021/2023, its associated action plan and with the Youth Justice Strategy 2021-27. I believe this Plan builds on the Centre's achievements and client success stories to date. We continually strive for improvement, and we want to ensure that the activities of the Centre are always aligned with those broader strategies to enhance community safety. We know the Probation Service expects the Centre to support the implementation of supervised community sanctions to the highest standard and relevance and this Plan will illustrate how specifically this will be done. We believe that a programme offered by the Centre, whether short or long term, will be one that the client needs and that will aid them in desistance – be that via more education or employment or a more immediate change of behaviour or activity. The process of reviewing existing plans over recent months has allowed the Board and Tivoli staff, clients and stakeholders, to reflect on the most effective way for the Centre to contribute to the delivery of the Probation Services own strategy, assessing the value and expertise in the Centre and nature of delivery now needed.

This plan sets out the main education and training and other support activities that the Centre will offer and the way they will be delivered in the two years to end 2024. This is not necessarily significantly different to our offer to clients to date, but we intend that this new Plan offers more clarity and detail on specific activities and, critically, how they echo the Probation Service's own goals and ensure collaboration with other Community Based Organisations, and other agencies that work with young people in Dublin. The way that the Centre delivers on this Plan - in terms of quality, outputs, impact for example - should also be more transparent to us, the Board. Most importantly, clients who come to the Centre will know what to expect in terms of education and training programmes delivered by supportive staff with non-judgemental attitudes, but also what is expected of them in terms of behaviour and commitment.

*Jared Huet*

Chairperson Tivoli Training Centre June 2023

# Contents

- Introduction from the Chair of the Board ..... 1
- Contents..... 2
- Summary..... 3
- Vision and Mission ..... 5
- Service delivery ..... 6
- Developing this Plan ..... 7
- Strategic Goals..... 8
  - Goal 1: Design and deliver programme best suited to clients’ needs..... 8
  - Goal 2: Increase collaboration and engagement in the sector..... 9
  - Goal 3: Support a diverse client group with focus on strengths and opportunities..... 9
  - Goal 4: Ensure staff have required expertise and promote a culture of development and innovation..... 10
  - Goal 5: Maximise the use of the Centre and its facilities..... 11
  - Goal 6: Expand use of technology and data to enhance programme delivery ..... 12
  - Goal 7: Maintain highest standards of Governance..... 13
- Next steps..... 14
- Glossary of Terms ..... 15

## Summary

The Tivoli Training Centre (the Centre) supports the work of the Probation Service which, as an agency within the Department of Justice, has an important role in helping to reduce the level of crime and to increase public safety. The Centre achieves this by working with persons subject to community sanctions, probation (or under probation supervision) or with lived experience of the criminal justice system to help change their behaviour and make good the harm done by crime. The Centre is funded annually by the Probation Service, with support from DDLETB (Dublin and Dun Laoghaire Education and Training Board). It commits to a range of output each year in line with the Strategy and Work Plans of the Probation Service and is subject to established Probation Service funding agreements and to the terms and conditions of the Department of Public Expenditure and Reform.

Many inputs are required for a complex client journey through this kind of education and training centre, including for example programme design and the adapting the Centre's building itself, but critical to success are the Centre's staff. With a flexible and committed combination of expert key worker, ETB tutors and administrative support, led by the Centre Manager, the Centre's staff are pivotal to the client's success. They are vastly experienced in working with vulnerable clients in a way which promotes desistance, community safety, and enables them to re-engage towards a positive future and participation in society.

Clients aged over 18, which in 2022 exceeded over 200, are referred to the Centre by the Probation Service, in the main. Their programme of education and training may be mandated in their sentencing report and their attendance at the Centre and on our programmes or courses can be in place of a custodial sentence. Younger clients, come to the Centre via referrals mostly from YPP (> 75%) but also from other agencies, including Garda JLOs, local Garda Youth Diversion Programmes, the HSE and those focussed on restorative justice for example, as they are not succeeding or progressing in mainstream secondary education.

The Centre focuses on the design and delivery of programmes and activities which are most relevant to its clients and ensure close alignment with needs of the Probation Service. It aims to support the strategy of Probation Service of reducing crime and victimisation by providing a range of high-quality

programmes including supervised community sanctions, appropriate training and education, and programmes targeted at specific offending behaviour.

This Plan details how the Centre will strengthen its programmes to further support its often vulnerable and invariably complex clients by delivering professional, value for money and high-quality education and training that addresses and reduces their offending behaviour.

The Centre also aims to increase its collaboration within the sector. It wants to design and deliver better activities and programmes by working in closer cooperation with other justice and education agencies and with Community-Based Organisations that offer a similar training and education experience to similar clients.

The Centre will continue to empower and develop its staff who are pivotal to the clients' progress. It recognises the need to better communicate the options and programmes offered and to better inform those making referrals. In support of this it aims to modernise its use of data, update its outcome measurements so as to always illustrate impact and clients' success. It will also continue to ensure the most effective use of its Dun Laoghaire buildings and garden. The performance of the Centre, including the implementation of this Strategic Plan, will be overseen by the Board of Management in line with up-to-date governance and accountability practice.





## Vision and Mission

The Centre has a charitable purpose to:

‘advance education and relieve poverty by establishing, maintaining and developing rehabilitation centres, re-training centres, work therapy units, training and sheltered workshops, schools or technical colleges of any description or of any other social or welfare facilities for persons socially, economically or in any way deprived or disadvantaged or for first time offenders and persons on Probation from the Courts and for such purposes to establish maintain and develop any appropriate training or education programmes.’

Everything the Centre does is in pursuit of our vision of reduced crime and enhanced community safety: that our clients do not reoffend and are integrated with society.

The specific mission, in order to make this vision a reality, is to empower clients by providing high-quality, effective, holistic education and training. The services provided are rooted in strong relationships, address the clients’ link with criminality and are focussed on desistance from crime, ensuring clients’ develop and re-engage with the community with new skills and behaviours.



Recognising that clients' pathways to the Centre vary and are not solely via the justice system, the aim is to ensure that their needs are fully understood, and meaningful education and training can be offered that is specific to their referral and their needs. The unique service the Centre offers is to create a safe learning environment for these individuals so they can move away, permanently, from criminal behaviour. This mission statement also reiterates the Centre's key **values** – **its work will be restorative, holistic and client-centred.**

## Service delivery

The delivery of all services will continue to follow our **guiding principles**:

- Professionalism & Accountability
- Transparency & Openness
- Respect & Integrity
- Collaboration & Partnership
- Innovation & Creativity
- Evidence Informed & Data Driven



## Developing this Plan

This Plan for 2023-24 has been developed by way of extensive and detailed consideration of both the five priority areas of the Probation Service in their Strategy 2021-2023 and the Youth Justice Strategy 2021-27. This dual approach is vital as clients will continue to be from both age cohorts.

The Plan has been carefully drafted with the involvement of all key stakeholders, and on feedback received from surveys and discussions. It also reflects considerable input from the staff, including administrators, key workers and tutors, who have discussed, for example, the most impactful and satisfying activities they undertake currently and ideas for new programmes. Their input is also reflected in the vision and mission statements above.





## Strategic Goals

### Goal 1: Design and deliver programme best suited to clients' needs

The Centre will:

- a) Continue to liaise regularly with the Probation Service (PS), at management and operational level, to ensure the Centre's timetable of programmes and courses meet the needs of clients within the Probation system;
- b) Source and if necessary, pilot new community-contribution activities for Community Service and Community Return participants. Other courses will be explored as possible sentencing options, and all programmes will continue to contribute to the vision and mission above – to desistance and community safety;
- c) Research and implement a system of measuring success in all programmes, with, for example, accurate timely output and impact data that will provide evidence of the quality and appropriateness of the courses and support offered. Success criteria will be included in the design and delivery of all programmes and evaluations will be undertaken on programme completion; (see also Goals 2 and 6 below)
- d) Continue to offer an appropriate range of courses for adults to meet the need for court mandated alternatives to a custodial sentence for clients, for example Anger Management, DRIVE or Athru. Information on these (aims, availability, etc) will be shared more systematically with the PS in a timely manner so as to raise awareness of these options and increase possible referrals, thus supporting more clients moving away from criminal behaviour;
- e) Continue to deliver programmes in line with principles of Restorative Practice and to ensure that all programmes are designed to contribute to the re-integration of clients with their community;
- f) Develop tools and channels to report more frequently and efficiently on the programmes & groups attended or courses completed by clients, and where possible their pathways beyond the Centre. Such reporting to stakeholders, via the Board and ongoing PS collaboration, will also serve to better illustrate the added value of the Centre as a suitable place for vulnerable or complex clients.

## Goal 2: Increase collaboration and engagement in the sector

The Centre will:

- a) Strengthen collaboration and engagement with relevant bodies and agencies in justice and education, notably with other Probation CBOs who have a similar client profile albeit in a different geographical area;
- b) Actively engage with local agencies, particularly those working with the same clients and will seek to ensure joint case management of these clients
- c) Promote desistance, social inclusion and citizenship, as it shares the Probation Service's aim to work creatively to challenge stigmatisation and reduce barriers to participation in society by clients.

## Goal 3: Support a diverse client group with focus on strengths and opportunities

The Centre will:

- a) Be committed to the same standards and legal obligations as the Probation Service and as such will create and operate in a culture that acknowledges and recognises diversity, integration and human rights;
- b) Respond to specific needs of the people which it supervises and fully embraces its responsibilities under the Public Sector Duty - Section 42 of the Irish Human Rights and Equality Commission Act 2014;
- c) Design, adapt and deliver programmes client-centred and inclusive, reflecting the values and guiding principles above. Courses and programmes will reflect the range of difference or ability in each client and also be adjusted to best suit a client's pathways to the Centre and then beyond the Centre on completion;
- d) Provide a safe space for all clients: staff will work with clients via the model of key working to provide day to day support. A client can rely on consistency at the Centre and should find the Centre a safe place and an ideal place to build self-esteem and consider different options for their future;
- e) Support clients engaging in social inclusion opportunities ranging from the production of benches or planters for local playgrounds and parks as part of their Community Service reparative activities, to participation in the DLR Social Inclusion festival and art show, displaying their creativity and talent;

- f) Provide key-working for clients at a level suitable to the client's situation:
  - i. For clients who are job-ready, this may involve providing information and guidance on possible employment pathways or opportunities for clients who are nearing work readiness
  - ii. For other clients this will focus on the issues that prevent a client from fully engaging positively in society or which draw a client back into offending behaviour
- g) Provide training for those who need specific qualifications in order to access the job market at a suitable level. This includes SafePass training, Manual Handling skills, HACCP and other 'gate-keeping' qualifications as well as Barista skills, abrasive wheels training or other short courses which would allow them apply for employment.

#### Goal 4: Ensure staff have required expertise and promote a culture of development and innovation

The Centre will:

- a) Deliver its programmes and these goals with the input and expertise of its staff and tutor teams. The staff who work at the Centre, whether directly employed or ETB tutors, are key to the success of this plan and these goals. They provide a high-quality, client-centred package of support and training/qualifications and all staff work within the guiding principles set out above and have been consulted on the drafting of these key statements. Many have longstanding experience of the Centre.
- b) Promote a culture of innovation and staff participation and will empower staff to choose relevant continuous professional development that enables them to develop and to deliver the Centre's goals;
- c) In addition to offering existing programmes with dedicated support, staff also want to:
  - o Create more inter-agency work links
  - o Consider more holistic therapies
  - o Provide further support for target groups e.g. women;
- d) Consider new ways of working and continue to prioritise the health, safety and wellbeing of staff within an ever-changing environment;
- e) Via its General Manager, ensure that all staff are line managed in line with the vision, mission and guiding principles above and in line with the charitable status of the Centre and up to date recruitment and retention practices. ETB tutors who work at the Centre will continue to be

part of the cohesive staff group and will work in tandem with key workers and administrators to contribute to the client's progress and success

- f) Keep staff technical and vocational qualifications up to date so they can teach to the highest standard, not least in programmes that lead directly to employment where industry standards apply. Key workers will seek to improve client case-working and case management in line with best practice. As part of this they will implement an outcomes measurement system to agree, track and quantify the specific goals made by clients to address their offending behaviour and related issues, and their progress in achieving these goals. Staff will keep up to date with local Dublin and Wicklow justice and education challenges in order that the programme design and delivery is in line with the goals above and meet client needs;
- g) Ensure that staff will also scan the horizon, when planning and designing programmes or courses, for example in relation to employment or ongoing education opportunities that could suit clients and help their onwards progression, away from criminal behaviour.

## Goal 5: Maximise the use of the Centre and its facilities

The Centre is fortunate that, since 2010, it has operated from a dedicated building in Dun Laoghaire that provides a range of spaces suited to education and training and to the support of our clients in a safe space. The building currently has 4 meeting rooms, 3 general purpose classrooms, separate spaces for art, horticulture, hair & beauty and woodwork, a Barista training space and a computer room as well as an extensive garden space ideal for horticulture programmes and external wood working.

- a) It is vital that the Centre ensures maximum return on investment from the building and gardens and gains full benefit of this space to deliver the Goals above. The Centre will work to ensure that it has the right equipment and teaching spaces in order that clients training meets all industry and other standards.
- b) The use of the Centre's current space is by necessity mixed – it also affords each client plenty of privacy for confidential discussions with a key worker or Probation Service visitor and provides for group discussions or courses in a location accessible in the evenings by public transport. This will continue but the Centre's buildings or grounds may need to be adapted so as to ensure suitability for all programmes and all kinds of clients.
- c) The Centre has a fully equipped professional standard kitchen and this is currently under exploited. The Centre seeks to address this and will look to design and deliver programmes in commercial catering and general life-skills that better use this space and provide even further opportunities for adult or young clients.



## Goal 6: Expand use of technology and data to enhance programme delivery

In line with the broader trend within the public sector, including the justice and education sectors, the Centre aims to modernise its approach in a range of ways. The fast-moving changes within the Probation Service and its environment dictate that the Centre should adapt, in order to attain the highest standards of organisational performance and governance.

- a) Data from programmes and courses will, in line with Probation Service best practice, be harnessed as an enabler - as a mean of identifying trends or improving results. Connected to this, and Goal 1 above, enhanced impact measurement tools will provide data that drives better reporting on and communication of clients' outcomes notably back to Probation Service. The increased use of technology will modernise how the Centre delivers and reports on its programmes in real time, to support relationships with Probation in particular as they follow a client's progress.
- b) The Centre has used traditional teaching methods in a classroom or workshop to date with the use of some online digital programmes introduced during the Covid lockdown. This facilitated a better understand of both the barriers to online engagement by our client group and also the opportunities for engagement with online learning of some clients: for example, clients engage well when they can be supervised as they access online training and this allows them to gain confidence with online environments. Looking ahead, and given the increasingly accessible range of digital education or training programmes (e.g. NALA, drivers theory training, online industry-certified training courses), the Centre will look to build up on this approach by using online/digital training or opportunities e.g. video link for job interviews. Where feasible it will also take advantage of the shift to online learning.
- c) The Centre has an opportunity with the implementation of this Strategic Plan to more clearly and concisely explain the added value of its offer, the nature of the education and training provided and the impact the Centre makes on individuals - and thus on community safety. A more strategic, comprehensive and increasingly digital approach to communications - in collaboration perhaps with other CBOs - would raise awareness of the Centre's offer and

impact. The increased but judicious use of social media may help achieve this goal, though the Centre is fully cognisant of the need to protect vulnerable clients, and their victims.

## Goal 7: Maintain highest standards of Governance

- a) The Centre will continue to ensure the highest standards of governance and full compliance with the CRA governance code, as well as GDPR and compliance with all requirements of our funders, especially the Probation Service and DDL ETB. The oversight and support role of the Board of Management is critical: the Board is committed to maintaining effective organisational performance, accountability and transparency.
- b) The Centre recognises that the expertise and understanding of the non-executive Directors must be such so as to ensure the effective delivery of this Plan, Directors will be appointed based on their skills and those needed by the Centre.
- c) The Board will proactively manage a Risk Register and continue to support the Centre General Manager in his/her role and in strategic collaboration with the Probation Service, ETB and other CBOs.
- d) The Board and Management of the Centre are committed to ensuring that it operates within the legal parameters set out in The Children First Act (2015).

## Next steps

Implementation of these Goals is now the Centre's focus.

A Delivery Plan will be published with resources and milestones against each Goal. Work will start immediately to adjust ways of working to implement the cross-cutting Goals, for example on enhanced collaboration and on enhanced use of technology.

The Board will continue to receive regular programme reports on the progress and outcomes of current clients, including information about attendance and any challenges or issues: reporting will now also set out progress against these Goals, notably in terms of design, delivery and client outcomes.

Overall, our intention is that it is clear to all parties involved - in justice, education, and the client and their family - that there will be or has been a positive impact on individual clients from their time at the Centre. For example, an individual now has new skills or qualifications, they have better understood their offending behaviour and committed to desistance or are now better able to engage well in the community and continue in education or employment. Collectively, those impacts will determine how well our mission is being carried out to meet our vision of community safety and crime reduction.



## Glossary of Terms

| Term   | Explanation   |
|--------|---|
| CBO    | Community Based Organisations – these organisations address anti-social attitudes and behaviours as well as training and education for ex-offenders   |
| DDLETB | Dublin and Dun Laoghaire Education and Training Board   |
| DLR    | Dun Laoghaire & Rathdown County Council   |
| ETB    | Education Training Board(s) - advance the continued development of education, training and youth work in Ireland. The sixteen ETB's in Ireland are represented by the national body, the Education and Training Board Ireland.  |
| GDPR   | General Data Protection Regulation  |
| HACCP  | Hazard Analysis Critical Control Point - a management system in which food safety is addressed through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product. |
| HSE    | Health Service Executive  |
| JLO    | Garda Juvenile Liaison Officer- these officers assist in helping underage offenders to not succeed in reoffending.  |
| NALA   | National Adult Literacy Agency - a charity committed to making sure people with unmet literacy and numeracy needs have access to learning opportunities and can fully take part in society.   |
| PS     | Probation Service Ireland - is an agency within the Department of Justice which plays an important role in helping to reduce the level of crime and to increase public safety by working with offenders to help change their behaviour and make good the harm done by crime.                                  |
| YPP    | Young Persons Probation - a division of the Probation Service   |