



Dublin North West
Area Partnership

**STRATEGIC PLAN
TOWARDS
2 0 2 2**

2022

CONTENTS

Foreword	2
Strategic Planning Process	3
Catchment Census Data Map	4
Challenges and Opportunities	5
Vision, Mission and Values	6
Strategic Objective 1: Building Strong, Connected Communities of Place, Interest and Identity	7
Strategic Objective 1: Priorities	8
Strategic Objective 2: Empowering Marginalised Individuals to fulfil their potential	9
Strategic Objective 2: Priorities	10
Strategic Objective 3: Developing the Capacity of Our Organisation	11
Strategic Objective 3: Priorities	12
Company Structure	13
Composition of Board	14



Rosehill House, Finglas



Foreword

During the period 2016-2018 Dublin North West Area Partnership (DNWAP) implemented a company-wide strategic planning process. This involved a range of information gathering activities, demographic analysis, community consultations and strategic planning sessions with directors and staff.

This process was used to support an exploration of the work of DNWAP and stimulate open and honest debate. The sessions were positive and constructive and captured a range of valuable insights and emerging trends.

It is clear from demographic analysis and information gathered that DNWAP must prioritise service provision to those living in areas of disadvantage. DNWAP is committed to working in a collective way to support the most marginalised members of our community to engage in lifelong learning, to secure quality employment as a route out of poverty and to promote meaningful participation in their community.

Developing co-ordinated strategies and building on existing services is essential in order to provide a service that adds value in our catchment. Ensuring that each area in our diverse catchment is targeted with appropriate supports and resources will continue to be a key priority for DNWAP.

Delivering solutions to address the complex issues of poverty, exclusion and disadvantage requires creativity and innovation. To realize our strategic objectives DNWAP must be a bold organisation willing to try new things in the best interest of the people we work with. A summary of our targeted outcomes by the end of 2022 include:

- 200 community groups supported to achieve their goals.
- 2,000 children to have received educational supports.
- 500 isolated elderly people to have availed of our care and repair service.
- 2,500 supported people into employment or self-employment.

Empowerment, equality, inclusion, accountability and collective action are the core values of the organisation and the leadership in DNWAP is committed to imbedding these values across all aspects of the company's work.

DNWAP is committed to providing an integrated service and believes that our strength is in the diversity, talents and abilities of our directors and staff and the range of services and supports we will offer.

Quality in all our interactions is paramount and as we move towards 2022, we will continue work in the best interests of our clients and our community, placing them at the heart of all we do.



Una Caulfield

Chairperson

Una Caulfield



Michael Bowe

Chief Executive

Michael P. Bowe

Strategic Planning Process

The strategic planning process, which began in 2016, involved:

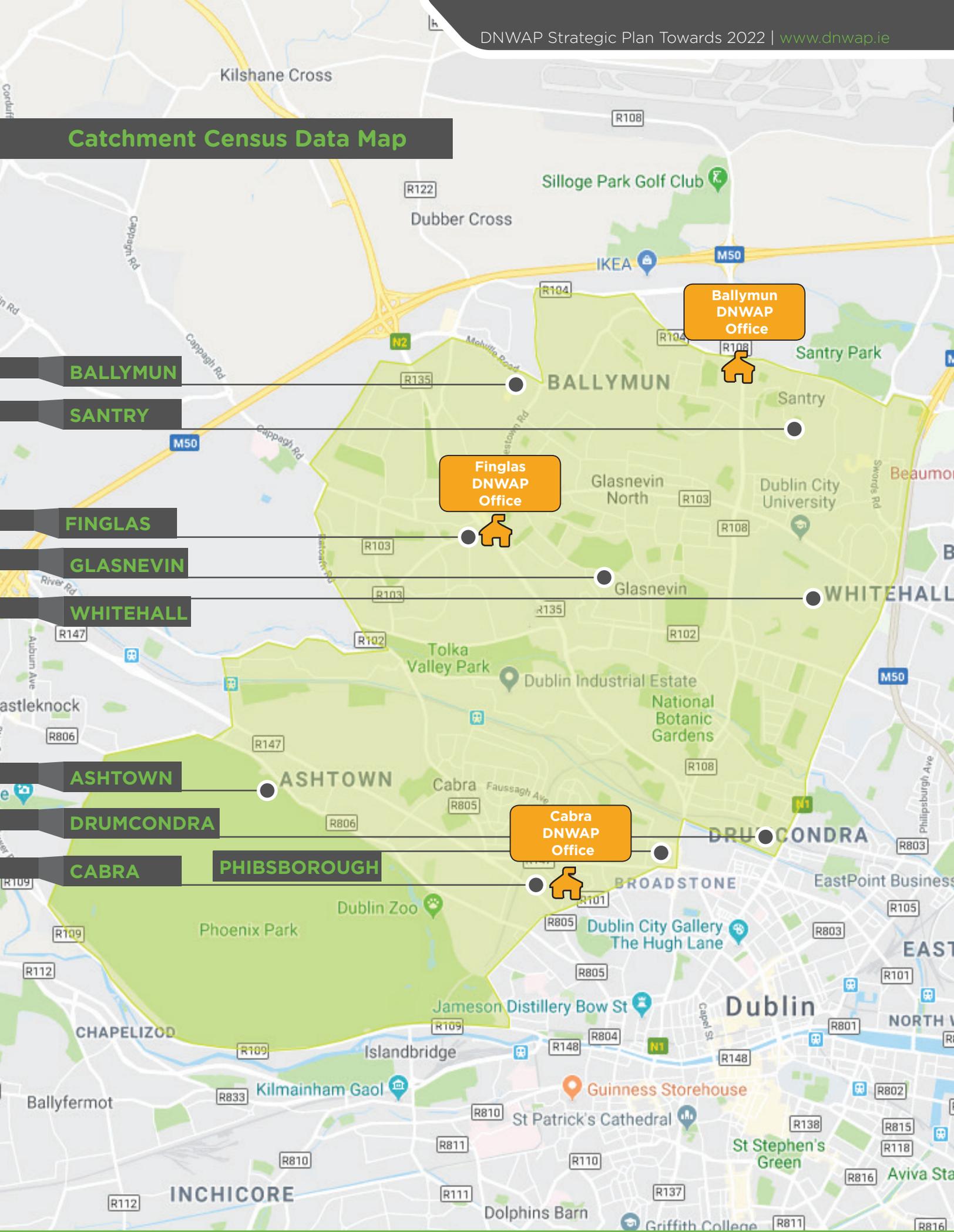
- The preparation of a comprehensive area profile and needs analysis using a range of demographic mapping tools
- Focused planning sessions involving directors and staff.
- A series of formal review days that involved the full DNWAP Staff complement.
- Consultation with key networks supported by DNWAP
- Consultation visits with local community groups
- Analysis of client, community group, staff, director and employer feedback surveys
- A series of community consultations focused on the Local Economic and Community Plan (LECP) and DNWAPs role within the plan at local level
- Informal consultation with key statutory and voluntary stakeholders in the area

This provided an opportunity for the organisation to assess the impact of our work, identify strengths, weaknesses, threats, opportunities, demographic shifts and trends and prioritise key areas of work moving towards 2022. The strategic planning process led to the identification of a number of key issues, challenges, opportunities and priorities which laid the foundation for the development of three strategic objectives.



Social Inclusion Network Meeting

Catchment Census Data Map



Challenges and Opportunities

Challenges

CONCENTRATED DISADVANTAGE: The areas of Ballymun, Finglas South and Finglas West have the highest concentration of small areas classified as 'disadvantaged'. While disadvantage and poverty exist everywhere, where populations of socially excluded people live in close geographic areas in concentrated numbers, the problems associated with poverty and social exclusion are compounded and require more than a service-to-person engagement but a coordinated inter-agency response.

UNEMPLOYMENT: An issue of significant concern in the review of 2016 census data was the existence of 5 unemployment blackspots in Dublin North West. Despite an overall reduction in live register figures there is continued evidence of entrenched poverty and intergenerational unemployment that remain untouched by the economic recovery and require highly targeted, intensive supports to facilitate access to employment.

EDUCATIONAL DISADVANTAGE: Analysis of the demographics of Dublin North West shows evidence of significant inequality in terms of access to third level education. There remains a significant disparity in third level participation rates between areas such as Botanic C (62%) and areas such as Finglas South C (7.1%) and Ballymun D (8.5%). There are 10 Delivering Equality of Opportunity Schools (DEIS) in our catchment, from which students are half as likely to progress to higher education compared to their peers from non-DEIS schools (24% compared with 50% for all schools).

SUSTAINABLE COMMUNITIES: In working with Local Community Groups, the primary issues and challenges identified through the needs analysis are in terms of sustainability. There is a need to support community groups to gather the resources they need and to identify and nurture the community leaders of the future if the community and voluntary infrastructure of the area is to sustain.

It is clear from the process that DNWAP must prioritise service provision to those living in areas of disadvantage, working in a holistic way to support residents to engage in lifelong learning, to secure quality employment as a route out of poverty and to promote meaningful participation in the community. There are a number of common issues for residents which include low levels of literacy and education, challenges in school retention/completion, unemployment, health/mental health, poor physical environment and infrastructure, marginalisation, social exclusion, homelessness, poverty, crime, safety and substance abuse.

Opportunities

DNWAP has a significant opportunity to build upon the experience and insight into local economic and community development gained over the past 28 years of operation. Our organisation has developed invaluable knowledge of, and insight into, the needs of marginalised individuals and groups in the area and has worked diligently to develop strong relationships with key agencies and individuals. Recognising that coordinated multi-agency collaboration is essential in promoting social inclusion and combatting disadvantage, DNWAP will prioritise the maintenance and further development of such collaborative relationships up to 2022 and beyond.

Finally, the economic profile of the area provides an encouraging perspective on the development of employers groups and their significant potential as partners in responding to social exclusion and disadvantage. With a more optimistic economic outlook, DNWAP has identified a significant opportunity to develop stronger links with private companies operating in the area in order to encourage inclusive employment practices and increased corporate social responsibility.



Your Time to Shine

Vision | Mission | Values

Vision

Full participation in a thriving community with opportunities for all...

Mission Statement

Building vibrant communities by supporting and empowering marginalised people...

Values

The following 4 core values act as the anchor for the work of the organisation:

- **Accountability**
- **Collective Action**
- **Empowerment**
- **Inclusion**



DNWAP Apprenticeship Fair 2018



Building Strong, Connected Communities of Place Interest and Identity

The pursuit of social justice and sustainable local development involves the development of an infrastructure of area, issue and identity based groups and organisations working toward shared visions and goals. In recognising the complexity of addressing socio-economic disadvantage, DNWAP accepts that no one agency, group or individual can achieve best outcomes in isolation and our prospects for success rely heavily on our ability to collaborate.

Effective community leadership is vital for the continued development of solutions to the challenges faced by our community. In the experience of DNWAP, community leadership comes from many places, takes many forms and every person has the potential to be a champion for social change.

Strategic Objective 1: Priorities

- Incentivising and supporting community groups and organisations to focus on developing their own capacity to meet their objectives
- Engaging in ongoing meaningful dialogue with community groups on issues that concern them to inform the development and delivery of DNWAP services
- Ensuring the sustainability of the relevant community and voluntary infrastructure in Dublin North West with a focus on good governance and maximising participation
- Promoting collaboration between community, voluntary and statutory bodies to maximise community outcomes
- Empowering grassroots organisations through supporting participation in local, regional and national decision making structures
- Identifying, incentivising and nurturing an emerging generation of community leaders
- Promoting social enterprise as a model of sustainability for community and voluntary organisations
- Developing effective partnerships between private and voluntary sector organisations in the catchment to promote corporate social responsibility and the sharing of expertise
- Strengthening our relationship with other organisations in the community to ensure our clients receive the most appropriate supports



Participants in the 'When I Grow up' Project

Action	Description	Annual Targets	Responsible
Strengthening Community Capacity	DNWAP will use information gathered in the profiling & registration of Local Community Groups (LCGs) to deliver targeted training and developmental supports with the aim of enabling groups achieve their objectives. Activities will include training for LCG members and boards of management, mentoring by subject matter experts and encouraging, training and supporting emerging community leaders.	46 Local Community Groups supported.	Community Development Programmes Manager
Evolving for Equality	This action will be targeted at emerging and evolving LCGs providing them with small grants (max €1,500) to assist in their formation, development and progression. Grants will be allocated to groups/projects that are not receiving substantial funding from other sources that are aligned to community development principles, that promote equality and inclusion and that provide supports and services to specified target groups.	10 emerging Local Community Groups provided with grants.	Community Development Programmes Manager
Innovating for Inclusion	DNWAP will invite high-capacity LCGs to submit innovative proposals for funding (maximum €10,000) aimed at promoting social inclusion of marginalised groups. These actions will become part of the DNWAP annual plan, directly resourced by DNWAP. Successful 'Innovators for Inclusion' will be invited to participate in a range of project management capacity building supports and to participate in an Inclusion and Equality Network where they will share their expertise with evolving LCGs.	Partner with 5 high capacity Community Groups.	Community Development Programmes Manager
Social Enterprise & Sustainability	Working with Social Enterprises in the catchment, DNWAP will provide a suite of tailored supports including business planning and feasibility studies and will leverage the expertise and experience of these Social Enterprises to promote the Social Enterprise model to Local Community Groups seeking to develop financial sustainability and independence. DNWAP will also pilot a programme for disadvantaged young people encouraging them to develop entrepreneurial responses to social problems in their community.	5 Social Enterprises and 10 Local Community Groups to receive support.	Community Development Programmes Manager
Community Outreach Resource Team (CORT)	Supported by the TÚS Scheme DNWAP will deliver a quality care and repair service and support the Senior Alert Scheme to elderly and vulnerable persons living in the catchment through our Community Care and Repair (CORT).	250 individuals will benefit from CORT services annually 20 quality work placements.	Community Development Programmes Manager



STRATEGIC OBJECTIVE 2

Empowering Marginalised Individuals to fulfil their potential

DNWAP recognises the very real social, economic and educational inequality impacting individuals living within our catchment area and that the process of marginalisation or social exclusion pushes individuals to the periphery of social and economic life. Our organisation is committed to supporting such individuals to overcome barriers to participation in order to fulfil their potential and realise their dreams. In our experience of working to deliver social change, DNWAP has consistently seen evidence that personal development, life-long learning and employment are interconnected and all three are critical to one's life chances and opportunities.

Strategic Objective 2: Priorities

- Working in a flexible client-centered way to address the unique needs of each individual who comes in contact with the organisation
- Prioritising pre-development and personal development approaches with those most distanced from education, enterprise and employment and capturing the impact and value of this work
- Continue working to create and demonstrate cross-programme synergy in supporting individuals in order to demonstrate the value of our approach
- Endeavouring , wherever possible, to reduce barriers to participation for the individuals we serve whether these barriers are social, personal, economic or bureaucratic
- Continuing to develop bespoke education, training and life-long learning solutions to meet the needs of the most disadvantaged in our community
- Proactively reaching out to young people who are not engaged in employment, education or training to provide tailored early-intervention supports to prevent them from drifting into long term unemployment
- Prioritising employer engagement and partnership with private sector organisations as a key strategy to promote the progression of marginalised individuals and groups
- DNWAP will work to stimulate economic development in Dublin North West through harnessing the creativity and ingenuity of the individuals that make up our communities



Enterprise Development Meeting

Action	Description	Targets	Responsible
Supporting Educational Success in School Age Children	DNWAP will provide support for school-age children, their families and front line professionals in schools and youth organisations. Working with our Regional Education Network of key stakeholders, DNWAP will design and deliver a range of educational and developmental supports aimed at disadvantaged children and families in the catchment. This action will also see the development of a Youth Advisory Council engaging young people in the design of SICAP services.	800 non-caseload young people receive educational and developmental support.	Employment & Education Programmes Manager
Pre-Development & Promoting Wellbeing	DNWAP will work with those most distanced from mainstream education and employment to provide key pre-development supports aimed at enhancing wellbeing. These low-threshold supports (including nutrition, stress management and personal development) will reduce isolation and improve quality of life for the economically inactive as well as providing a crucial first step for those wishing to pursue additional education and employment.	300 clients receive wellbeing supports.	Employment & Education Programmes Manager
Supporting Access to Education	DNWAP will provide a range of supports to school leavers in assessing their progression options and removing barriers to participation in further and higher education. This action will support young people (under 25) and mature students to access full time education at QQI level 5-8 by providing resources aimed at addressing educational disadvantage and supporting access to third level education.	250 clients receive support to access further education.	Employment & Education Programmes Manager
Supporting Access to Employment	DNWAP will deliver a range of activities which support clients to progress into employment with a particular emphasis on those who are most distanced from the labour market. Supports will be provided on a one-to-one basis and through bespoke employability training programmes. This action will be delivered in collaboration with the DEASP under the Pathways to Work programme, and will be enhanced by a range of SICAP activities targeted at those who fall outside the remit of the current DEASP activation process (lone parents, people with disabilities, low income workers and the economically inactive), and those within the activation process who may need more intensive tailored supports.	2,446 clients receive employment support.	Employment Centres Manager
Enterprise Development	DNWAP will support individuals to explore self-employment and to establish viable businesses within the area. Support will also be provided to individuals who have become self-employed within the previous two years to assist them to sustain and develop their businesses. These outcomes are achieved through one-to-one support, enterprise training and business mentoring. 2018 will also see the addition of a Social Enterprise training module for DNWAP enterprise clients to encourage the development of additional social enterprises in the area.	300 clients receive support to start their own business. 150 new start ups.	Enterprise Development Manager
Employer Engagement	DNWAP will develop enhanced relationships with local employers to increase organisational awareness of local labour market needs; to enhance employment and work experience opportunities for DNWAP clients; to provide a valuable placement service for local employers and to support employers to develop corporate social responsibility and socially inclusive workplaces.	Collaborative relationships developed with 100 employers annually.	Employment Centres Manager
Tús	Working in conjunction with Pobal, DEASP, Local Community Groups and unemployed people, Dublin North West Area Partnership will implement the Tús Work Placement programme. DNWAP will secure valuable work experience opportunities for unemployed people and assist LCGs with additional staffing and expertise and in so doing keep unemployed people close to the labour market and enhance the capacity of communities to implement their plans and activities.	125 clients to participate in Tús work placements annually Support provided to 65 Local Community Groups.	Employment & Education Programmes Manager



DNWAP Staff Training

STRATEGIC OBJECTIVE 3

Developing the Capacity of Our Organisation

Working towards the achievement of social justice and sustainable development is challenging and demanding work, both at an organisational and individual level. Policy makers, programme funders and the wider public require transparency, openness and accountability therefore the company must constantly reflect, evolve and build organisational capacity through improving our activities, systems and processes. The Board is committed to the highest standards of integrity and accountability. Key to achieving this is the role of the Board to adopt a Strategic Plan and fulfil its governance and financial responsibilities in compliance with Company Law and in accordance with contractual agreements entered into with funding bodies.

Strategic Objective 3: Priorities

- Developing, refining and enhancing policies, procedures and practices
- Demonstrating organisational commitment to quality through recognised quality assurance systems
- Developing innovative systems of communication and simplifying our organisation's use of language aligned to plain English guidelines
- Increase community and target group participation on DNWAP decision making structures.
- Developing in-house excellence through continuous professional development supports for director and staff
- Proactively sourcing additional funding streams to meet emerging needs
- Using information technology systems to increase our efficiency and accuracy in data management



Ballymun Men's Shed



Greenview Community Garden Finglas

Action	Description	Annual Targets	Responsible
Governance and Leadership	The Company will continue to adopt best practice in governance and leadership throughout the lifetime of this strategic plan. DNWAP will also play a leadership role in responding to emerging local needs through the continuation of our existing services and the development of new initiatives.	Maintain compliance with regulatory requirements. Retention of existing contracts, and securing additional sources of funding.	Directors, Senior Management Team and Staff
Quality Management	Quality assurance systems and processes are embedded in all activities across our organisation. Within the company, this is achieved through the Board, committees, staff teams and working groups. This is monitored through an annual audit plan which is adopted by the Board. The company's quality assurance system, as certified by the EIQA and audited on a scheduled basis provides the context within which all programmes are delivered in an effective manner. This externally accredited quality system is designed to enable evidenced-based quality systems. IT systems are a critical part of the company's day-to-day business. This requires ongoing development and investment to ensure our clients' data is safe and secure. Therefore the company is committed to taking further measures to improve our cyber security.	Publish the Company Accounts and the Annual Report. Retain the Q-Mark quality award. Achieve a recognised standard for our Information technology systems.	Directors, Senior Management Team and Staff
Enhanced Communications	DNWAP will prioritise clear and effective communications to highlight the work of our organisation to relevant stakeholders. This will be achieved through the implementation of our Communications Strategy which was developed in response to the identified need for a clear and consistent approach to communications across all sections of the organisation. This strategy will be driven by a cross-department team focused on enhancing our communication routes.	Increase interactions with people and organisations via our E-communications.	Directors, Senior Management Team and Communications Working Group
Investing in our People	The skill base of our staff will need to change to meet emerging local needs. As we are a learning organisation it is important that staff have access to on-going diverse education and training that will offer an opportunity to further their skills. Annual Board and Staff satisfaction surveys are conducted to gain feedback on the work of the organisation and to gauge satisfaction rates. Regular review days are held to share information and promote teamwork.	All staff to engage in continuous professional development. Strong employee satisfaction rates. Low levels of Staff and Board member turnover.	Directors, Senior Management Team and Staff

COMPANY STRUCTURE



DNWAP Values

ACCOUNTABILITY

COLLECTIVE ACTION

EMPOWERMENT

INCLUSION

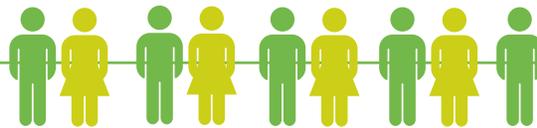


The Board

Composition of the Board

Community and Voluntary Sector Directors

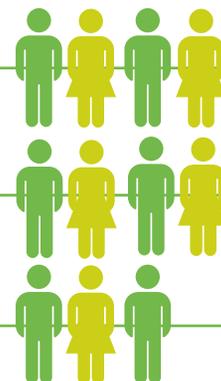
Geographical x 6
Social Inclusion x 3



Social Partner Sector Directors x 4

Statutory Sector Directors x 4

Local Government Sector Directors x 3



DNWAP | Finglas Office

Rosehill House | Finglas Road
Dublin 11 | D11 T6Y7

t: 01 836 1666 | e: info@dnwap.ie | W: dnwap.ie



DNWAP | Cabra Office

97 New Cabra Road | Cabra East
Dublin 7 | D07AK06

t: 01 868 3806 | e: info@dnwap.ie | W: dnwap.ie



DNWAP | Ballymun Office

Units 1 & 2 The Turnpike | Santry Cross
Ballymun | Dublin 11 | D11 PF30

t: 01 549 0054 | e: info@dnwap.ie | W: dnwap.ie



Cover Photo By Diana Truta | Winner Of The DNWAP Photography Competition 2018
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