



engage

STRATEGIC PLAN  
2020-2022

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# introduction

Since its foundation in 1991 Engage in Education has worked to inspire and support, students and their families from designated communities in Limerick, on their educational journeys.

Following a thorough strategic review undertaken in 2017 the board developed "Inspiring and Supporting Educational Journeys" a Strategic Plan 2018 – 2022 for the organisation

Now midway through this period, while the core themes and objectives remain the same, the environment, in certain areas, both internally and externally, has changed.

The following document seeks to reflect these changes and reinvigorate and strengthen the Strategic Plan 2018 - 2022.

Covid 19 has presented challenges for the organisation through program delivery. Engage in Education has developed a plan to adapt to these challenges by moving programs online, developing new online interventions and providing tablets to students.



# mission

To increase access to Third level education in designated communities in Limerick City by:

- Enhancing the continuum of supports that foster equality and inclusion in primary, secondary and third level and further education.
- Providing information, encouragement, financial and emotional support to empower students and their families to make the commitment necessary to advance through all levels of the education system in Ireland.





# vision



To improve life opportunities and significantly increase the participation in third - level education among parents and children from all disadvantaged areas and disadvantaged communities in Limerick City by developing in them a belief in and an understanding of the education system.

# goals

1. Refine offering, the selection process and extend the service.
2. Redefine the selection process & extend service
3. Create a robust communications plan
4. Build the team required to deliver the vision
5. Refine and implement Fundraising strategy





# goal 1: refine the program offering

## *Rational:*

Since the initial publication of the 2018-2022 strategic plan “Inspiring and Supporting Educational Journeys” the offering of the organisation has evolved. In response to demand the organisation will make three changes to the original plan.

1. It will remove the early childhood learning (programme 0-3) due to this sector being saturated with other services and the cost of the programme
2. It has identified a gap in its service in relation to FET/PLC students and seek to address this.
3. A number of new programmes have been developed and will be redefined and offered as core programs for the remainder of the 2018-2022 plan. These include:
  - Primary level: Nurture Programme supports 5th class to 3rd year
  - Second level: Compass Programme supports 5th Year to 6th (senior cycle)
  - Third level: Better Together programme supports undergrad college students

The organisation will update the “Inspiring and Supporting Educational Journeys” strategic plan and all promotional materials to reflect these changes.



# goal 2: redefine the selection process & extend service

## *Rational:*

Initially Engage in Education recruited students from schools only via a consent form. The selection process was developed into an application process teachers and students/parents need to complete.

The organisation recognises this needs to be redefined and demonstrate transparency which will improve the quality of the selection process and will develop its application process so that is transparent and has a clear scoring system. This will allow transparent student selection and ensure fairness.

In addition, it recognises the need to broaden the selection from schools only to schools and community projects and possibly self-referral. This will give greater scope to recruit and select students.

Traditionally Engage in Education only recruited students from disadvantaged areas. To meet emerging need of students and schools, it will now offer a number of places to students from disadvantaged communities i.e. migrant or traveler students. Also the organisation sees the need to extend the service beyond DEIS schools. The nurture programme is not in key primary schools. The compass programme could be supporting secondary school students who meet our criteria who are in non DEIS schools.





# goal 3: create a robust communications plan

## *Rational:*

Engage in Education works to inspire and support, disadvantaged students, and their families on their educational journeys. To achieve this the organisation must engage with a broad range of stakeholders, in particular at community level. As this includes students/parents from socially disadvantaged areas and communities in Limerick City. The messaging needs to align and resonate with each stakeholder.

The organisation will create a robust communications plan that will deliver key messaging to each stakeholder group including students, teachers, and funders.

The Participants: *“We will help and support you to realize your potential to become whatever you want in life”.*

The Parents: *“We will help you and your child overcome the barriers they experience in education. Education will have a positive impact on their life and give them opportunities in the future”.*

The Funders: *“We are a professional established organization that will provide a continuum of essential supports to disadvantaged but motivated students from primary to college level for”.*

Professional teachers/community workers: *“We will provide a professional service that will support you get the best outcomes for your disadvantaged but motivated students”.*



# goal 4: build the team required to deliver the vision

## *Rational:*

Engage in Education currently delivers three programs to over 200 students (from 8 primary, 4 secondary & numerous colleges). The need and demand is increasing all the time.

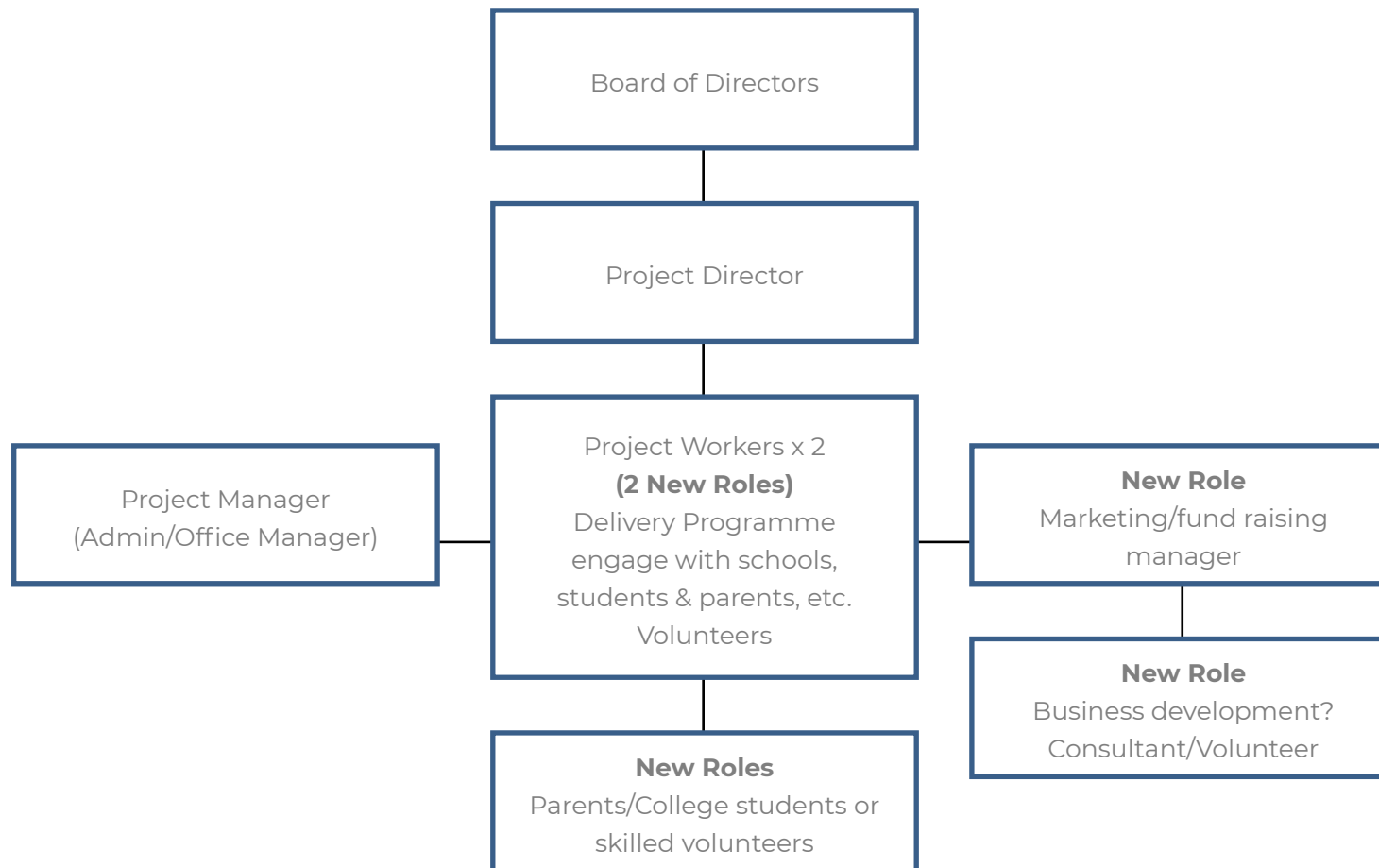
To date this complex offering has been delivered by one full time (Project Director) and one part time Project manager plus a number of volunteers. In order to meet the current and growing need the organisation needs to build its team and feels that there are 4 areas with the organisation that will require a staffing, either full time, part-time, volunteer or consultancy.

1. Business development manager and communications : To deliver on Goal 4.
2. Fundraising manager: To deliver on Goal 5.
3. Project workers x 2 : To deliver the increased and increasing service levels requirements.
4. Volunteer panel parents, 3rd level students, skills professionals i.e. business, IT, marketing, teachers, etc.

Engage in Education will fund and fill these positions during the life of this strategic plan.



## goal 4: build the team required to deliver the vision





# goal 5: refine and implement fundraising strategy

## *Rational:*

To date the organisation has had a reactive approach to fund raising and rely on existing funders. In order to achieve its vision Engage in Education needs to develop a fund raising strategy to support its continued growth.

This will include a strategy to build relationships with businesses based in Limerick which to date has been ad hoc and lacks structure.

While to date the project directors time is split between programme delivery & development, project reporting and funding applications there is now a need to employ a fundraising manager.



# financial projections

|                         | 2020           | 2021           |
|-------------------------|----------------|----------------|
| <b>Income</b>           |                |                |
| Donor Funds (Committed) | 122,500        | 122,500        |
| Donor Funds (New)       | 29,500         | 106,500        |
| Public Funds            | 49,000         | 49,000         |
| <b>Total</b>            | <b>201,000</b> | <b>278,000</b> |
| <b>Expenditure</b>      |                |                |
| Staff                   | 92,000         | 130,000        |
| Administration          | 13,000         | 13,000         |
| Communications          | 1,000          | 2,000          |
| Programs:               |                |                |
| Nurture                 | 16,000         | 25,000         |
| Compass                 | 36,000         | 49,000         |
| Further Education/PLC   | 5,000          | 10,000         |
| Better Together         | 38,000         | 49,000         |
| <b>Total</b>            | <b>201,000</b> | <b>278,000</b> |

# measures of success

|                           | 2020   | 2021    |
|---------------------------|--------|---------|
| Funds Raised              | 30,000 | 106,500 |
| No on Primary Program     | 120    | 160     |
| No on Secondary Program   | 80     | 100     |
| No on Third Level Program | 40     | 50      |
| No in Further             | 10     | 15      |
| Schools Involved          | 12     | 15      |

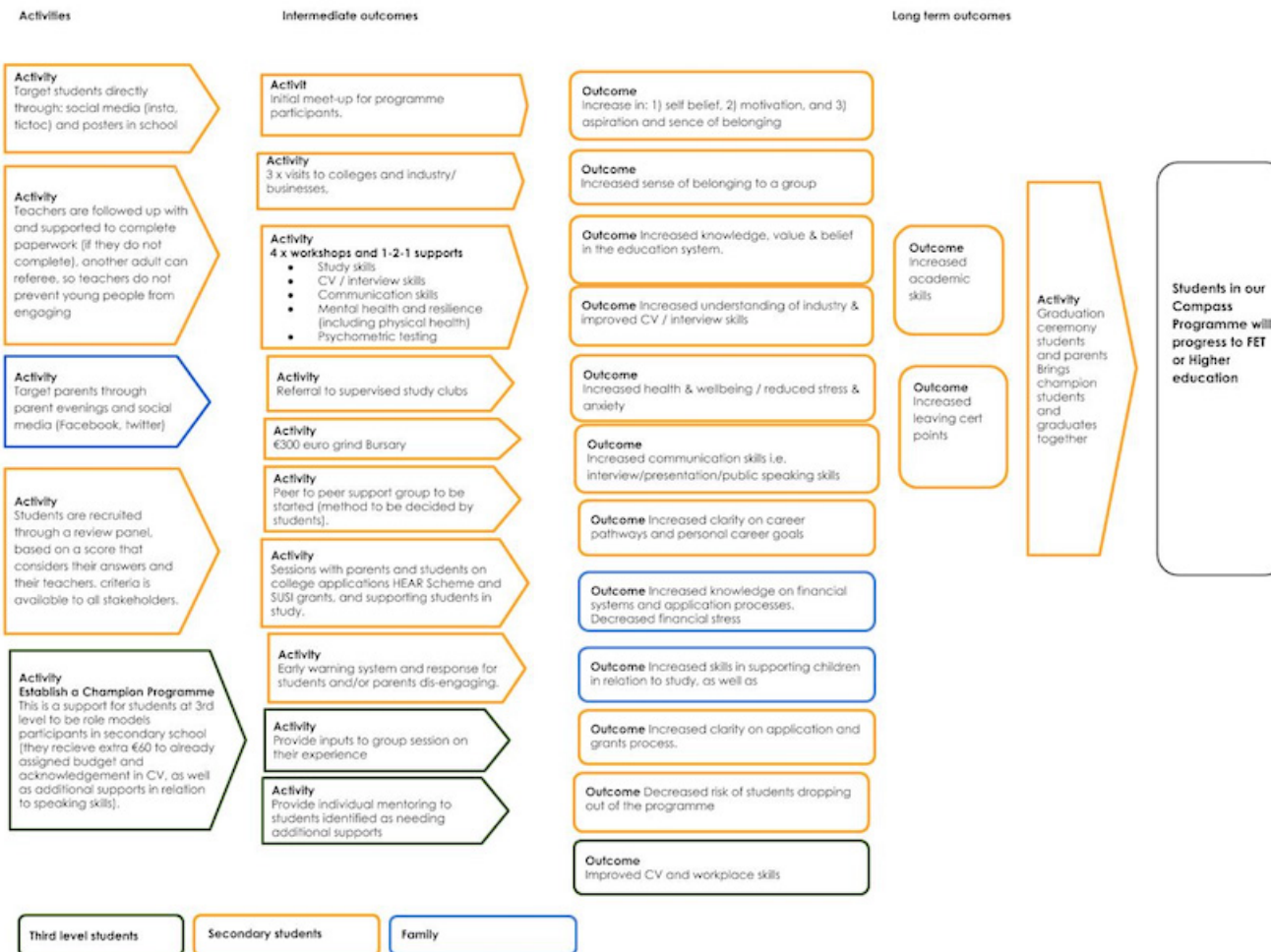


# roadmap & key milestones

|   | 2020 |      |      |      | 2021 |      |    | 2022 |
|---|------|------|------|------|------|------|----|------|
|   | Q2   | Q3   | Q4   | Q1   | Q2   | Q3   | Q4 | Q1   |
| Complete and publish updated "Inspiring and Supporting Educational Journeys" a Strategic Plan 2018 – 2022 | XXXX | XXXX |      |      |      |      |    |      |
| Complete development and sign off revised selection process   | XXXX |      |      |      |      |      |    |      |
| Identify, engage with and Sign up nominated Deis Schools in Limerick                                      |      |      | XXXX |      |      |      |    |      |
| Complete Annual Review  |      |      |      | XXXX |      |      |    | XXXX |
| Commence communications plan  |      |      | XXXX |      |      |      |    |      |
| Define roles and recruit new team members   | XXXX |      |      |      |      | XXXX |    |      |
| Complete costings to achieve vision   | XXXX |      |      |      |      |      |    |      |

# theory of change

## Engage in Education Programme - Compass Programme





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