

**Peter McVerry Trust**  
**Strategic Plan**  
2016-2020



**Board of Directors**

Fr Peter Mc Verry SJ - Founder and Secretary  
Rod Ensor - Chairperson  
Peter Birthistle - Treasurer  
Patricia Bourke  
Liam Connellan  
Dr Philip Crowley  
Wenda Edwards  
Brian Kennedy  
Dick Lavelle  
Jim O'Higgins  
Fr Tony O'Riordan SJ

**Chief Executive Officer:**

Pat Doyle

**Registered Office:**

Peter McVerry Trust, 29 Mountjoy Square,  
Dublin 1, D01 C2N4.

**Charity Registration Number:**

20015282

**Company Registration Number:**

98934

**CHY Number:**

7256

**Solicitors:**

Lavelle Solicitors, St James'  
House, Adelaide Road, Dublin 2,  
D02 Y017.

**Bankers:**

Ulster Bank, Bank of Ireland,  
Allied Irish Bank.

**Auditors:**

Donal Ryan & Associates, 34  
Manor Street, Dublin 7





CÓIRT UÍ HOGÁIN  
HOGAN COURT







## INTRODUCTION FROM THE CEO

Peter McVerry Trust has been busy since the launch of its last Strategic Plan 2011-2015 with a range of developments in key areas such as housing, children's and homeless services. We have also seen our work develop beyond Dublin in response to emerging needs in Kildare, Laois and Limerick. Our services in homelessness, housing, drug treatment and under 18s services have been adapted and enhanced to meet changing needs and new services have been established for singles, couples and families. Housing stock has also been increased to provide clear pathways out of homelessness in line with the principles of Housing First.

In order to secure access to housing for the most vulnerable, Peter McVerry Trust will continue to campaign for the right to a home to be inserted into the Constitution. We strongly believe that an adequate supply of good quality social and affordable housing is essential to end long term homelessness and eliminate the need to sleep rough. The availability of these housing units will also influence the success of a Housing First approach to tackling homelessness. Given the scale of the challenge of housing supply, Peter McVerry Trust recognises that it will take time to significantly increase housing stock. In the interim, it is essential that any measures that can alleviate homelessness are implemented. The success of Rebuilding Ireland, a comprehensive and detailed housing action plan which overlaps with Peter McVerry Trust's own strategic plan, will be vital to help ensure the adequate provision of social and affordable housing in the coming years. It is also essential that any measures that can reduce homelessness are

introduced. At the core of these measures is the need to prevent new cases of homelessness.

**Concerted efforts are needed to tackle deep-rooted causes of homelessness in our society such as poverty and inequality.**

Peter McVerry Trust will continue to advocate for the needs of vulnerable individuals and work to combat social exclusion. Social justice and dignity will remain to the fore of our discussions with policy makers and Government.

**Peter McVerry Trust is committed to adapting throughout the lifetime of this third organisational strategic plan so that it is best positioned to respond to the needs of the most vulnerable in a changing social, political, economic and regulatory environment.**

The success of Peter McVerry Trust's long standing strategy to provide housing to those who are homeless will ensure we are well positioned to play an active and solution-focused role in tackling homelessness in Ireland. To this end we will explore all avenues to secure additional stock and will partner with statutory and voluntary bodies, private donors and businesses to maximise housing provision to those who are homeless.

Pat Doyle, CEO



## MESSAGE FROM THE FOUNDER

The past five years have been very difficult for all agencies working with homeless people, including Peter McVerry Trust. The number of homeless people has been increasing month by month. In December 2015, the number of homeless adults had reached a record high of 5,480; the number of homeless children exceeded 1,600 and more than 2,000 foreign nationals were also homeless but not included in the official statistics, and this despite the fact that, in 2015, Ireland had the highest economic growth in the EU, and the Government took in €3 billion euro which had not been anticipated.

**Many of those becoming homeless in Ireland today have lost their private rented accommodation due to their inability to pay the soaring rents being demanded. Most were never homeless before and never ever thought that they would find themselves in this situation.**

Peter McVerry Trust will continue to play its role, admittedly a small role, in providing accommodation and care for homeless people and in helping them to exit out of homelessness. While we will continue to provide hostel accommodation for as long as it is needed in order to get people off the streets, we are committed to the Housing First model which aims to provide homeless people with their own long-term accommodation and then support them, if necessary, with whatever personal problems they may have such as addiction or mental health. We are increasing the number of apartments where we can offer long-term tenancies to homeless people as rapidly as resources allow.

**Housing is a fundamental human right, which, like our health, we tend to take for granted until we lose it. It is also the most serious social issue which Ireland faces today.**

With the right political will, it can be solved. We will continue to advocate on behalf of homeless people to seek to get the issue of homelessness and housing to the top of the Government's agenda. Our goal is to go out of business, the problem of homelessness having been eliminated. But there is little sign that that is going to happen any time soon! Hence the need for this strategic plan.

Fr Peter McVerry SJ



The charity was established in 1983 by Fr Peter McVerry to respond to the growing issue of youth homelessness in Dublin. Since then, it has supported thousands of vulnerable young people on the margins of Irish society. Today, Peter McVerry Trust works to tackle homelessness, drug misuse and social disadvantage. The organisation provides a wide range of services to meet the growing needs of many young people experiencing homelessness. These services range from meeting the basic needs of people by providing food and shelter to helping people realise their right to a home.

## OUR VISION

An Ireland that supports all those on the margins and upholds their rights to full inclusion in society.

## OUR MISSION

Peter McVerry Trust is committed to reducing homelessness, the harm caused by substance misuse and social disadvantage. Peter McVerry Trust provides low-threshold entry services, primarily to younger people and vulnerable adults with complex needs, and offers pathways out of homelessness based on the principles of the Housing First model.





## OUR AIMS

- 🚩 To target those most marginalised in society and offer a safe, challenging and supportive environment through our service provision.
- 🚩 To treat participants with warmth and respect and actively encourage them to be involved in all aspects of their own support plan.
- 🚩 To offer a comprehensive prevention package of support to reduce the likelihood of homelessness to those leaving care, those leaving treatment, those leaving prison or other institutions and those whose accommodation is vulnerable.
- 🚩 To offer a comprehensive package of support that will provide the best opportunity possible for them and assist them in planning a pathway out of homelessness or drug use, or if they continue to use drugs, to assist them towards some level of stabilisation in order to live a life of dignity, with respect and opportunity.
- 🚩 To assist each person to re-establish himself or herself in the community and move towards greater independence.

## OUR VALUES

- ★ We endeavour to respond warmly, flexibly and rapidly to participants' needs.
- ★ We endeavour to operate a non-judgmental approach to participants.
- ★ We endeavour to hold an unconditional, positive regard for all participants.
- ★ We recognise that each person has individual personal needs.
- ★ We respect each individual's personal choice and responsibility.
- ★ We recognise that each person is unique in their own right.
- ★ We recognise the ability of each person to bring about change.
- ★ We recognise the importance of respect for young people to enhance such changes.
- ★ We recognise the importance of trustful relationships and the time it takes to build such relationships.
- ★ We recognise the importance of confidentiality.
- ★ We commit to maintaining service provision to clients, irrespective of their choices, actions or behaviours.
- ★ We endeavour to achieve the best possible value for money in the delivery of services.







## STRUCTURE, DEVELOPMENT AND IMPLEMENTATION OF PETER MCVERRY TRUST'S STRATEGIC PLAN 2016-2020

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The plan sets out seven high level strategic objectives which are each supported by three key drivers. The seven high level strategic objectives identified in the plan have been chosen to keep the organisation clearly focused on participant needs, prevention, increased access to housing, leadership and collaboration, organisational sustainability, best practice in service delivery, and effective communications and advocacy.

The development of the plan was guided by Peter McVerry Trust's Research and Services Committee and reviewed and approved by the Board of Directors. Two independent facilitators, Burtenshaw Kenny Associates and Abate Counselling & EAP Ltd were appointed to consult with internal and external stakeholders. Consultations were carried out with samples from our stakeholder groups including:

- 32 participants from across Peter McVerry Trust's services
- 9 members of our Board of Directors
- 2 Committee Members
- CEO and senior management team together with frontline managers & staff
- 20 external stakeholders from both the statutory and voluntary sectors

The feedback from this extensive exercise was thematically collated and the high level strategic objectives of the plan were distilled from this material. The plan sets the organisation's strategic direction over the period 2016-20 and will be supported by annual business plans that reflect the organisation's seven high level strategic objectives. Peter McVerry Trust will remain cognisant of, and endeavour to reflect where appropriate, any new or updated strategies developed by Government and statutory agencies during the lifetime of this plan.

Peter McVerry Trust's Research and Services Committee will review the delivery of the strategic plan on a regular basis and provide annual feedback to the Board of Directors.

## HIGH LEVEL STRATEGIC OBJECTIVES

**Services: To provide high quality, effective, streamlined services that are participant centred**

**Housing: To increase housing stock to support Housing First and housing led responses to homelessness**

**Community: To facilitate the integration of our client group into their communities and support those communities**

**Prevention: To strengthen and expand prevention services to reduce homelessness among high risk groups**

**Leadership: To show effective leadership and establish the organisation as an innovative and valued partner**

**Sustainability: To strengthen the organisation's sustainable development model**

**Communications: Effective communications and evidence-based advocacy**

## KEY DRIVERS FOR DELIVERY

- Adopting new performance management systems to drive consistency and quality across services.
- Creating enhanced mechanisms for participant input.
- Using primary data to inform and adapt service provision in line with the changing needs of participants.

- Scaling up of the Housing First approach as a key response to homelessness.
- Placing an emphasis on secure housing for those with complex needs.
- Rolling out of a new housing procurement model.

- Creating enhanced support packages to enable successful participant integration into their local communities.
- Addressing intergenerational homelessness within communities.
- Using a Housing First approach to support participants with complex needs.

- Providing enhanced supports and appropriate accommodation pathways to those leaving care.
- Ensuring marginalised groups such as those leaving treatment, prisons or other institutions receive tailored supports and accommodation pathways.
- Supporting young people at risk of homelessness to maintain their tenancy or place in their family home by strengthening protective factors and reducing risk factors.

- Delivering strong and effective leadership in the non-profit sector.
- Building strong strategic alliances and key partnerships.
- Ensuring best practice governance and service quality.

- Preserving Peter McVerry Trust's founding ethos.
- Adapting organisational structures and strategies to reflect changes in the operational environment.
- Securing appropriate funding income to meet the organisations needs and commitments.

- Building communications and advocacy capacity to inform policy development through proactive representation of the needs of participants.
- Developing digital communication and advocacy tools that help to challenge, educate, and inform key audiences.
- Informing media coverage, political debate and policy changes via new research capabilities.

## OUTCOMES AND TIMESCALES

- Rolled out a new 'Management Information Systems' across all services to support service delivery. (2018)
- Delivered stronger participant feedback mechanisms across Peter McVerry Trust Services. (2017)
- Developed new data collection and analysis systems to support service provision and evidence based research. (2018)

- Successfully expanded existing Housing First Service in Dublin. (2017)
- Rolled out new Housing First pilots for young people leaving care and institutions. (2018)
- Secured access to Tier 2 funding model from the Housing Finance Agency. (2017)
- Achieved Certified Body Status from the Housing Finance Agency to enhance funding options. (2018)
- Increased Peter McVerry Trust's housing stock to 450 units. (2020)

- Implemented new support models to connect Peter McVerry Trust tenants with the communities in which they live. (2020)
- Peer support groups for those in PMVT housing in place. (2017)
- Rolled out support strategy for schools and communities from which our participant group originates. (2016-2020)
- Comprehensive tenancy induction packs in place for all new PMVT housing tenants. (2016)

- Developed a multi-annual strategic alliance with TUSLA and the DRHE in relation to additional appropriate U18s aftercare provision. (2018)
- Developed strategic alliances with HSE Addiction Services, the Irish Prison Service and the DRHE in relation to those leaving institutional care settings. (2020)
- Enhanced Peter McVerry Trust support services in place for those at risk of homelessness. (2017)
- Increased investment in education and training programmes. (2020)

- Built strategic alliances with statutory and voluntary sector organisations in place. (2020)
- Enhanced participation and representation on external bodies. E.G. ICSH & FEANTSA. (2020)
- Adopted appropriate governance policies and procedures in line with best practice. (2020)

- Completed comprehensive induction for all new staff on Peter McVerry Trust's founding ethos with input from both the Founder and CEO. (2020)
- Secured appropriate resources for improved management structures to ensure sustainable development. (2020)
- Rolled out new performance management and supervision system. (2016)

- Advocated for constitutional and legislative changes. (2020)
- Enhanced communication and advocacy capacity and outputs. (2020)
- Strengthened the impacts of Peter McVerry Trust's digital media activities. (2020)
- Created a dedicated research capacity in Peter McVerry Trust to aid evidence based approach. (2016)





**Peter  
McVerry  
Trust**

Opening doors for  
homeless people

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