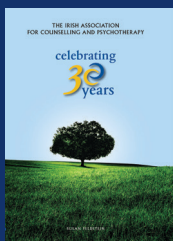
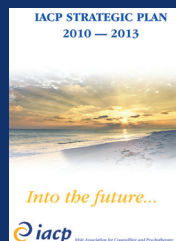


Irish Association for Counselling and Psychotherapy

IACP STRATEGIC PLAN 2014 - 2017



Promoting Safe and Effective Counselling and Psychotherapy



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IACP GOALS



IACP VISION STATEMENT 2014 - 2017

A future where all people can access regulated professional Counselling and Psychotherapy services. Our vision is one where Counselling and Psychotherapy are an integral part of healthcare provision.

IACP MISSION STATEMENT 2014 - 2017

The IACP identifies, develops and maintains professional standards of excellence in Counselling and Psychotherapy through education, training and accreditation. The IACP serves the public and its members by promoting effective, evidence-based Counselling and Psychotherapy.

IACP SLOGAN

“Promoting Safe and Effective Counselling and Psychotherapy”

IACP CORE VALUES



FOREWORD



Dear Members,

It has been my great privilege to participate in the development of our second Strategic Plan. Our Strategic Plan describes how we will deliver this chosen strategy and build upon our last plan. It spells out where we are going over the next four years and how we are going to get there. It focuses the energy, resources and time of everyone involved in the Association and continues to build on the vision of our founding Members. Today,

thirty three years on from when the IACP was first started, we have grown to be the largest Counselling / Psychotherapy organisation in Ireland. We have also built strong international relationships with partner organisations such as the International Association for Counselling (IAC), the British Association for Counselling and Psychotherapy (BACP), the Canadian and American Associations (CCPA and ACA) and the European Association for Counselling (EAC).

Our Association's task is to make the IACP vision a reality through the implementation of this Strategic Plan while meeting the increasingly complex demands of a rapidly evolving profession.

It presents a real opportunity to progress the aims and objectives of the IACP, in line with the direct input of the Membership. The 2013 survey was the largest and most detailed study of Counsellor / Psychotherapist work and views ever to be undertaken in Ireland. We are most grateful to all of the (700+) Members that contributed by completing the surveys. Throughout the process there was a strong commitment from the Strategic Planning Committee to ensure that all Members and stakeholders had the opportunity to contribute to the plan.

Two areas that will be of particular importance to the Association in the coming four years are Governance and Research. Ensuring that we have clarity,

transparency and good governance in our operations is a priority. Equally, having a strong evidence base for our work is becoming very important and we are seeking to engender strong enthusiasm for research and an acknowledgement of its important role in Counselling / Psychotherapy.

Finally, I would like to extend my sincere thanks to the Members, Executive Committee, Sub-Committees, Management, Staff and all stakeholders that contributed to the planning process. This plan will enable the IACP to lead the way in the development of Counselling and Psychotherapy in Ireland.

“Nothing stops an organisation faster than people who believe that the way you worked yesterday is the best way to work tomorrow.”— Jon Madonna

Séamus Sheedy

Cathaoirleach IACP

INTRODUCTION



Dear Members,

I am very pleased to introduce our Association's second Strategic Plan covering a four year period from 2014-2017. This plan lays out the framework for the Association's development over the next four years and is the formal strategy approved by the IACP Executive Committee.

The preparation of the plan involved a significant level of evaluation of the challenges and opportunities that currently face the Counselling and Psychotherapy profession in Ireland. The plan's development process included:

- An in-depth analysis of the outcomes of the previous Strategic Plan (2010 - 2013)
- An examination of the external environment in which the IACP operates
- A scope of the activities of other national and international associations
- A detailed survey of IACP Members (700 respondents)
- An internal review of IACP operations
- Consultation with IACP committees
- Monthly strategic planning meetings and workshops

This process enabled us to produce an understandable, specific and realistic plan that builds on the IACP's strengths and makes improvements where necessary. This Strategic Plan expresses the Association's continued commitment to ensure the IACP maintains standards of excellence in its work. There are five main Goal areas: Professional Standards, Governance, Member Services, Communications / Public Relations and Resources. Each goal area contains specific objectives, their associated actions, identifies the main person/s responsible for delivery and the time frame.

I would like to thank the IACP Strategic Planning Committee: Séamus Sheedy, Bernie Darcy, Bernie Hackett, Marianne Gurnee, Eileen Finnegan and Shane Kelly for their time and contributions. I look forward to the implementation of the plan over the coming years.

Naoise Kelly
National Director

ABBREVIATIONS

The following abbreviations indicate the person/s primarily responsible for delivery of the Strategic Goal objectives (as detailed on pages 8 - 27).

AC:	Accreditation Committee
CC:	Complaints Committee
CPD:	Continuing Professional Development
EC:	Editorial Committee
ETH:	Ethics Committee
EXEC:	Executive Committee
EXTN:	External Consultant / Agency
FC:	Finance Committee
HO:	Head Office
HR:	HR Committee
ND:	National Director
RC:	Regional Committees
REC:	Research Committee
SC:	Standards Committee
SV:	Supervision Committee

GOAL AREA 1: PROFESSIONAL STANDARDS

Objective	Actions	Who*	Assessment Criteria	Timeframe
Ensure IACP is at the forefront of Counselling and Psychotherapy developments in Ireland	Maintain momentum in the process of Statutory Regulation	EXEC	Counselling / Psychotherapy profession listed by the Department of Health to be regulated	End Year 3
	Engagement with state agencies (e.g. Depts. of Health and Education, HSE, CORU, QQI)	EXEC / HO	Bi - Annual contact / meetings and updates with state agencies	End Year 2
	Engagement with the Media and Public through communications and PR strategy	EXEC	PR/Media results monitoring and Public survey results	End Year 3
Ensure that IACP's professional accreditation system and practices continue to the highest standards	Comprehensive external and internal review of accreditation process and its stated criteria, practices and procedures	AC / EXEC	Review completed	End Year 3
	Annual re-accreditation process proposal put to members	EXEC / HO	AGM decision	End Year 1
	Investigate international best practice for competency assessment	REC	Investigation complete	End Year 4
Achieve the highest level of professional standards in all areas	Review IACP Code of Ethics	SC / ETH	Review complete	End Year 1
	Develop guidelines on ethical practitioner advertising	SC / ETH	Guidelines complete	End Year 1
	Develop policy on annual minimum practice hours	EXEC	Policy complete	End Year 1
	Develop strategy and guidelines on numbers entering profession	EXEC	Strategy complete	End Year 3
	Provide clinical assessment tools for Members	EXEC / HO	Tools provided	End Year 3

* Explanatory note of abbreviations on page 7

GOAL AREA 1: PROFESSIONAL STANDARDS

Objective	Actions	Who*	Assessment Criteria	Timeframe
Achieve the highest level of professional standards in all areas	Develop recommendations on Practitioner Self-Care	EXEC	Recommendations complete	End Year 4
	Update Supervisor Directory to include theoretical approach of Supervisors	SV / HO	Directory updated	End Year 2
	Implement Garda Vetting	EXEC	Garda Vetting implemented	End Year 3
Achieve the highest level of professional standards in IACP Course Accreditation process (Supervision and Counselling / Psychotherapy courses)	Continuation of IACP course assessment and monitoring (quality control) process	EXEC	Analysis of Course Assessment review	End Year 1
	Incorporation of QQI learning outcome standards into IACP course accreditation process	EXEC	QQI Outcomes incorporated	End Year 2
	Introduction of educational requirements in line with the National framework of Qualifications (NFQ) for courses seeking IACP accreditation	EXEC	Requirements introduced	End Year 4
	Review of course responsibility and practice in relation to placements and internships	EXEC	Review complete	End Year 1
	Conduct review of course entry criteria	EXEC	Review complete	End Year 2
Service Accreditation	Introduction of IACP Service Accreditation, e.g. Agency, Private Practices, Counselling / Psychotherapy Services	EXEC / HO	Service Accreditation introduced	End Year 2

* Explanatory note of abbreviations on page 7

GOAL AREA 1: PROFESSIONAL STANDARDS

Objective	Actions	Who*	Assessment Criteria	Timeframe
Undertake Counselling / Psychotherapy Research	Commissioning of Counselling / Psychotherapy research into efficacy and other specialised areas	REC	Quality research published	End Year 3
Develop IACP policy relating to Counselling and Psychotherapy specialisation (e.g. Online Counselling, Child Protection, etc.)	Develop specialisation policies using internal and external expertise	EXEC / EXTN	Policies developed	End Year 3
Provision of high quality Continuing Professional Development (CPD) opportunities to members	Continue to research Members' CPD requirements	CPD / HO	CPD requirements researched	End Year 4
	Increase support for those looking to provide or engage in CPD events	CPD / RC / HO	Assistance available	End Year 2
	Establish a seminar grading system for IACP seminars	EXEC / RC	Grading system in place	End Year 1
Establish stronger connections with other national and international Counselling and Psychotherapy organisations	Develop formal relationships with other national and international organisations	EXEC	More relationships developed	End Year 1
	Attend and report on national and international conferences relevant to Counselling / Psychotherapy	EXEC	Events hosted / attended and reported on	End Year 1

* Explanatory note of abbreviations on page 7

GOAL AREA 2: GOVERNANCE

Objective	Actions	Who*	Assessment Criteria	Timeframe
Ensure that the Association has optimal governance in place	Engage independent external consultants to carry out a review of IACP Governance	EXEC	Review complete	End Year 1
	Implementation of Governance reviews / recommendations	EXEC	Implementation complete	End Year 4
	Update all committee and working group Terms of Reference	EXEC	Terms of Reference updated	End Year 2
	Include non-IACP members on IACP Board	EXEC	Non-Members on IACP Board	End Year 3
Ensure continuity of IACP's compliance with all legal and statutory requirements (internal and external)	Review of compliance practices relating to Finance, Taxation, Data Protection, Garda Vetting, Health and Safety and HR legislation	EXEC	Review complete	End Year 2
Improve communication of governance and governance-related matters at all levels of the Association	Provide Governance FAQ on IACP website	EXEC	FAQ on website	End Year 2
	Improved circulation of meeting records and company data to members	EXEC	New system in place	End Year 4

* Explanatory note of abbreviations on page 7

GOAL AREA 2: GOVERNANCE

Objective	Actions	Who*	Assessment Criteria	Timeframe
Develop awareness of governance and practices at all levels	Provision of training and support for all those involved with governance and decision-making, at all levels of the Association	EXEC	Training provided	End Year 3
Better communication of Volunteer roles	Provide role descriptions (including eligibility criteria, duties, responsibilities, authority levels and reporting structure) for those considering joining committees	EXEC	Role descriptions complete	End Year 2
	Address the high rates of non-attendance at meetings by committee members	EXEC	Implementation of new attendance requirements	End Year 2
	Provide induction and training for voluntary roles	EXEC / HO	Training plan devised and implemented	End Year 3

* Explanatory note of abbreviations on page 7

GOAL AREA 3: MEMBER SERVICES

Objective	Actions	Who*	Assessment Criteria	Timeframe
Continue to support Members with professional development and practice	Increase provision of free / low cost seminars	EXEC / HO	Number of free / low cost workshops increased	End Year 1
	Encourage networking opportunities at a regional level	EXEC	Regional committees providing networking opportunities	End Year 2
	Develop AGM event into annual conference	EXEC / HO	Annual conference held	End Year 4
Improve information and communication process regarding professional accreditation	Provide specific support for each membership category i.e. Student, Pre-accredited, Accredited and Supervisor Members	EXEC / HO	Support in place	End Year 4
Develop and maximise the utilisation of technical support	Enhance user experience of IACP website (e.g. Directory upgrade, introduce searchable field for members)	HO	Website upgraded	End Year 2
	Develop online membership application facility	AC / HO	Online application facility in place	End Year 2
	Provide more webinars	EXEC / HO	Increased number of webinars	End Year 4
	Provide online access to IACP publications	EC / HO	Online access available	End Year 4

* Explanatory note of abbreviations on page 7

GOAL AREA 3: MEMBER SERVICES

Objective	Actions	Who*	Assessment Criteria	Timeframe
Provide membership cards for Members	Membership cards to be developed and provided to all Members	HO	Membership cards provided	End Year 2
Develop and enhance quarterly journal and newsletter	Continue to review style and content of journal and newsletter and implement membership recommendations	EC / HO	Review complete	End Year 4

* Explanatory note of abbreviations on page 7

GOAL AREA 4: COMMUNICATIONS AND PUBLIC RELATIONS

Objective	Actions	Who*	Assessment Criteria	Timeframe
Raise IACP's organisational profile nationally / regionally	Engage the services of a PR / Communications company to develop and raise the IACP's profile nationally and regionally	EXEC / HO	Tender process complete and company contracted	End Year 1
	Distribute IACP information widely (e.g. to clinics, GPs, hospitals, libraries, community centres and other relevant venues nationwide)	HO	Information distributed on annual basis	End Year 1
	Increase engagement with national print, radio, TV, cinema and digital and social media	EXEC / HO	Media engagement increased and monitored	End Year 4
	Review key IACP communication points / messages	EXEC / HO	Review complete	End Year 2
	Review of IACP "Brand" to improve recognition	EXEC / HO	Review complete	End Year 2
Maximise the use of the IACP website and digital / social media	Enhance Media section of the IACP website	HO	Media section enhanced	End Year 4
	Broaden Public section for IACP website	HO	Public section developed	End Year 2
	Review website hits and visitor profile information to enhance service to user	HO	Information studied and related action implemented	End Year 4
Raise the IACP profile and public awareness through education	Continue annual public talk, on a relevant mental health topic	HO	Public talk delivered	End Year 1
	Distribute Éisteach to a wider audience both nationally and internationally	EC / HO	Wider distribution of Éisteach achieved	End Year 3

* Explanatory note of abbreviations on page 7

GOAL AREA 5: RESOURCES - HUMAN / TECHNOLOGICAL / FINANCIAL

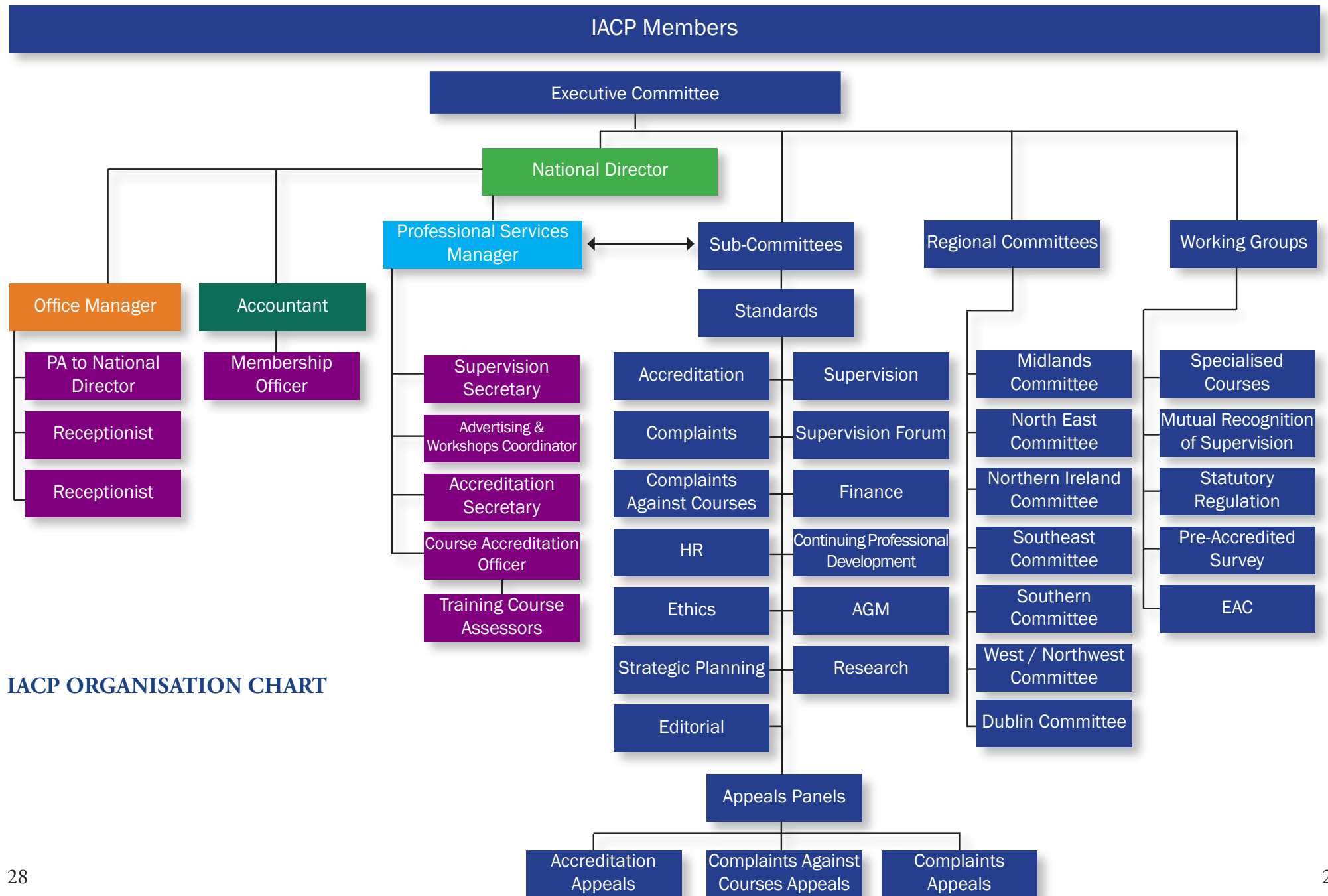
Objective	Actions	Who*	Assessment Criteria	Timeframe
Enhance the annual budgeting process to ensure clarity of criteria and consistency of funding decisions	Monitor and improve resource allocation to continuously reflect and support IACP's strategic objectives, being aware of and responsive to the economic climate	FC	Comprehensive annual budgeting process	End Year 3
Maintain contingency fund	Continue to provide for a contingency fund (percentage of annual budget)	FC	Existence of a contingency fund	End Year 2
Capitalise on existing revenue streams and identify new potential revenue sources	Scope, review and produce new recommendations on potential revenue growth areas	EXEC / FC / HO	Review complete	End Year 3
To have motivated, committed and knowledgeable employees	Continue to provide specific training and support to all employees	EXEC / HR / HO	Training and support provided	End Year 2

* Explanatory note of abbreviations on page 7

GOAL AREA 5: RESOURCES - HUMAN / TECHNOLOGICAL / FINANCIAL

Objective	Actions	Who*	Assessment Criteria	Timeframe
To have enthusiastic, committed and knowledgeable voluntary committee members	Continue to provide training and support to committee members	EXEC	Training and support provided	End Year 1
	Improve communication with regional voluntary committees	EXEC	Communication improved	End Year 3
	Introduce Volunteer Appreciation System	EXEC	System introduced	End Year 2
Purchase property	Identify suitable property for Head Office	EXEC / HO	Suitable property acquired	End Year 1
Develop IACP policies of the highest professional standard	Budget for external consultants to advise on policy development. Engage external consultant to advise on policy development	EXEC	Consultants identified and policies developed	End Year 1

* Explanatory note of abbreviations on page 7



IACP ORGANISATION CHART

IMPLEMENTATION AND EVALUATION

Strategic planning directs action towards a desired and forecasted result. It reinforces the resources and attributes of the IACP, making the Association progressively stronger. Both the IACP Executive Committee and staff are highly committed to its implementation.

This is important as the successful delivery of the desired outcomes are dependent on strong cooperation between staff (both full and part-time) and our professional volunteers. The Strategic Plan provides an invaluable blueprint for growth and revitalisation, enabling the Association to take stock of where it is, determine where it wants to go and chart a clear course to get there. The timeframes for delivery of the actions have been arrived at by carefully considering the relative resources available at each step. Some actions must be completed first in order to facilitate the successful completion of later actions. In some circumstances the establishment of additional working groups with specific terms of reference and reporting mechanisms will be necessary. Additional resources will need to be budgeted for to achieve some of the action points. This may include external consultants, training, contract staff and equipment.

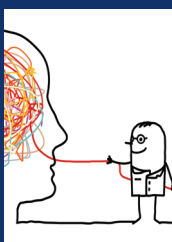
The key to successful delivery of a Strategic Plan is ongoing monitoring and evaluation. A process for regularly reporting the progress of the Strategic Plan has been established. Performance indicators with clear assessment criteria have been developed as part of this process. The aim is to ensure that implementation is achieved through a cyclical accountability process comprising of review, evaluation, reporting and, where necessary, re-planning. We are confident that the “IACP Strategic Plan 2014 - 2017” will be successfully implemented.

The Strategic Planning Committee

STRATEGIC PLANNING COMMITTEE

Séamus Sheedy	Cathaoirleach
Bernie Darcy	Leas Cathaoirleach
Bernie Hackett	Complaints Committee
Marianne Gurnee	Executive Committee
Eileen Finnegan	Executive Committee
Shane Kelly	Professional Services Manager
Naoise Kelly	National Director

Notes



21 Dublin Road, Bray, Co. Wicklow
LoCall: 1890 907 265 Fax: 01 286 9933 email: iacp@iacp.ie

www.iacp.ie