



Strategic Plan

2022-2024

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Strategic Plan

Liquid Therapy was created in 2011 to provide one to one support for young people who wanted to experience surfing but who are unable to participate in mainstream opportunities. Since 2011 Liquid Therapy has evolved from a small, community based, volunteer run group to a registered charity with a national remit. Now, Liquid Therapy operates as a registered charity with a core team of staff who enable Liquid Therapy to provide a more structured and organised programme of activities for participants. In 2021 we served 180 surfers, through 915 sessions with funding from 6 different organisations across the Northwest of Ireland. The ambition of Liquid Therapy to deliver the programmes it offers is matched only by the enthusiasm of the wider community we serve and in which we live.



Vision & Mission



Vision

- To provide Blue Space and surfing programmes to those who currently find that challenging to access.
- To ensure that those individuals and their families enjoy the benefits of our programmes and build the confidence and social connections to participate in other outdoor opportunities and in society more broadly.
- To build a strong Liquid Therapy organisation and a surrounding community with the facilities, infrastructure and team needed to achieve the vision.
- To inspire and practically help others to make outdoor opportunities and Blue Space more inclusive as part of becoming a more open welcoming sporting community and broader society.

Mission

The mental health and wellbeing benefits of the outdoors, and Blue Space in particular, are available to all - regardless of any existing barriers – intellectual, physical, behavioural or emotional.

Values

- Fun, Family Friendly and Respectful
- Child-led approach that enables each individual to reach their full potential
- Safe places where children can experience mastery and freedom
- Economically accessible - free at point of entry for all
- Leading the way to a more inclusive sporting community and society
- Innovative practices that are expert-informed and are always open to learning

Theory of Change

Liquid Therapy was part of the NearHealth study with NUIG in 2020 which contributed to the Theory of Change. The development of the Theory of Change is also informed by in-person research with parents on the beach after their children's programmes and a study by the International Journal of Environmental Research and Public Health. It was co-designed with Surf Practitioners, the staff and the board in October 2021.

Liquid Therapy will be guided by both evidence-based research and our ongoing evaluations in designing and delivering our programmes.



Theory of Change



What problem are we trying to solve? And what is our solution?	Who might experience changes as a result of what we do?	What are some of the characteristic of these groups of people?	Activities	Outputs	Mechanisms for Change	What changes are these groups likely to experience?		Well defined outcomes	Impact
<p>Children with additional needs face barriers to inclusion and meeting their guidelines physical activity levels</p> <p>Liquid Therapy's mission is that the mental health and wellbeing benefits of the outdoors, and Blue Space in particular, are available to all, regardless of any existing barriers - intellectual, physical, behavioural or emotional.</p>	Children with additional needs	Children with additional needs, intellectual, physical, behavioural or emotional	Liquid therapy provides a range of Blue Space or Ocean based Surf Therapy programmes to young people who otherwise may not be able to access the sport.	<p>Total attendance at sessions</p> <p>Number of programmes delivered</p> <p>Completed questionnaires</p>	Self Selected Pacing and Progression while surfing	The joy of learning a new hobby and skill with friends	Benefits of being in nature and the outdoors	Increased participation in other activities	<p>Participants and families enjoy long term mental health and wellbeing benefits</p> <p>Long term involvement in physical outdoor activity and social interaction beyond Liquid Therapy</p>
		Children affected by mental health or wellbeing issues						Improved physical and emotional wellbeing	
	Parents, families and siblings of children with additional needs	Siblings				Improved physical and emotional wellbeing	Sense of support and respite for parents/carers	Increased social connections by the child parent and family	
Parents / Carers									

Goals & Objectives



Liquid Therapy is in a strong position to deliver on this plan over the next three years. Our board and the team have agreed the following high-level plan:



1. Expand on our delivery of programmes and demonstrate our ability to scale up our current programmes:

- Increase our participants levels and number of sessions to a scale that matches the ambition of the future Surf Centre
- The expansion of the Development Manager role to support programme development
- Increase staff levels to match our increased size
- Clarify pathways for progression for participants



2. Build an infrastructure for our participants and their families:

- Develop Phase One of the building programme with a temporary structure on a donated site in Rosstown
- Prepare for Phase Two with a permanent structure on the site as it is developed.



3. Be financially sustainable:

- Increase our current programmes with our current sponsors to build to 960 participants per season by Year 2024
- Gain new programme funders looking to larger national agencies, government bodies or philanthropic organisations for more sustained funding streams
- Develop a fundraising and donations plan which will be implemented over 3 years in order to secure regular donors from the wider community



4. Inspire and practically help others to deliver programmes to this audience:

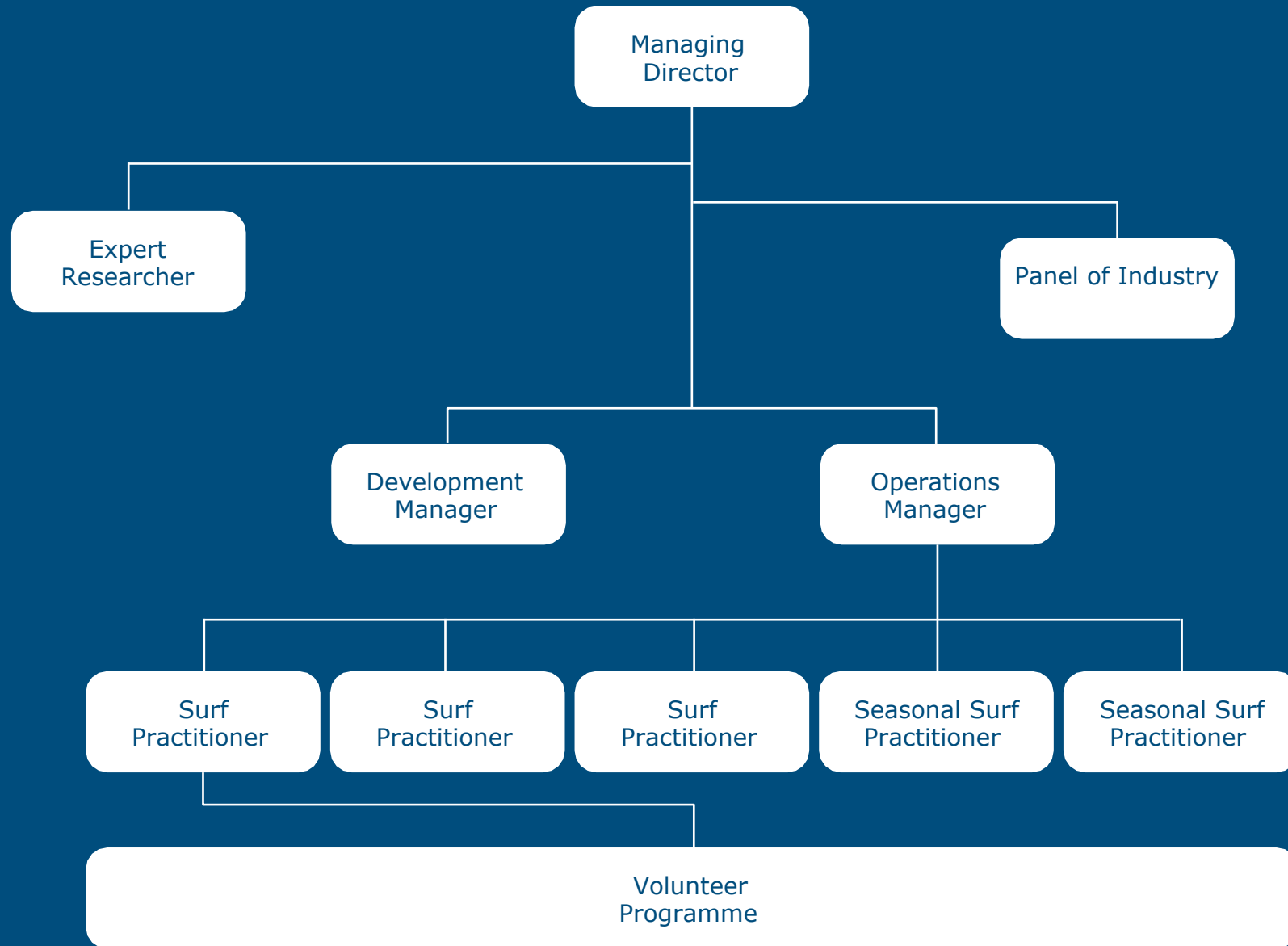
- Collaborate with the seven Local Sports Partnerships in the NorthWest to deliver programmes in a wider range of locations
- Develop one new location per year with Sports Partnerships
- Develop, document and scale up A Drop In The Ocean programme



5. Be a learning organisation – to maximise our impact and share the benefits of our programmes with other groups and organisations:

- Demonstrate the value of Liquid Therapy through our impact management framework and academic collaborations
- Adapt our programmes as we learn
- Communicate our results to the Liquid Therapy team, to parents/carers and to funders and stakeholders
- Document and communicate our best practice model to the Local Sports Partnerships (LSPs) and to the wider sporting community
- Develop a communications plan and implement

Team structure forecast 2022



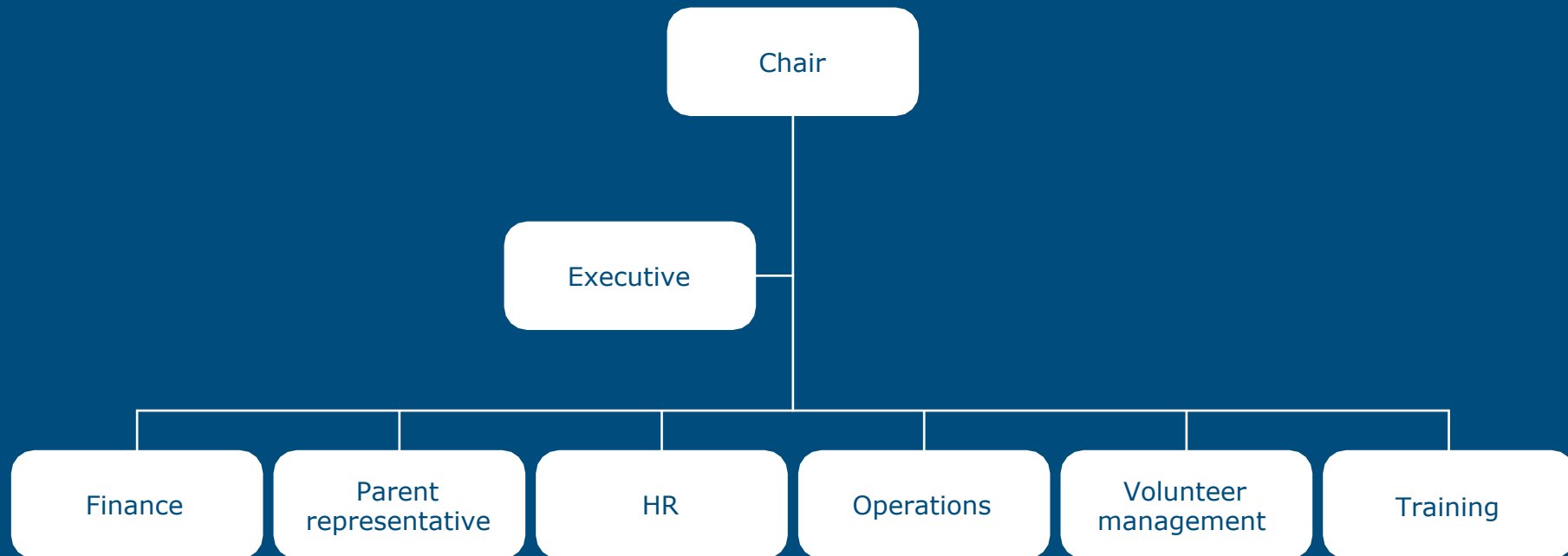
Organisational Structure and Governance



Liquid Therapy became a registered charity in 2021.

Board

A review of the capacity and the skillset of the Board will inform the addition of two new Board members over the next 3 years, identifying areas of need and bringing the number of Board members up to 6. The Managing Director will be responsible for the oversight and management of all Liquid Therapy's programmes and services and liaising with the Board of Directors and keeping them informed of relevant matters.



Framework for Liquid Therapy Programmes



The product portfolio will be examined and developed in light of our ambition to progress our clients onto a Pathway for future success with Liquid Therapy and beyond. Liquid Therapy aims to create programme pathways where possible for those who may benefit from moving into mainstream programmes outside of Liquid Therapy, for example local surf clubs. Currently some of our programmes do not have this pathway and this will be examined. Some participants may benefit from an ongoing relationship with Liquid Therapy that we can try to manage in a more resource-efficient manner as we try to include as many children as possible.

The need to address this balance is at the heart of our objective to build on the delivery of our programmes.

General programs					Specialist programs		
Entry	Pool to ocean	Academy	ADITO	Sibling Surf Camp	Water Wheels	Volunteer Tuesday	Liquid on the Lake
Development	Academy						
Progression	ADITO	Surf Camp	Boardriders	IGY			
Exit	Free riders						
As Open							



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