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2012

# Northside Partnership Annual Report on LCDP

Enterprise

Children  
& Families

Education  
&  
Training

Local  
Development

Older People

Employment

 northside  
partnership

*a partnership of communities, state, employers,  
trade unions and elected representatives*

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## Forward

I have pleasure in presenting the Northside Partnership Annual Report for 2012.

Each year I continue to be impressed at the output of Northside Partnership, as do my fellow directors. We have been in an economic downturn since 2007 and have witnessed huge increases in unemployment at a national level and this has been replicated in every corner of the country. What we have achieved here in Northside Partnership is an increase in the numbers of individuals progressing into employment and self-employment at rates that are both impressive and that go against the expected trend. Likewise, we have managed to progress others into education and training.

The numbers coming through our doors for assistance continue to grow as do the targets which we have been set by our funders. To date, the Partnership has managed to meet this increase in demand with ever decreasing resources.

2013 promises to be just as challenging as 2012. We are facing into a period of structural change in the Local Development Sector. In the past, Northside Partnership has worked with each of our funders and host Government Departments to ensure that whatever was required to deliver quality services to our communities and to those individuals who need these services, would be put in place, and we will continue to do so again in the future.

The Board of the Partnership would like to commend our CEO, Marian Vickers, her Management Team and staff on what is a remarkable year of achievements. We would also like to thank the Department of Environment, Community and Local Government and POBAL for their assistance throughout the year, and to all our various funders, without whom we would not be able to achieve the results that are presented in this report.

**Willie Hamilton**  
**Chairperson**  
**31<sup>st</sup> January 2012**

## 1. Overview of 2012

This Annual Report sets out the actions of Northside Partnership for the year 2012 that relate to the Local Community Development Programme (LCDP). This first section looks at the back drop to 2012 and the overriding challenges that Northside Partnership faced in delivering its programme. It will give a brief overview of the changes that have taken place in the organisation and how we have managed in terms of finance, and progression of clients.

### **Backdrop to 2012**

2012 commenced with the Partnership addressing a difficult financial position having received a 13% reduction in its core Budget, following on from previous reductions in 2011 of 10% and 6% in 2010. This adjustment required two staff members being made redundant and further reductions in the capacity of the Partnership to develop new programmes as envisaged in its recently adopted Strategic Plan. The issue of funding will continue to impact in 2013, as an additional 7% reduction the Partnership's budget will be in place for 2013.

The issue that dominated thinking in 2012 was the proposed changes to Local Government and the concept of Alignment. During the second half of 2012 the Government released its policy document on Local Government reform "Putting People First – Action Programme for Effective Local Government" and this is to be followed with legislation in 2013. The partnership companies in Tallaght and Clondalkin merged in January 2013 on the instruction of the Department of the Environment, Community and Local Government. There are clear indicators that there will be changes to the structures of the partnership companies operating in the City of Dublin, with the possibility of mergers and / or new structures being put in place. Meetings have taken place between the Dublin City partnerships and Local Development Companies (LDC) at a national level on the range of proposals that are contained within the Governments policy document on how they will impact the operation of these structures. This issue will dominate much of the thinking and actions in 2013, particularly as all local Development Companies look to the development of new strategic plans.

Northside Partnership has been active in the Irish Local Development Network (ILDN) at a national and regional level, and has worked in collaboration with many other companies on policy development, sharing of knowledge and learning different processes that are taking place. The Partnership has worked to be constructive in the ILDN to ensure that positive engagement takes place in the various consultation processes that are taking place in relation to evolving structural change that is happening. This cooperation has been evident in many areas including the roll out of programmes such as TUS.

### **European Engagement and Social Enterprise**

During 2012 the Dublin Employment Pact closed. The Pact played a major role in coordinating proposals and research on various aspects of employment trends and programmes at a national and international level. It was engaged in a number of transnational projects and European wide networks and will be missed in the coming years. One of these Networks was the **European Network of Social Integration Enterprises (ENSIE)**. This network gathers together national network organisations of social integration enterprises, mostly from the EU member states, which operates, runs, or works with Social Integration Enterprises. The European Commission recognises ENSIE as the key European network relating to Social Integration Enterprise and it is part of the Commission's consultation process on the development of Social Integration Enterprise Policy at a European level. In November 2012, the Partnership organised a visit to Dublin of the ENSIE network and hosted a roundtable event with all the key players in social enterprise in Dublin with speakers from a range of disciplines. The event, which was held in Dublin City University, was part of a series of meetings and programmes that has linked a number of local social enterprise type organisations together and with similar bodies in other member states of the EU.

In 2011, the Partnership was asked by FAS to participate and present at the launch of the EU's PARES Initiative in Brussels. PARES is a Partnership between Employment Services and strives to enhance collaboration between Public, Private and Third Sector employment service providers. It is part of the *EU's Agenda for New Skills and Jobs*. The objective is to find new ways (e.g. multi-stakeholder arrangements) and processes (e.g. procurement and contractual arrangements) by which more effective employment services can be provided. The Northside Partnership's approach to providing services in a multi-stakeholder environment and capturing results has been acknowledged by PARES as being both innovative and effective and on the basis of the material presented in Brussels, the Partnership was invited to partake in one of two a strategic dialogue groups dealing with 'Working in Partnership at the Local and Regional Level'.

The Department of Social Protection also asked Northside Partnership staff to participate in the review seminar on Social Inclusion targets to be part of the national delegation the EU Social Inclusion Forum in Brussels in December 2012. The CEO of the Partnership was also invited to be part of an ad-hoc committee established by the Minister for Social Protection to look at the effectiveness of employment programmes.

On the request of POBAL Northside Partnership hosted the visit of four separate delegations from Romania who wished to look at Ireland's Local Development structure and the integrated approach Ireland has to policy in relation to activation and engagement with your people entering the labour market. In preparation for programme, one manager accompanied staff from POBAL and the Department to Bucharest to meet with those travelling to Ireland.

Northside Partnership is involved in the rolling out of an innovative cross border, cross community programme in conjunction with Groundwork Northern Ireland, which is funded by the Department of Foreign Affairs and the International Fund for Ireland. It links communities in North Dublin and North Belfast around number of themed issues and has in effect allowed the Partnership to develop even deeper relations with a number of organisations in its own catchment.

The Partnership CEO was invited by the Minister for the Environment, Community and Local Government to participate on an advisory group to review the guidelines on the governance structures of LDC. She was also invited by the same Minister to participate on a group to review the Electoral Boundaries for the forthcoming Local Elections as well as being invited to be a member of the coordinating group for "The Gathering". The CEO is also a member of the Board of Pobal.

### **Heavy Client Load With Considerable Success**

The Partnership continued to experience record numbers of clients coming through its doors for assistance. While the economy has stabilised somewhat the number of individuals who are long term unemployed have increased significantly. The impact of this can be seen throughout the Partnership's catchment area, but the areas that had been suffering are those that are already most deprived. Those individuals who are most recently unemployed have significantly higher skill levels with recent work experience and are most likely to be employed first. For those who have been unemployed for considerable periods of time, however, the possibilities for progression into employment have become more limited. That said the numbers of people being progressed into employment by the Partnership continues to grow. Progression opportunities into training and education also continue to be substantial. Enterprise, the Local Employment Service and all services in the Partnership were stretched to respond to this continuous flow of clients.

The numbers of individuals who were directly or indirectly supported by the Partnership in 2012 across the core programmes totalled 8,234. These figures were drawn from 2,448 in education, 5,286 in the LES, and 500 in Enterprise. In addition the Partnership ran three education fairs which attracted over 2,000 people from the area. The outcomes in all areas have been exceptional. We have progressed more people into employment and self-employment in a difficult climate. We have also managed to progress more people into through education and training than any other year.

During this period the Partnership operated a full year of the TUS programme. The full 120 participants were recruited and placed in various organisations in the area. All six coordinators were fully recruited during the year. This process posed many challenges, particularly in the recruitment of suitable candidates and placing them in organisations where there was a positive fit. Towards the back end of 2012, the Partnership commenced the first roll over phase of TUS.

As part of this expansion of staff in the Partnership, and to overcome some very overcrowded accommodation, the Partnership has taken over the disused former Youth Reach Building on the Coolock Development Council's Campus. This building is now virtually solely focused on employment services with the LES and TUS being the main users. The building is used for the group engagement of NEAP clients and for the delivery of the Healthy Food Made Easy (HFME) programme. The building was formally opened by the Minister for Jobs, Enterprise and Innovation, Richard Bruton TD on 21 September.

After operating a JobsClub jointly with the Northside Centre for the Unemployed (NCU) in the Glin Centre for many years, following discussions with the Department of Social Protection it was agreed that the NCU would now run this JobsClub.

The Partnership also worked with a large number of Community organisations assisting them in their interactions with clients, as well as interacting with numerous other individuals across a range of innovative and tailored programmes designed to address specific needs. As part of the Strategic Plan the Partnership commenced the process of local area engagement. During the development phase of the strategic plan, it became evident that the level of clients we were seeing coming through our door were not as high as could have been anticipated in a number of areas based on their socio economic profile. Work commenced in Kilmore West and latterly in Edenmore, to identifying blockages that may exist and to re-engage with organisations that were formally worked with by CDP which are now closed. Some positive learning is emerging from this process and it is hoped that a full strategy will be put in place in 2013 for more long term structures to operate in these areas.

#### **The Board, Reviews, Training, Monitoring, Standards and IRIS.**

In 2012, Northside Partnership had a significant turnover of Board members with a number of long term and experienced members standing down. Five members, including the Vice Chair of the Board, stood down due to retirements, promotion and internal movement within companies. One of our Community Directors, Colin Daly, received a Judicial appointment from the Government. In all but one case the Partnership has been able to source a suitable replacement while also maintaining a strong gender balance and a high level of expertise on the Board.

In January 2012, the Board took some time to look at how it operated and how the company functioned. During the year a complete set of terms of references for Sub Board structures was approved and one induction sessions for new Board members was undertaken. During 2012 the Board met on eight occasions.

The Management Team met on a fortnightly basis and took the opportunity to have a number of full half day strategic planning sessions. A significant proportion of the Management team have joined the IMCV and participated in their events. The Company welcomes the IMCV initiative and sees it as being an important development in enhancing standards in the sector.

As part of the Partnership's involvement with NorDubCo and their strategic linking with DCU the partnership has been able to allow some staff to participate on an MSc programme in Social Enterprise. The Partnership is of the view that many of the community based organisations in this area and more widely in the country will move more to being recognised as social enterprises. It is hoped that this programme will assist in the process.

The Partnership has put considerable time into understanding and working with IRIS. Like most others, there have been some teething problems operating the system and interpreting what was required. Considerable learning has taken place throughout the year. A number of people have been trained on the system and one staff member was designated to work on the IRIS system. It is intended to train more people on the system throughout 2013 and for the learning that has taken place in 2012 to be disseminated to others so as to avoid errors and to get more use of the positive elements of IRIS for the internal management of programme delivery.

### **The Partnership's Local Employment Services retained the Q Mark in 2012.**

During 2012 the Partnership briefed the Oireachtas members from both Dublin North Central and Dublin North East on developments in the Partnership and the issues that we were addressing and which may be of interest to them at a national level. The Partnership also briefed the Dublin City Council Dublin North Central Local Area Committee on two occasions, keeping them abreast of a range of local issues and the programmes that the Partnership was engaged in.

### **Finance and Assistance to Community Organisations**

While the Partnership receives funding from different sources, but primarily the Department of Environment, Community, and Local Development through Pobal, Department of Social Protection / FAS (LES) and the Department of Children and Youth Affairs. Other funding is received from different Government Departments, some private sources and the European Union. **The LCDP funding remains the single most important element in leveraging additional funding and has allowed the Partnership operate parallel programmes that are all interlinked and address the issues associated with poverty and social exclusion. In 2011, the Partnership leveraged an additional €1.73 for every €1 from the LCDP programme, and increased this in 2012 to a leveraging of €2.52 to every €1 from the LCDP.**

**As part of our support services to local community organisations, the finance section provides administration and financial expertise to a wide range of organisations. This service includes payroll provision, bank reconciliations, and the preparation of returns.** This is part of the Partnerships community engagement programme with the objective of improving service provision and standards in the area.

### **Conclusion**

The task of delivering services with ever reducing core funding is becoming increasingly more difficult. In 2012, the Partnership has seen more clients than ever before. The reductions in funding and the constraints on funding to individuals, organisations and programmes, have made progression ever more challenging. That said, the Partnership is delighted that it has continued to exceed its already high targets in most areas.

We are seeing a change in the location and type of individual presenting to us, as the impact of the down turn and ever increasing long term unemployment bites deeper into all parts of our catchment area. To date it has been possible to meet this increased demand on with over stretched resources. There is no question but that the communities we are serving need assistance and Northside Partnership has been able and successful in meeting this challenge.

The need to be innovative in the coming years is crucial. We have to be ready and in a position to take whatever opportunities arise that will allow us to exploit any rise in economic activity and meet a new demand for labour. If there continues to be added pressure put on limited resources, this will be problematic.

In the coming years, the process of change will continue. Northside Partnership will face continued change as structural and organisational realignments take place in Local Government. Clearly, clarity on this will be helpful as early as practically possible as we enter into the development of a new strategic planning phase.

**January 2013**

## 2. Local Objective Statements

The following section provides an overview of a number of actions for one Local Objective Statement (LOS) per Goal of the Partnership's 2011-13 Strategic Plan. Under each LOS, 2012 actions are presented by means of summarising relevant data in one table per Action as to facilitate a structured overview on intended achievements, progression, outcomes and other aspects that are outlined on page 1-2 of the *End of Year Report Template for 2012*.

We decided to report on the following LOS as we feel they provide a cross section of our objectives and include actions that reflect the breadth and variety of both LDCP-funded and complementary interventions funded from other sources that are all provided by or through Northside Partnership.

Goal	LOS	Title	Action	Title	Page
1	1	Improved access and use of appropriate service by people in disadvantaged areas	1.1	Community Engagement Measure	8
			1.2	Community Support Services for Lone Parents	9
			1.5	Local Childcare Resource Centre for Dublin North Central	10
2	4	To achieve high levels of participation and progression in education	2.0	Training and development for lone parents	11
			2.1	Higher Education Support	12
			2.2	Challenger Programme	13
			2.3	Regional Education Network	14
			2.6	One-to-One Support Network	15
3	8	To assist in the development and establishment of local enterprise leading to self-employment and increased recruitment of local people.	2.7	Education Trust	16
			3.2	Enterprise Start-up and Support	17
4	9	To ensure strong interagency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed	3.9	Equality for Women Measure	18
			4.0	Active engagement in policy and practice	19
			4.1	Northside Community Forum	20
			4.2	NorDubCo	21
			4.3	Youth Leadership programme	22
			4.4	Volunteering	23
			4.6	Prevention and Early Intervention Network	24

<b>Goal</b>	<b>1</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed	
<b>Local Objective Statement</b>	<b>1</b>	Improved access and use of appropriate service by people in disadvantaged areas	
<b>Action</b>	<b>1.1</b>	Community Engagement Measure	
<b>National Programme Indicators</b>	<b>1.1-1.3</b>	Clients knowledge, awareness and uptake of services	
<b>Annual Milestone for this action:</b>			
<ul style="list-style-type: none"> <li>200 people have increased confidence to engage with statutory services, awareness about services in the area and accurate information about their rights, responsibilities and entitlements. 200 Clients referred to non-LCDP services. Ongoing engagement with 20 community- based organisations and service providers.</li> <li>Finalisation of a research project targeted at assessing the company's Higher Education Supports. This is assisted by a MA student who is on placement in the Partnership. Commencing impact evaluation of the Challenger Programme. Start building community profiles based on released data from the 2011 census.</li> <li>Completed draft of a neighbourhood engagement strategy, began a community survey and met with representatives of 4 community-based organisations in Kilmore West. Promotion of Partnership and other social inclusion services in Kilmore West. Review of engagement process to date and, following the review, rolling out of the approach into Edenmore and Greendale/Donaghmede areas. Provided meals on wheels to 65 senior citizens on a daily basis. Focus Group meeting with 35 young people and 35 lone parents on their aspirations and issues affecting their communities. These young people and lone parents from disadvantaged areas had previously participated in training courses organised by the Partnership.</li> </ul>			
<b>Outcomes what progress we have made to deliver?</b>			
<ul style="list-style-type: none"> <li>Participation in meetings with lone parents and young people was lower that outlined in milestone.</li> <li>Planned Challenger review did not take place as we did not have the capacity and resources to carry it out before the end of 2012. Postponed to 2013</li> <li>All other outcomes outlined above were achieved as planned. Development of neighbourhood engagement approach has been focusing on Kilmore West.</li> </ul>			
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:			
<b>Short Term:</b>		<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Number of people and groups engaged</li> <li>Planning of research and engagement process</li> </ul>		<ul style="list-style-type: none"> <li>Number of supports provided</li> <li>Progression of research and activities involving LCGs and individuals supported</li> </ul>	<ul style="list-style-type: none"> <li>Participation and completion in training courses</li> <li>Finalisation of research on higher education supports</li> <li>Draft neighbourhood engagement document in place</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>			
<ul style="list-style-type: none"> <li>Good relationship with local organisations and DIT Bolton Street, strong presence in local community and knowledge among local, people about our services</li> </ul>			
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>			
<ul style="list-style-type: none"> <li>Objectives and targets set were too ambitious so that some actions did not take place. Time and resource constraints were underestimated regarding a couple of actions we did not fully achieve.</li> </ul>			
<b>Please list unintended positive outcomes:</b>			
<ul style="list-style-type: none"> <li>Good quality research with higher than expected participation from former clients that were supported via the higher education support.</li> </ul>			
<b>Please list unintended negative outcomes:</b>			
<ul style="list-style-type: none"> <li>No negative outcomes experienced</li> </ul>			
<b>Please provide information about the experience of service users, staff or partners:</b>			
We felt engaging with Kilmore West - as an area that had not been targeted before (as it had a CDP until recently) - was very effective as we learnt how we could work with organisations and schools that felt isolated from support with an area at our doorstep. Participants in post-training focus group meetings expressed it was good. Following up with them after the completion of the training to provide an opportunity to talk about their experience and community issues affecting their lives.			

<b>Goal</b>	<b>1</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Local Objective Statement</b>	<b>1</b>	Improved access and use of appropriate service by people in disadvantaged areas
<b>Action</b>	<b>1.2</b>	Community Support Services for Lone Parents
<b>National Programme Indicators</b>	<b>1.1-1.3</b>	Clients knowledge, awareness and uptake of services
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>340 lone parents will have received accurate information in relation to the rights and entitlements and will have more knowledge of the social welfare, legal and housing systems and also will have increased levels of confidence to deal with local statutory services</li> <li>Stress levels of individual lone parents will be reduced which will lead to an improvement in the functioning of the family as a whole.</li> <li>Lone Parents will have a deep understanding of the role of local statutory agencies and are able to move on from the crisis and to look at becoming socially and economically independent.</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>549 Female Lone parents received information &amp; support in relation to rights and entitlements</li> <li>15 Male Lone parents received information and support</li> <li>In total 564 Lone Parents received information and now have more knowledge of social welfare etc. in which stress levels have decreased</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Recruitment / Enrolment of lone parents in programmes and use services offered</li> </ul>	<ul style="list-style-type: none"> <li>Participation in and completion of courses</li> <li>Improved access to/use of use of services</li> <li>Increased levels of engagement of local people in neighbourhood-based activities, events and projects</li> <li>Lower levels of stress and crisis in homes</li> </ul>	<ul style="list-style-type: none"> <li>Clients/people have increased levels of confidence to deal with statutory services and accurate information about their rights, responsibilities and entitlements</li> <li>Increased awareness about services in the area</li> <li>Fewer crisis situations reported by clients</li> <li>Better knowledge about location and role of local services</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Provided a specialist drop in information and support service for lone parents using a tailor made approach on topics such as social welfare entitlements, family law, parenting, housing &amp; accommodation, personal and relationship matters and other issues as identified by lone parents themselves</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
There were none		
<b>Please list unintended positive outcomes:</b>		
The target was exceeded by 224		
<b>Please list unintended negative outcomes:</b>		
There were no unintended negative outcomes		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<p>Lone parents had the opportunity to meet up and overcome social isolation and engage and interact with their peers</p> <p>Attempting to quantify the changes in lone parents lives who received the supports and services is very difficult to say, however when participants show up looking for these types of supports and services even through difficult circumstances, shows their clear determination to change their situations for the better.</p>		

<b>Goal</b>	<b>1</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Local Objective Statement</b>	<b>1</b>	Improved access and use of appropriate service by people in disadvantaged areas
<b>Action</b>	<b>1.5</b>	Local Childcare Resource Centre for Dublin North Central
<b>National Programme Indicators</b>	<b>1.1 – 1.3</b>	Clients knowledge, awareness and uptake of services in the local community
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>250 Childcare Workers will avail of professional development training and network opportunities. In excess of 500 enquiries will be received from parents, practitioners, students and others.</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>Number of Training Participants: 269</li> <li>Number of Enquiries: 600</li> <li>Provided information regarding government subsidised / funded childcare places to services in the local community.</li> <li>Supported parents in accessing childcare places depending on their needs.</li> <li>Provided locally based training to enable Childcare Workers and Early Years Services to adhere to Childcare Regulations and enabled them to upskill.</li> <li>Collaborated with various NSP projects and services to deliver programmes to parents and Early Years Services.</li> <li>Directly supported and continue to support local Community Afterschool project.</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Planning and promotion of training</li> </ul>	<ul style="list-style-type: none"> <li>Provision of courses and level of participation</li> <li>Provision of information to parents, practitioners, students and others</li> </ul>	<ul style="list-style-type: none"> <li>Number of workers trained and queries answered</li> <li>Level of advice provided</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Capacity of staff</li> <li>Awareness of service within local community organisations</li> <li>Support from Dublin City Childcare Committee</li> <li>Space available to deliver service</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>Lack of funding ie to deliver FETAC accredited Childcare courses and Curriculum based courses to Early Years Services</li> <li>lack of availability of accredited training which can be delivered on a flexible basis to meet the needs of Childcare Workers in settings</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>Referral and collaboration with other Northside Partnership programmes ie Enterprise; Education; HFME; LES</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>No provision of FETAC accredited Childcare courses</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<ul style="list-style-type: none"> <li>High level of training and demand for advice indicates satisfaction of supports provided to users.</li> </ul>		

<b>Goal</b>	<b>2</b>	Increase access to formal and informal educational, recreational and cultural activities and resources
<b>Local Objective Statement</b>	<b>4</b>	To achieve high levels of participation and progression in education
<b>Action</b>	<b>2.0</b>	Training and development for lone parents
<b>National Programme Indicators</b>	<b>1.1/2.6 /2.7</b>	People participating in LCDP recreational and cultural activities / accredited education / unaccredited education
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>90 Lone parents will have participated in a training and development programme provided locally and at times suited to the role of lone parent.</li> <li>90 lone parents will have increased confidence levels in relation to returning to study.</li> <li>45 lone parents will have achieved at least one FETAC accredited module at levels 3 and 4.</li> <li>30 lone parents will take up further education with the aim of gaining an educational qualification.</li> <li>60 families will have benefitted from the Christmas and summer recreational and cultural activities</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>Out of 244 places offered in 2012,</li> <li>98 participants came through the life of the various pre-vocational and development programmes and increased confidence levels in relation to returning to study</li> <li>32 lone parents achieved FETAC accreditation</li> <li>50 Lone parents took up further education with the aim of gaining an educational qualification</li> <li>105 families benefited from summer and Christmas recreational and cultural activities</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Improved access to formal and informal educational, recreational and cultural activities for parents, children, early years practitioners;</li> <li>Greater awareness, knowledge and uptake of a wide range of statutory, voluntary and community services</li> </ul>	<ul style="list-style-type: none"> <li>Increase in work readiness and employment prospects of early years workforce and greater supports for parents attempting to access training, education and employment;</li> <li>Expansion of places and in quality early years and school age provision throughout area</li> </ul>	<ul style="list-style-type: none"> <li>Improved outcomes for children and families, in terms of educational attainment and employment;</li> <li>Higher quality and availability of early years and school-age provision across the catchment area</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Lone parents were encouraged to become involved in our pre-vocational training and development programme which was designed to assist them to overcome social isolation</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>Not applicable</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>Targets were overachieved.</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>Not applicable</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<p>Lone parents had the opportunity to meet up and overcome social isolation and engage and interact with their peers</p> <p>Attempting to quantify the changes in lone parents lives who received the supports and services is very difficult to say, however when participants show up looking for these types of supports and services even through difficult circumstances, shows their clear determination to change their situations for the better</p>		

<b>Goal</b>	<b>2</b>	Increase access to formal and informal educational, recreational and cultural activities and resources
<b>Local Objective Statement</b>	<b>4</b>	To achieve high levels of participation and progression in education
<b>Action</b>	<b>2.1</b>	Higher Education Support
<b>National Programme Indicators</b>	<b>2.6 / 2.7</b>	People participating in LCDP accredited education and unaccredited education
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>190 students from a disadvantaged social background who aspire to access 3rd level education will receive career guidance and financial support that prevents them from making ill-informed choices concerning their 3rd level education that are difficult to reverse.</li> <li>Advice on educational opportunities and career paths guidance will be provided to 700 combined adult learners and young people.</li> <li>25 adults will experience education at a University standard and will aspire to attending further education.</li> </ul>		
<b>Outcomes or what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>The target for provision of advice was exceeded (700) and 219 received financial supports to access third level education.</li> <li>The university taster course for 25 people was evaluated; 17 participants (N=25) of the University taster Course completed/received a certificate from NUI Maynooth.</li> <li>With the support of an MA Student from DIT, we completed a survey of past participants (N=530, return rate was 25%) which gave us good data on the programme</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Recruitment of students</li> <li>No. of students accessing 3<sup>rd</sup> level education</li> <li>Recruitment of participants for taster course</li> </ul>	<ul style="list-style-type: none"> <li>No. of students completing PLC courses</li> <li>No. of students progressing to next academic year</li> <li>Level of participation and attendance in course</li> </ul>	<ul style="list-style-type: none"> <li>Demand for action (No. of Applications)</li> <li>No. of students graduation from 3<sup>rd</sup> level institution</li> <li>No. of participants completing taster course</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Personal advice and in-house Career Guidance Counsellor is vital for the provision of this service</li> <li>Information talks on student grants to groups of students in collaboration with the Citizen Information service increased effectiveness of information dissemination.</li> <li>The monitoring of progress and effective management system of financial supports provided to students</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>Recruitment for the DoECLG-funded university taster pilot had to be organised at short notice which might have adversely impacted on the completion rate of participants.</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>University Taster Course: Age mix of participants in was broader than targeted (18-25); participants felt diversity of age contributed to the success of the course. Participants asked for follow up meeting; we organised briefing sessions on the LESN and the NSP Career Guidance Service</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>None</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<b>Access to 3<sup>rd</sup> level Education</b> <ul style="list-style-type: none"> <li>Students expressed their satisfaction with supports provided as indicated by the outcome of a survey (see above under Outcomes) and expressed in letters we received from students.</li> </ul>		
University Taster Course:		
<ul style="list-style-type: none"> <li>Participants: Strongly expressed their satisfaction with the course; they stressed they benefited from the interaction and discussions with their peers and lecturers.</li> <li>Staff: Positive feedback on collaboration among partners and proposed follow up course, stressing development of progression route for participants after the course.</li> <li>Partners: The libraries and NUI Maynooth are eager to continue supporting similar initiative and are eager to support a follow up course in 2013.</li> </ul>		

<b>Goal</b>	<b>2</b>	Increase access to formal and informal educational, recreational and cultural activities and resources
<b>Local Objective Statement</b>	<b>4</b>	To achieve high levels of participation and progression in education
<b>Action</b>	<b>2.2</b>	Challenger Programme
<b>National Programme Indicators</b>	<b>2.4</b>	Uptake of specified educational activities supported by the LDC
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>40 Challenger students will transfer to Second Level in 2012, 26 will complete their Junior Certificate and 24 students will complete the Leaving Certificate in 2012.</li> <li>20 parents will complete their FETAC Level 3 certification and 10 will complete FETAC Level 4.</li> <li>40 new students will join the Challenger Programme in September 2012</li> </ul>		
<b>Outcomes or what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>All milestones outlined above were achieved bar the target set for the participation in the FETAC-accredited course for parents: 16 parents completed their FETAC level 3 (the target was 20) and 8 completed their FETAC level 4 course (the target was 10).</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Recruitment of 40 students</li> <li>No. of students starting each year</li> <li>Recruitment of parents for FETAC course</li> <li>Schools and partners are involved at Steering Committee Level</li> </ul>	<ul style="list-style-type: none"> <li>No. of students in programme completing junior cert</li> <li>Low drop-out rate/replacement rate</li> <li>Attendance rate of students in activities</li> <li>Parents participating in AND completing the FETAC course</li> </ul>	<ul style="list-style-type: none"> <li>No. of students who completed their leaving certificate</li> <li>No. of these students who progress to 3<sup>rd</sup> level education</li> <li>Involvement of younger siblings of participating students in the programme</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Good working relationship with participating schools, parents, students and DCU who are all represented on the Steering Committee</li> <li>Provision of a part-time coordinator responsible for the implementation of the programme (planning, activities, admin duties, steering committee).</li> <li>Provision of a FETAC 3 and 4 accredited course for parents of students joining the programme</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>There was no factor that hindered the achievement of outcomes</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>Collaboration with St. Patrick's College: 6 Students who are in their second year of their MEd provide Irish and English grinds for 3<sup>rd</sup> year Challenger Students in preparation for the junior cert exam. This pilot increases the scope for cost savings and students benefit through gaining teaching experience.</li> <li>Also, it was agreed 1<sup>st</sup> year MEd students will volunteer to provide free grinds in Irish for over 40 Challenger students during the first quarter of 2013.</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>No unintended negative outcome</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<ul style="list-style-type: none"> <li>Parents expressed that they see the benefits of the programme in their children's performance and behaviour.</li> <li>Students like the mix between learning and cultural activities.</li> <li>NSP staff sees need for a review of the programme and would like to see more proactive participation from school staff involved. Review should include consultation with all stakeholders with a special focus on the parents and how individual programme modules impact on performance.</li> </ul>		

<b>Goal</b>	<b>2</b>	Increase access to formal and informal educational, recreational and cultural activities and resources
<b>Local Objective Statement</b>	<b>4</b>	To achieve high levels of participation and progression in education
<b>Action</b>	<b>2.3</b>	Regional Education Network (REN)
<b>National Programme Indicators</b>	<b>2.4</b>	Uptake of specified educational activities supported by the LDC.
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>100 parents from 12 schools and 6 early years settings will complete the Storytime reading project for parents and their children, which we run in collaboration with the Marino Institute and DCC libraries.</li> <li>12 schools will be supported through the IT cluster.</li> <li>The REN Executive will meet 5 times during 2012 and plan a series of workshops.</li> <li>The possibility of running a second M.Ed. programme with NUI Maynooth will be explored.</li> <li>Ongoing contact will be maintained with the 70+ schools in the NSP area.</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>Targets reached in all areas except for the Masters programme which didn't generate adequate teacher interest to commence.</li> </ul>		
<b>Methodology and used to measure progress?</b> Logic model.		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long-Term</b>
<ul style="list-style-type: none"> <li>Engagement with education providers</li> <li>Training and up-skilling opportunities for teachers</li> <li>Maintaining a vibrant REN Executive</li> <li>Training for parents in literacy development</li> </ul>	<ul style="list-style-type: none"> <li>Participation in network activities</li> </ul>	<ul style="list-style-type: none"> <li>Increase of network membership</li> <li>Attendance levels in workshops delivered</li> <li>Enhanced skills of teachers</li> <li>Improvement in literacy among parents</li> <li>Development of new initiatives</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>A vibrant engage executive committee</li> <li>Relevance of the activities and workshops planned</li> <li>To always ask: Are activities meeting real needs?</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>Difficulty in engaging with schools</li> <li>Poor and slow response rates from some schools</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>All workshops have been hosted and delivered by teachers and this has been very well received</li> <li>Costs have been cut by schools agreeing to host workshops</li> <li>We have built a gradual and incremental increase in support for REN workshops and numbers attending have increased accordingly.</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>Due to changes in teacher allowances and increased cost to participants we were unable to run the planned M.Ed. programme</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<p>Schools feel positive about the introduction of the IT cluster as a cost saving measure and welcome the new plan that focuses on using resources provided by network members. Staff could reduce costs of running the network and providing supports more effectively. NSP and executive committee is delighted that members agreed to the development of a local solution that is based on using more resources provided by members (venues, light refreshments, tutors) to maintain the network's activities.</p>		

<b>Goal</b>	<b>2</b>	Increase access to formal and informal educational, recreational and cultural activities and resources
<b>Local Objective Statement</b>	<b>4</b>	To achieve high levels of participation and progression in education
<b>Action</b>	<b>2.6</b>	One to One Family Support Committee
<b>National Programme Indicators</b>	<b>2.4</b>	Uptake of specified educational activities supported by the LDC
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>35 children and families receiving support</li> <li>HSCCL teachers engaged in identifying families</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>Target number of families receiving support, new families being identified on a rolling basis and being supported.</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Donations being made available</li> <li>Committee meeting on a regular basis</li> <li>Target families being identified</li> <li>Meetings being scheduled with families</li> </ul>	<ul style="list-style-type: none"> <li>Families getting support for agreed activities</li> <li>Children benefiting from the activities</li> <li>Schools fully engaged both with families and committee</li> </ul>	<ul style="list-style-type: none"> <li>Talented children being supported to achieve goals</li> <li>Children and families continue activities post One to One funding</li> <li>Nurturing children's talents and promoting positive child outcomes.</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Good working relationship with donors, schools and families</li> <li>Responsiveness of donors in meeting families and supporting requests</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>Available resources are diminishing which has meant less financial assistance overall</li> <li>Families not following through on activities or failing to keep appointments</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>Success of Belvedere Scholarship Scheme which emanated from One to One Contacts</li> <li>Better inter school working</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>None</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<ul style="list-style-type: none"> <li>Service users are treated very respectfully by everyone involved in one to one</li> <li>All requests are dealt with discreetly and information is handled confidentially.</li> </ul>		

<b>Goal</b>	<b>2</b>	Increase access to formal and informal educational, recreational and cultural activities and resources	
<b>Local Objective Statement</b>	<b>4</b>	To achieve high levels of participation and progression in education	
<b>Action</b>	<b>2.7</b>	Education Trust	
<b>National Programme Indicators</b>	<b>2.6</b>	People participating in LCDP accredited education	
<b>Annual Milestone for this action:</b>			
<ul style="list-style-type: none"> <li>• Develop newsletter to send to sponsors.</li> <li>• Plan and implement Golf Classic fundraising event.</li> <li>• Advertising scholarship, interview and select new scholarship recipient.</li> <li>• Provide financial support towards education expenditure.</li> <li>• Altogether 15 Students will have received support in 2012 (i.e. existing and new ones).</li> <li>• Provision of guidance to Students who graduate in 2012 if required.</li> </ul>			
<b>Outcomes what progress we have made to deliver?</b>			
<ul style="list-style-type: none"> <li>• In 2012, 5 new students were supported through the trust, following a recruitment process/interview.</li> <li>• 9 students graduated in 2012</li> <li>• Golf classic was organised and run and over € 4,000 were raised.</li> </ul>			
<b>Methodology and used to measure progress?</b> Logic model.			
<b>Short Term:</b>		<b>Medium Term:</b>	<b>Long-Term</b>
<ul style="list-style-type: none"> <li>• Interest in the trust (Number of students who apply for scholarship)</li> <li>• Recruitment of students</li> </ul>		<ul style="list-style-type: none"> <li>• Progression of students into next academic year</li> <li>• Organisation of Golf Classic</li> </ul>	<ul style="list-style-type: none"> <li>• No of students who complete their course</li> <li>• Increase/maintain funding basis for running the Education Trust</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>			
<ul style="list-style-type: none"> <li>• Sufficient Funds to run the education Trust and good relationships with donors.</li> <li>• Effective recruitment and supports for students as they progress through the course provided our career guidance counsellor.</li> </ul>			
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>			
<ul style="list-style-type: none"> <li>• In the current economic climate, it has become more difficult to raise funds for the Education Trust</li> </ul>			
<b>Please list unintended positive outcomes:</b>			
<ul style="list-style-type: none"> <li>• None.</li> </ul>			
<b>Please list unintended negative outcomes:</b>			
<ul style="list-style-type: none"> <li>• None.</li> </ul>			
<b>Please provide information about the experience of service users, staff or partners:</b>			
<ul style="list-style-type: none"> <li>• Students support other partnership activities where possible and we received letters from students expressing their support.</li> <li>• Donors, such as the Vincent de Paul Society, support the recruitment process.</li> </ul>			

<b>Goal</b>	<b>3</b>	Promote engagement with policy, practice, and decision-making processes on matters affecting local communities	
<b>Local Objective Statement</b>	<b>8</b>	To assist in the development and establishment of local enterprise leading to self-employment and increased recruitment of local people.	
<b>Action</b>	<b>3.2</b>	Enterprise start-up and Support	
<b>National Programme Indicators</b>	<b>3.1</b>	LTU people who become self-employed following intervention by LDC	
<b>Annual Milestone for this action:</b>			
<ul style="list-style-type: none"> <li>300 pre start-up businesses will receive advice, guidance and mentoring from our enterprise officers.</li> </ul>			
<b>Outcomes what progress we have made to deliver</b>			
<ul style="list-style-type: none"> <li>Our milestone for this this action was overachieved by 200 as our enterprise officers provided guidance and support to 500 people in 2012 who were considered starting their own businesses.</li> </ul>			
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:			
<b>Short Term:</b>		<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Number of people who engage with our enterprise officers.</li> <li>Uptake of service by people from most disadvantaged areas</li> <li>Number of prospective entrepreneurs referred to the service by external agencies</li> </ul>		<ul style="list-style-type: none"> <li>Number of people who partake in training offered</li> <li>Number of people who set up their business</li> </ul>	<ul style="list-style-type: none"> <li>Number of people who are in business after a prolonged period of time (1 year, 2 years).</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>			
<ul style="list-style-type: none"> <li>The expertise of enterprise staff and the supportive environment in which the prospective entrepreneur is met.</li> <li>Excellent working relationships with DSP staff</li> <li>Provision of certified business training for those who commit to becoming self-employed.</li> </ul>			
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>			
<ul style="list-style-type: none"> <li>No barriers encountered</li> </ul>			
<b>Please list unintended positive outcomes:</b>			
<ul style="list-style-type: none"> <li>Through collaboration with the North Dublin Chamber of Commerce (NDCC) fifteen newly established businesses exhibited at the NDCC Expo in November</li> </ul>			
<b>Please list unintended negative outcomes:</b>			
<ul style="list-style-type: none"> <li>There was no unintended outcome.</li> </ul>			
<b>Please provide information about the experience of service users, staff or partners:</b>			
<ul style="list-style-type: none"> <li>The one-to-one service of guidance and advice to would-be enterprise clients gives encouragement and support and increases the participant's preparedness for self-employment. Many of these people are opting for self-employment in preference to becoming long-term unemployed.</li> </ul>			

<b>Goal</b>	<b>3</b>	Promote engagement with policy, practice, and decision-making processes on matters affecting local communities
<b>Local Objective Statement</b>	<b>8</b>	To assist in the development and establishment of local enterprise leading to self-employment and increased recruitment of local people.
<b>Action</b>	<b>3.9</b>	Equality for Women Measure
<b>National Programme Indicators</b>	<b>1.5 / 3.1</b>	People who participate in labour market activation measures / LTU people who become self-employed following intervention by LDC
<b>Annual Milestone for this action:</b> <ul style="list-style-type: none"> <li>• 15 female enterprise clients will have participated in enterprise workshop.</li> <li>• Mentoring and enterprise workshops will be offered to current and past participants of the programme.</li> <li>• 20 participated in formal enterprise training during the 2nd quarter.</li> <li>• A further 20 will have participated in an enterprise workshop.</li> <li>• Mentoring will be offered to 40 female participants in this quarter.</li> <li>• It is expected that 15 participants will exhibit their business at the NDC expo.</li> <li>• A further 20 will be mentored and avail of enterprise workshops. The programme is expected to finish in November 2012</li> </ul>		
<b>Outcomes what progress we have made to deliver</b> <ul style="list-style-type: none"> <li>• The programme achieved its overall objective: We ran 6 courses with 117 women participating.</li> <li>• 10 participants exhibited at the NDC enterprise Fair</li> <li>• 17 participants received mentoring support and training during the last quarter.</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b> <ul style="list-style-type: none"> <li>• Recruitment of participants</li> </ul>	<b>Medium Term:</b> <ul style="list-style-type: none"> <li>• Participation in workshops offered</li> <li>• Completion rate of the training course</li> <li>• Numbers presenting their business at NDC Expo</li> </ul>	<b>Long Term:</b> <ul style="list-style-type: none"> <li>• Number of women who set up their own business</li> <li>• Number of people who are in business after a prolonged period of time (1 year, 2 years).</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b> <ul style="list-style-type: none"> <li>• Advertising as the training as “women only” course</li> <li>• Support from North Dublin Chamber of Commerce as strong partner</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b> <ul style="list-style-type: none"> <li>• The difficulty in getting women to engage is something which needs much energy and effort, however when they do engage they become fully committed to the programme. It is something which needs a consistent approach which in turn requires assured funding</li> </ul>		
<b>Please list unintended positive outcomes:</b> <ul style="list-style-type: none"> <li>• The development of one-to-one links for participants with individual members of the NDCC who have expressed interest in supporting the newly started businesses.</li> </ul>		
<b>Please list unintended negative outcomes:</b> <ul style="list-style-type: none"> <li>• Action did not have any unintended outcomes.</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b> <ul style="list-style-type: none"> <li>• The women have described the ‘women only’ approach as something which they felt very comfortable with and found it encouraging to find themselves working with like-minded women to overcome obstacles which hindered their progression.</li> </ul>		

<b>Goal</b>	<b>4</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Local Objective Statement</b>	<b>9</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Action</b>	<b>4.0</b>	Active engagement in policy and practice
<b>National Programme Indicators</b>	<b>1.2</b>	Opportunities for communities, policy decision-making
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>Active participation in OPEN's 'Seven is Too Young Campaign'</li> <li>Participation in OPEN's Budget and other submissions;</li> <li>32 representatives from local statutory and non-statutory organisations will participated in two awareness raising workshops run in Doras Bui to highlight the needs of and issues facing local lone parents and their children.</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>Groups and lone parents attended awareness raising workshosp run in Doras Bui for the 'Seven is Too Young' Campaign</li> <li>A focus group on the needs and services available to teen parents took place</li> <li>Doras Bui continue to play an active role in the <i>Seven is to Young Campaign</i> with OPEN</li> <li>Staff representative on TREOIR'S council in relation to policy issues relating to young teen parents, on TPSP National Advisory Committee in relation to policy issues affecting teen parents, on OPEN Board and on Northside Partnership's Board of Management</li> <li>Local groups and lone parents attended workshops in relation to <i>16 Days of Action – Violence against women campaign</i></li> <li>Workshop took place highlighting issues facing lone parents. Local/statutory groups and members of Doras Bui attended an Art exhibition hosted by Doras Bui's art group.</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>The creation of a recognised and valued network for community organisations that facilitates engagement on critical issues locally</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation by local organisations</li> <li>Action on issues of relevance being taken by participating organisations</li> </ul>	<ul style="list-style-type: none"> <li>Attitudinal shift in how local community and voluntary organisations tackle common issues and problems</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Doras Bui keeps public representatives informed of the issues and needs of local one parent families</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>None</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>The 'Seven is Too Young' Campaign is considered a local and a national success as the legislation was not implemented</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>No unintended negative outcomes experienced</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<ul style="list-style-type: none"> <li>Lone parents had the opportunity to meet up and overcome social isolation and engage and interact with their peers</li> <li>Attempting to quantify the changes in lone parents lives who received the supports and services is very difficult to say, however when participants show up looking for these types of supports and services even through difficult circumstances, shows their clear determination to change their situations for the better</li> </ul>		

<b>Goal</b>	<b>4</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Local Objective Statement</b>	<b>9</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Action</b>	<b>4.1</b>	Northside Community Forum
<b>National Programme Indicators</b>	<b>1.2 / 2.1</b>	Engagement Strategy for reaching different local groups / Opportunities for communities, policy decision-making
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>Establishing secretarial support function for the Northside Community Forum in one of its member organisations.</li> <li>Establish a Steering Committee consisting of interested member organisations and organise a wider forum meeting around an issue relevant to Forum members.</li> <li>Election of Community Directors to the Northside Partnership Board.</li> <li>Holding a full members meeting reviewing 2012 activities of the Forum.</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>All milestones were achieved</li> <li>Community Directors of NSP formed provisional steering Committee.</li> <li>2 members meetings took place.</li> <li>NSP supported the secretariat, which is provided by the Northside Community Law Centre</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Formation of a working Steering Committee Structure</li> </ul>	<ul style="list-style-type: none"> <li>Level of communication with members via the secretariat</li> <li>Number of members meetings</li> <li>Election of community directors to the board of Northside Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Development of action plan and provision of supports based on needs of its member base.</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>Leadership provided by elected community directors of the partnership board and provision of secretarial function by the law centre</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>We have no information on issues.</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>Not known.</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>The review meeting scheduled for late 2012 had to be postponed by the Forum. Probably due to lack of anticipated attendance.</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners</b>		
<ul style="list-style-type: none"> <li>Staff supported new secretariat with contact details of community-based information and previous records and documents concerning Forum activities.</li> </ul>		

<b>Goal</b>	<b>4</b>	Promote engagement with policy, practice, and decision-making processes on matters affecting local communities
<b>Local Objective Statement</b>	<b>9</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Action</b>	<b>4.2</b>	NorDubCo
<b>National Programme Indicators</b>	<b>2.1</b>	Engagement Strategy for reaching different local groups / Opportunities for communities, policy decision-making
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>A socio-economic strategy for the Northern rim of Dublin City benefiting the 5 local Development Companies supporting NorDubCo and the other partners co-funding the activities of NorDubCo.</li> <li>NorDubCo will organise free 40 person training days for partnership staff within the DCU Training and Development programme and support rolling out of the DCU civic engagement strategy which will enhance citizenship and foster opportunities for lifelong learning in communities.</li> <li>6 Policy seminars will be organised for Local Development Professionals (3 seminars) and for Academics, Public Policy Professionals, Communities and Local Development Agencies (3 seminars).</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>In collaboration with DCU and the Ryan Academy 10 people commenced a distance learning masters in Social Economy.</li> <li>37 people attended the seminars that were combined into one session called "The Region and the Engaged University" and which took place on 6th December.</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Uptake of training days</li> <li>Organisation of Speakers for Seminars</li> </ul>	<ul style="list-style-type: none"> <li>Attendance of Seminars</li> <li>Participation level in training days offered</li> </ul>	<ul style="list-style-type: none"> <li>Effective structures in place for dialogue between policymakers, providers and local communities.</li> <li>Links with DCU as measured by opportunities (e.g. through civic engagement strategy, research support strategy)</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>The strong inter-agency collaboration between all stakeholders of NorDubCo .</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>None.</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>The Masters Programme in Social Economy was a positive outcome during 2012 as it was achieved in addition to the Annual Milestones.</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>None.</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<ul style="list-style-type: none"> <li>The availability of NorDubCo to address issues relating to the socio –economic strategy for the Northern rim of Dublin City is a great support to the 5 Local Development Companies in North Dublin.</li> <li>NorDubCo’s agenda is responsive to our strategic objectives.</li> </ul>		

<b>Goal</b>	<b>4</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed	
<b>Local Objective Statement</b>	<b>9</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed	
<b>Action</b>	<b>4.3</b>	Youth Leadership Programme	
<b>National Programme Indicators</b>	<b>1.2</b>	Engagement Strategy for reaching different local groups	
<b>Annual Milestone for this action:</b>			
<ul style="list-style-type: none"> <li>Interview all nominated young people to determine suitability for the programme and run 8 programme days.</li> <li>15 participants to complete 3-5 days volunteering in the Community and to do presentations attended by their schools and families on their volunteering experience</li> </ul>			
<b>Outcomes what progress we have made to deliver?</b>			
<ul style="list-style-type: none"> <li>We started the programme with over 20 participants though only 14 completed the programme.</li> <li>Also, the participation in the project work and the uptake of volunteering was below expectations; the presentations did not take place.</li> <li>A review of the 2012 programme was carried out to identify challenges and issues that need to be considered for planning the 2013 programme.</li> </ul>			
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:			
<b>Short Term:</b>		<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>Recruitment of 20 participants</li> <li>Plan for programme days/project in place</li> </ul>		<ul style="list-style-type: none"> <li>High level of participation in activities and programme days</li> <li>Increased awareness about leadership</li> </ul>	<ul style="list-style-type: none"> <li>Number of students completing the programme</li> <li>Level of participation in volunteering part of the programme</li> <li>Project work/End-of-Programme presentation takes place</li> <li>More involvement of participants in community activities</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>			
<ul style="list-style-type: none"> <li>External trainer who is very experienced in working with young people and who has been part of the programme for a number of years.</li> <li>Co-ordination of work by NSP staff as key person organising project days and main contact point for participants, schools, host organisations/speakers and the trainer.</li> <li>Businesses and organisations are eager to host programme days and offer volunteering opportunities for participants.</li> <li>Dynamic programme with some elements changing from year to year in response to annual programme review and identified needs of participants.</li> </ul>			
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>			
<ul style="list-style-type: none"> <li>Absence of the Youth Leadership Ceremony and young people's presentations. Despite enhanced support provided to the young people (as well as additional support provided outside of the programme) there was a lack of work allocated to the presentations on behalf of the young people.</li> </ul>			
<b>Please list unintended positive outcomes:</b>			
<ul style="list-style-type: none"> <li>Three of the Youth Leadership participants progressed onto the Young Community Leaders Programme (Action 2.10).</li> <li>Absence of the Activity Day did not have any negative impact on the programme as young people remained focussed and also proved to be cost effective</li> <li>A large number of the young people expressed an interest in participating in the HFME programme (Action 2.8).</li> </ul>			
<b>Please list unintended negative outcomes:</b>			
<ul style="list-style-type: none"> <li>Absence of support people from the schools and there was a lower level of participants this year (fewer applicants) and some participants did not complete the programme.</li> </ul>			
<b>Please provide information about the experience of service users, staff or partners:</b> Overall feedback on the Programme was extremely positive. The young people expressed that: they thoroughly enjoyed the programme; they found it very beneficial; that they enjoyed public speaking, communication and interpersonal skills sessions; they learnt a lot and experienced new places and activities; they made great friends. Participating organisations expressed they enjoyed working with the group. The programme coordinator and facilitator found the group dynamics challenging at times.			

<b>Goal</b>	<b>4</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Local Objective Statement</b>	<b>9</b>	To ensure strong interagency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed
<b>Action</b>	<b>4.4</b>	Volunteering
<b>National Programme Indicators</b>	<b>1.2</b>	Engagement Strategy for reaching different local groups
<b>Annual Milestone for this action:</b>		
<ul style="list-style-type: none"> <li>• Submission of 2011 Progress Report by Volunteering Ireland.</li> <li>• Review of 2011 activities and identification of priorities and targets for 2012 which will be delivered by Volunteering Ireland based on a Service Level Agreement with Northside Partnership.</li> <li>• Identification of 2 community-based organisations in a RAPID area to work with on progressing their volunteering policy regarding the recruitment and replacement of board members from within the Partnership Area and registration of 300 volunteers from within the Partnership Area</li> <li>• Placement of 45 skilled volunteers from the Partnership Area with local community/based organisations in the Partnership area.</li> </ul>		
<b>Outcomes what progress we have made to deliver?</b>		
<ul style="list-style-type: none"> <li>• Initial targets outlined above were changed following a meeting with Volunteering Ireland and amended targets are captured in contractual agreement.</li> <li>• Work with board members was broadened to working with organisations and only one community-based organisation is in a RAPID area.</li> <li>• 103 people living in the NSP area were placed as volunteers, 80 of whom were placed across 29 organisations in the NSP area.</li> <li>• 402 people from the NSP area registered with the Volunteer Centre.</li> </ul>		
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:		
<b>Short Term:</b>	<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>• Contractual agreement outlining services provided and targets set.</li> <li>• Identification of LDC beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Uptake of services offered by Volunteer Centre by targeted beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Number of local people recruited and placed with organisations</li> <li>• Benefits for organisations worked with</li> <li>• Received progress report outlining outcomes achieved</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>		
<ul style="list-style-type: none"> <li>• Clear contractual service agreement outlining specific services and targets that will have to be delivered</li> <li>• Coordination and overview of progress by NSP staff member.</li> </ul>		
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>		
<ul style="list-style-type: none"> <li>• Only few organisations responded to specific services offered addressing volunteer policies, training etc. Organisations who work with volunteers feel they do not have a need for services and others do not have the need for – or capacity to manage – volunteers (esp. those interested in short-term volunteering).</li> </ul>		
<b>Please list unintended positive outcomes:</b>		
<ul style="list-style-type: none"> <li>• None.</li> </ul>		
<b>Please list unintended negative outcomes:</b>		
<ul style="list-style-type: none"> <li>• Many small organisations have Voluntary Boards of Management that need support in the area of corporate compliance and governance. We learnt that this service, though needed and identified as a priority for supporting organisations / volunteering, cannot be provided by the volunteer centre. We feel more a more approach to volunteering could be delivered by supporting Voluntary Boards of Management of organisations that deliver community-based services.</li> </ul>		
<b>Please provide information about the experience of service users, staff or partners:</b>		
<ul style="list-style-type: none"> <li>• Mixed feedback from service users. Reporting impact on area and volunteers not possible. NSP staff sees more potential in using money for supporting boards.</li> </ul>		

<b>Goal</b>	<b>4</b>	To ensure strong inter-agency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed	
<b>Local Objective Statement</b>	<b>9</b>	To ensure strong interagency work between all stakeholders resulting in enhanced participation and an environment where policy issues are identified and mutually addressed	
<b>Action</b>	<b>4.6</b>	Prevention and early Intervention Network	
<b>National Programme Indicators</b>	<b>1.2 / 2.1</b>	Engagement Strategy for reaching different local groups / Opportunities for communities, policy decision-making	
<b>Annual Milestone for this action:</b>			
<ul style="list-style-type: none"> <li>To hold a series of network meetings. To develop agreed messages that can be presented to policy makers. To participate in national strategy planning.</li> </ul>			
<b>Outcomes what progress we have made to deliver?</b>			
Network meetings and various working groups continued through 2012. Network website developed and currently available to internal users for final editing. Promoting network. Participated in National Strategy planning and made inputs to a number of national planning and strategic events			
<b>Methodology and used to measure progress?</b> We used the logic model methodology for planning and monitoring performance. Indicators used are as follows:			
<b>Short Term:</b>		<b>Medium Term:</b>	<b>Long Term:</b>
<ul style="list-style-type: none"> <li>More effective collaborations are established between network members</li> <li>PEIN members are equipped to effectively communicate core messages</li> </ul>		<ul style="list-style-type: none"> <li>Identified key external stakeholders are aware of the network and its work</li> <li>Knowledge and skills of the network members enhanced and utilised with respect to evidence-based/informed practice</li> </ul>	<ul style="list-style-type: none"> <li>The PEIN is synonymous with prevention and early intervention</li> <li>The message of prevention and early intervention is widely accepted</li> <li>Individual and collective efforts have contributed to improved outcomes for children and young people</li> </ul>
<b>What are the critical success factors that supported achieving outputs and outcomes for the actions under this local objective statement?</b>			
<ul style="list-style-type: none"> <li>The network of organisations engaged in prevention and early intervention programmes and funded by Atlantic Philanthropies are co-ordinating a national effort to promote the benefits of prevention and early intervention to improve outcomes for children and families.</li> <li>The commitment of the 25 network members to work cohesively and to commit time and expertise to the network.</li> <li>The support of the Centre for Effective Services and Atlantic Philanthropies</li> <li>Having a skilled dedicated co-ordinator on a part-time basis.</li> </ul>			
<b>What are the factors that hindered our ability to deliver intended outputs and outcomes for the local objective statement?</b>			
<ul style="list-style-type: none"> <li>Available time as members are already delivering heavy workloads</li> </ul>			
<b>Please list unintended positive outcomes:</b>			
<ul style="list-style-type: none"> <li>Network has gained prominence nationally and is a go to network for various consultations on policy and practice</li> <li>Combining the profile of individual organisations has had a power effect</li> </ul>			
<b>Please list unintended negative outcomes:</b>			
<ul style="list-style-type: none"> <li>None apparent</li> </ul>			
<b>Please provide information about the experience of service users, staff or partners:</b>			
<ul style="list-style-type: none"> <li>Network is vibrant, well run and has high levels of participation and engagement over 80% of members are represented at all meetings.</li> </ul>			

## **Goal 1: Local Development Case Study**

### **Working with the Traveller Community**

Working with the Traveller Community is a complex and challenging task. It is not a uniform experience and what works or fails in one area, community, family or individual does not necessarily mean that the experience will be replicated elsewhere easily.

The local Outreach Centre in Priorswood has worked in tandem with the Partnership and many local statutory and community organisations in the area over a prolonged period of time to build strong and vibrant relationships with the traveller community. Since 2012 the staff of Priorswood CDP are now working within the Partnership and continue to work with with the same local host organisations and Traveller community among their duties.

One of the great successes that the Partnership and the local communities has had in working with the Traveller community has been in education. Considerable success has been achieved, particularly with the excellent input from the Visiting Teacher for Travellers. He, unfortunately, has been pulled back into mainstream education and assigned to a school in another area in another role. The post of Visiting Teacher for Travellers fell victim to the cutbacks.

In the case study outlined below, you will see one case where all interventions have not succeeded in bringing about positive change, but where the persistence of a few individuals has maintained open communication and left the door open for some minor progress in the future. It raises issues of intervention, joined up thinking and now, with the passing of the referendum on Children's Rights, some very uncomfortable decisions for the state services.

#### **Background**

Samantha (not her real name) is 25 years of age she has three brothers and two sisters. At the moment she lives with her own two children, her mother and three brothers (two of them have partners) in a three bedroom house. Samantha's partner is in prison. Family life is chaotic but they are a very close family and show great love to one another. Their mother appears to us to be developmentally delayed – she has problems communicating verbally and has very poor social skills and very little home making abilities.

When Samantha was a child, she and her sisters spent a great deal of their time walking the streets with their mother, usually going from pub to pub looking for their father – the boys were left to walk the streets on their own.

The Father died when Samantha was 14 years old.

School attendance was sporadic but all can read and write.

#### **Home Life**

Two of the boys (brothers) spent some time in prison (drug related issues) and it was while visiting them that Samantha met her partner.

Samantha lived with her partner for a number of years in another part of the city, had three pregnancies, two children and suffered a great deal of violence. She moved back to her home (off the N32) when her partner was sentenced to prison two years ago.

The oldest child (aged 4 years) was admitted to hospital early in 2012 suffering from serious iron deficiency due to poor diet. She still drinks from a bottle and is not toilet trained. She has also suffered from mouth abscesses and is awaiting teeth extractions, which is delayed again and again due to iron deficiency. This child also fractured her arm in October 2012.

Samantha and her children came to the attention of the Social Work department in the hospital early in 2012 who referred the family to the local child protection service, who, in turn, referred them to child welfare, who, in turn, referred them to the public health nurse. This is now with the primary care team.

Both children were accepted to the local crèche in September 2012. However their attendance, time keeping and hygiene are causing concern to all. Samantha is expected to pay €30 for both children's full day care – this is also falling behind and we fear this may result in expulsion.

The younger child (almost two years old) has spent most of her life in the care of her grandmother. Both children have very poor speech and lack any social skill. Samantha needs a great deal of support to carry out the basic medical needs for her children such as appointment keeping and administering medication.

She really wants a home of her own but all efforts to achieve this on this side of the city failed due mainly to lack of a reference and her name. She has now a home on the south side but has never moved in. She may do so when her partner is released from prison but this will result in the children missing out on crèche.

Partnership staff have encouraged Samantha to attend parenting and other self-help courses but she has not engaged in any of them. We continue to work with her but we feel that this family needs intensive family support.

### **Conclusion**

Samantha's problems relate back to her own upbringing. The mistakes made with her are now being replicated with her own family. The circumstances surrounding her situation are predetermined by a series of impediments. These include cultural issues, poverty, poor education, poor nutrition, poor parenting skills, and the dominance of male needs in the Travelling community. The difficulties that the state services have in engaging with the Travelling communities exacerbate this situation greatly.

This is clearly an intolerable situation that will eventually result in it being replicated again into the future. It is not an issue that can be resolved by a Local Development Company, and there is no single mechanism available for this to be resolved. Clearly an interagency response is needed, but on a single issue, but as part of a well thought out structured response.

## Goal 2: Education Case Study

### Assisting students from low income families to realise their career ambitions

#### **About the Education Trust**

The Education Trust was established in 2002 to support the educational opportunities of students from welfare dependent or low income backgrounds living in the Northside Partnership area. Young people from a number of priority districts in the Partnership area do not participate in third level education and not achieving adequate qualifications from education if compared to their peers in more affluent neighbourhoods where young people are much more exposed to, and aware of, third level education options through their parents and peers.

As a consequence, the Trust was set up to create a local fund, which could be used to provide scholarships to students who are interested in furthering their education but who lack the means to do so. This Trust is funded by local businesses, charitable organisations and individual donors who make an annual donation, as well as funds raised from Northside Partnership's annual Golf Classic.

Scholarships are advertised in May of each year and then representatives of the donor companies' interview potential beneficiaries. Based on this process scholarships of between €1,000 and €3,000 are provided to Partnership area students wishing to attend third level courses outside the greater Dublin area. The focus is on supporting students outside the Greater Dublin area because we believe studying away from home is associated with higher costs. Also, we are of the view that students from our target group should be encouraged to study what they think will fulfill their career aspirations, rather than being confined to what local and Dublin-based educational providers offer. Courses supported by the Trust can be at Certificate, Diploma, Degree or post graduate level. Ongoing support and advice is provided to these students via our Career Guidance Counselor if and when required. We monitor the progress of the students and ongoing support for their studies depends on their transition into the next academic year.

Northside Partnership are keenly aware of the difficult economic times that are facing many businesses and we understand the sacrifice that organisations have to make in order to donate to the Education Trust.

#### **About Roger (name changed)**

Roger is a student that has been supported by the Partnership's Education Trust throughout his studies over the last three years. Roger is currently living with his grandparents and is a grounded person. Because of circumstances at home and coming from a family on low income, he could not pay his fees for college to pursue his ambitions to study law.

Roger became aware of the Northside Partnership's Education Trust in May 2009 and decided to apply for a scholarship in 2009. We interviewed Roger and decided to support his application and directly make a contribution to his study fees.

Throughout his course, each year, Roger received financial assistance of € 3,000 over a period of 3 years that we directly paid to NUI Maynooth. The payment was conditional on Roger's progression to the next academic year.

According to Roger, the contribution from the Education Trust and the advice given by our Career Guidance Counsellor were vital supports that assisted him in successfully completing a degree in law and arts through NUI Maynooth. He graduated in June 2012.

Without the support of the Education Trust and its sponsors, Roger would have not been able to access third level education and follow his ambitions to pursue a career in the area of law. Ryan is currently attending UCD, where he is completing his Master's Degree.

### **Goal 3: Enterprise Client Case Study**

#### **Encouraging women to set up their own business**

In June 2011, Martha (not real name), a forty-something year old enterprise client, who was long-term unemployed engaged with our enterprise officers to seek advice, support and guidance.

Martha's background was in sales and marketing, however, because of her own experience of being unemployed she had identified a gap in training which she was proposing to fill. Her business idea was that delivering Cognitive Behavioural Therapy (CBT) workshops for unemployed people.

She did not have a client base and was unsure of how to address this issue. Our enterprise officer gave her the opportunity to test her idea by arranging meetings with our Local Employment Services (LES) at which she presented her proposal. The LES staff were impressed with her proposal and suggested that she should work with our clients.

Martha established her business and qualified for the Back to Work Enterprise Allowance (BTWEA) in September 2011. She has since qualified for the Fas Register of Trainers.

Having secured funding for training for long-term unemployed people the NSP Enterprise Manager met with her and together devised a 'coping skills' programme which would be delivered as a motivational tools for our long-term unemployed people.

Over the past year and a half she has delivered six motivational programmes for the NSP each with approximately twenty clients and is in demand to deliver to many Partnerships. Our clients build a great rapport with her and because of her own unemployment background she relates to them and their concerns about being unemployed.

Evaluations carried out at the end of each training programme are very positive and clients often ask for further engagement with our trainer.

#### **Conclusion**

The Partnership will continue to use this service because it is assisting our clients to look at themselves in a more positive light but also we like to support someone who has come through our own enterprise process of support.

Martha has proven herself to be an exceptional trainer who can empathise with our client base and is a real positive Enterprise success story.

### 3. Local Employment Services

This section describes the linkages and integrated approach operated by the Northside Partnership and its Local Employment Service under Goals 2 and 3.

Under Goal Two, cooperation, collaboration and planning took place between the Local Development section, the Education section and the Local Employment Service on a range of issues including:

- The recruitment of participants for three PX2 training courses for young people who are unemployed. Referral of the course participants to the LES and / or the Partnership's Career Guidance Counselling Service was established as an important progression route for this young people. The PX2 course assisted participants in setting their own goals and making better decisions about their progression into work.
- The referral clients by the LES who have presented to them and who have indicated that they wish to return to education to the Career Guidance Counselling Service to receive advice on further education opportunities, how they could proceed and how this may assist their eventual career path.
- The joint planning of interventions supporting graduates who had been supported under the Partnership's Higher Education Support Scheme, completed their studies, and who cannot find jobs.
- The referral of clients between the LES and the Healthy Food Made Easy Programme (HFME). The HFME teaches participants to adopt a healthy diet and assist in changing attitudes towards shopping food and preparing meals.

Under Goal 3: considerable cooperation took place between the Enterprise and Employment section and the LES concerning;

- The participation of LES clients in the Smoking Cessation Programme
- The referral of LES clients who wish to become self-employed to Enterprise Officers and Training courses
- LES clients recruited for various programmes run under the LDC including;
  - Choices
  - STEPS
  - Healthy Food Made Easy
  - Start Your Own Business

The lead on all of the above programme areas involve was taken from the Local Development section, the Education section and the Enterprise and Employment sections with support from the LES.

## 4. Northside Partnership Local Childcare Resource Service

This section describes the linkages and integrated approach operated by the Northside Partnership and its Local Childcare Resource Service under Goals 1 through 4.

The Local Childcare Resource Service has the remit of working with the Dublin City Childcare committee and all the childcare providers in the catchment of the Partnership. It also supports the work of the Partnerships LCDP programme and cooperates, collaborates and plans all the other sections in the partnership on issues relating to childcare, children and supporting people into education, training and employment. The Local Childcare Resource Service provides the following assistance:

### Goal 1

- Provision of advice and information to local and community services on childcare options for their clients

### Goal 2

- Facilitation of *Story Time Initiative* (in conjunction with Marino Institute of Education and Dublin City Libraries) which brings Early Years services together with Home School Liaison Teachers, to support parents to enhance young children's language and literacy development, through a structured programme of reading stories at home.
- On-going support for Community After School programme in Kilmore West (formerly part of the Kilmore West Community Development Project) through the provision of administrative assistance, staff support and supervision.
- Planning and delivery of events in partnership with the local community (such as Olympic Fun Day in July 2012)

### Goal 3

- Referral of those planning to develop Early Years' services to Enterprise Officers, to access advice, information and training.
- Collaboration with Healthy Food Made Easy Coordinator to deliver the programme to parents within Early Years settings.

### Goal 4

- Coordination of forum for local early years service providers, from which policy issues and recommendations are made to Dublin City Childcare Committee, HSE and other agencies.

## 5. Partnership at the local level

In February, Northside Partnership launched a pilot life-long learning initiative based on a multi-stakeholder approach involving the Department of the Environment, Community and Local Government (DOECLG), the Irish Local Development Network (ILDN), Kildare Partnership, NUI Maynooth, Dublin City Council Library (Coolock Branch) and the Library Council.

Each partner had different aims but all shared the same objective:

- For the Department of Adult and Community Education (DACE) National University of Ireland Maynooth the aim was that the project would deliver affordable off-campus or community education.
- The Library Council sought to develop the library as a focal point and, promote literacy and encourage the use of their services.
- The Partnerships wished to achieve social inclusion through promoting further education.

50% of the funding (€ 3,750) was provided by DoECLG and the remainder was allocated by the two pilot LDCs that were selected: Northside Partnership and Kildare Partnership.

The programme provided people from the local area a chance to experience what a university lecture is like and experience quality teaching in the areas of History, Psychology, Reading Enrichment, Community Studies and Sociology. The objective was to remove barriers further education through the provision of a weekly 2-hour local taster course over a 20-week period. The lectures covered the four themes for 25 interested people who were either unemployed or had an interest in returning to education. The Northside Partnership's Local Employment Service assisted in the recruitment of participants.

Initially, it was intended to provide the course for those aged 25 and younger and who were unemployed. In the light of a short recruitment period, it was decided to recruit a more diverse group of people concerning age and background, which, in the end, benefitted the development of the course and the bonding and interaction between participants.

37 local people applied for one of the 25 places to participate in the series of twenty 2-hour local lectures in the Coolock Library. The first lecture took place on 20 February in Coolock Library and feedback from the participants, library staff and lecturers was overwhelmingly positive.

The course was jointly evaluated by the lecturers from NUI Maynooth, LDC staff involved in the initiative, the NUIM Adult Education Department's Coordinator of the course, the two libraries in Coolock and Kildare town and representatives from the library council.

The evaluation report concludes that:

In overall terms the pilot of the NUI Maynooth – Library Council Libraries Initiative has been successful. The experiences of the participants were overwhelmingly positive and major criticisms were that the programme was too short and lacked progression onto a follow up course. The enthusiasm shown by each of the lecturers for their subject was transferred to the participants and if not all of the modules were regarded with equal delight the fact is that the majority of people (30 completed out of 49 enrolled) attended every week and were eager in the end to want to go further (*NUIM Libraries Development, Local Government Management Agency, Local Community Development Programme Libraries Initiative 2012 Report, page 8*).

Based on the positive outcomes, it was decided by all stakeholders to run another course in 2013 that takes into account the learning from the pilot such as offering different courses and providing optional assignments for participants. The most important change made was the inclusion of a progression option into the design of the course. In 2013, the participants in the Northside Partnership-run course will be encouraged to progress into free access courses provided by local education providers in the operational area of Northside Partnership.

This initiative is part of the Partnership's Higher Education Support, which is outlined in greater detail in Section 2 above (under Goal 2, Action 2.1 Higher Education Support) and illustrates how a number of actors came together to form a collaborative structure and established an initiative addressing issues identified as a priority by each stakeholder.

## 6. Impact on Gender

Northside Partnership monitors all of its programmes on the basis of gender, age and location on a regular basis. In 2011 as part of its development of the Strategic Plan a full assessment of the area was conducted. Gender participation was one of the variables examined.

The Partnership undertook a comprehensive study of its engagement with all citizens within its strategic planning phase thorough out 2010 and 2011. There were clear differences in the numbers of males and females accessing our services in different programmes, as would be expected. In areas where the Partnership felt that this divergence was not warranted it was agreed that remedial action would be taken within programmes to counter balance any discrepancy. It is clear from our analysis that there had not been enough women coming forward to establish enterprises and that males were losing their jobs at a far faster rate than females. Both of these different profiles were in line with national trends.

The Partnership had intended to do a full review of its Gender Policies in 2012, but this proved not to be possible and it is now planned to do this in 2103.

It is the policy of the Partnership to ensure a balance in its interaction with both males and females, though it is accepted that this is not always possible as outlined above. Whenever a trend occurs showing an imbalance that is not structural in nature, the Partnership is committed to intervene.

The rise in unemployment over the recent years has led to an increase in people opting for self-employment instead of being unemployed. Over these years the NSP has recorded that there is a male gender imbalance in the people seeking support and training through our Enterprise Support Team. The ratio has been at least three males to every one female. This has been of concern to the NSP and an opportunity to redress the imbalance was sought through funding of the Department of Justice and Equality under the Equality for Women Measure. We received funding under the 'Female Entrepreneurship' stream and over a two year period we developed and delivered six training programmes specifically designed to attract female entrepreneurs. The programme recruited 127 women who were attracted by the 'women only' aspect of the programme as they reported feeling more comfortable and confident in this setting. Apart from the training element of the programmes the participants received mentoring and networking opportunities with established female entrepreneurs. On-going support from the North Dublin Chamber of Commerce (NDCC) sees the women being offered workshops in areas in which they feel under skilled. Already thirty women have established their businesses and many others are continuing to research their business ideas before taking the step to self-employment. Confidence has grown amongst the women and they now see very few barriers to their progression.

This funding stream has ceased since November 2012 and this negatively impacted on our ability to redress gender imbalance in the area of entrepreneurship.

The LES continues to monitor the gender balance of those individuals that are referred to it. The National Employment Action Plan (NEAP) clients are referred from those presenting to the Department of Social Protection. In 2012 74% of all clients presenting as NEAP clients were male up significantly from 67% in 2011. The percentage of females presenting was proportionately down to 26% in 2012 from 33% in 2011, though the numbers were not significantly different for female. This was due to the significant increase in the number of males being referred to the LES through the NEAP from the Department of Social Protection.

In 2011 the position locally was not to dissimilar to the national picture, this has radically altered in 2012 where the males presenting through the referral system from the Department of Social Protection has seen the Partnership's male case load rise significantly and poses issues for us in 2013. This is outlined in Table 1 below.

**Table 1: Unemployed by Gender 2012<sup>1</sup>**

	Male		Female	
	No.	%	No.	%
<b>NEAP</b>	1,416	74	500	26
<b>Live Register</b>	269,886	63.7	153,847	36.3

Northside Partnership is committed to ensuring that there is a gender balance in all of its interventions, and is willing to intervene to develop gender specific or age specific programmes where it deems this is necessary and appropriate.

The Partnership is supported in this work through engagement with Doras Bui who assist individuals parenting alone (mainly women) and with its engagement with the Traveller community (again mainly with women). As part of its positive action on Gender equality, as well as addressing groups of people who are specifically marginalised, the Partnership focused some of its STEPPS training programmes at clients of Doras Bui and at young people.

In 2013 the Partnership is committed to doing a full review on deviations in the take up of programmes and interventions on the basis of gender and assess if there are reasons that can be identified for such divergences existing.

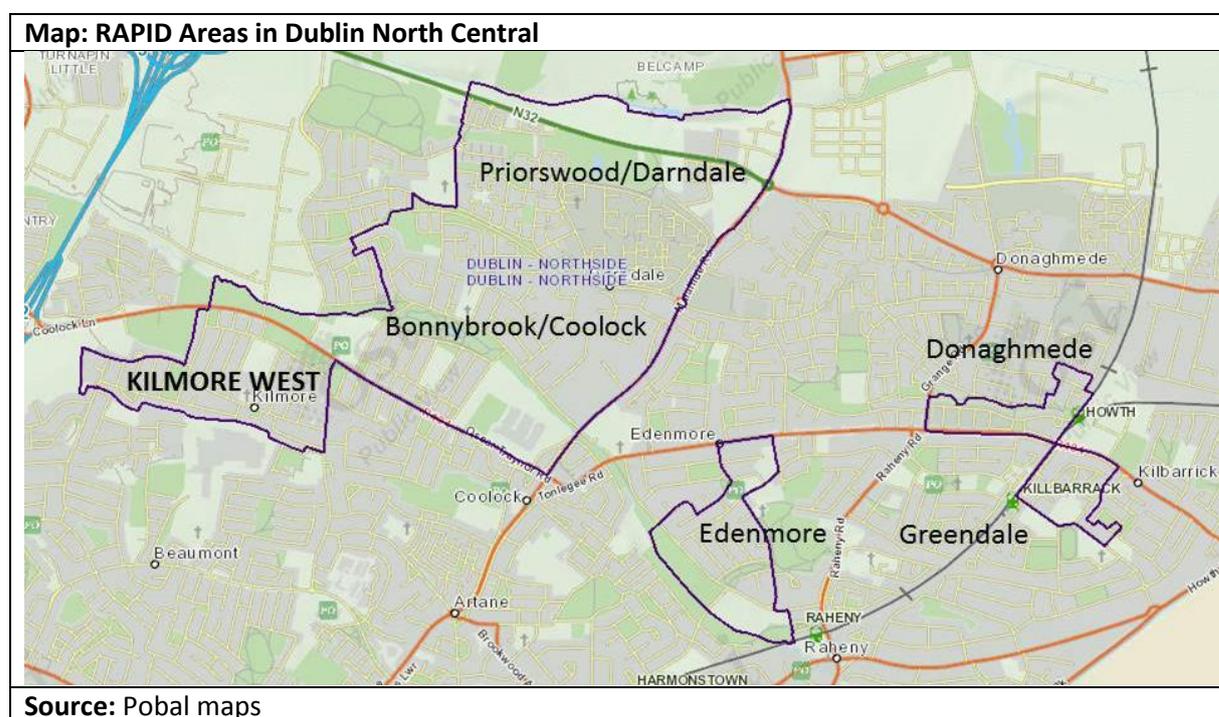
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<sup>1</sup> Source: NEAP figures referred to NSP 2011 and CSO Live Register February 2012.

## 7. RAPID

In 2011, Northside Partnership carried out an analysis of clients receiving supports under the Higher Education Measure, the Enterprise Support Measure and the Local Employment Services Network. We found that the representation of our clients from some designated disadvantaged areas was lower than expected (see *NSP 2011-13 Strategic Plan, Chapter 2*), this issue was identified as a priority for the 2011-13 period.

The client case load from one of the RAPID neighbourhoods, Kilmore West, was underrepresented and we started engaging with community-based organisations and schools to increase awareness about our services. As a result of our efforts, two local primary schools in Kilmore West became involved in our Challenger Programme in 2012, which supports 6<sup>th</sup> class over a period of 7 years in progressing to complete their leaving certificates (see Goal 2, Action 2.2). In the main, our efforts are directed towards more disadvantaged neighbourhoods and the development of a neighbourhood engagement Strategy, with a focus on directing supports towards RAPID areas. These are displayed in the map below. The strategy is based on consultation involving clients from and community-based actors in the areas. The objective is to develop a framework plan for these areas which responds to identified issues and opportunities and that enhances the awareness and uptake of Partnership services; another intended outcome is the creation of synergies in the delivery of services provided by other community-based services such as MABS, the Northside Community Law Centre and education providers and others. Kilmore West was identified as a pilot and it is planned to extend the approach, if successful, to the other RAPID areas in Edenmore and in the Greendale/Donaghmede area).



The CEO of Northside Partnership is the acting Chairperson for the RAPID AIT in Dublin North Central and key objectives between the RAPID and the Partnership were synchronised in 2008/9 with a view to addressing social inclusion issues more effectively.

In the Edenmore area, the Partnership has been supporting the development of a local network of community-based organisations; the Safety Association For Edenmore<sup>2</sup> (SAFE) is a legacy project of CDP Edenmore, which was hosted by the Partnership until its closure in early 2010. In 2012, the association faced challenges concerning progression of identified actions and reviewed its operational priorities in December.

In focusing on the most disadvantaged neighbourhoods, it is also vital for Northside Partnership to acknowledge economic hardship and issues experienced by people who live outside designated disadvantaged neighbourhoods. The economic recession has also affected individuals and families in more affluent neighbourhoods. The NSP Local Employment Service and partner organisations such as the Vincent de Paul Society reported that unemployment and decreasing disposable income are issues for many households in middle class areas where few supports and community-based services exist. The Partnership is cognisant of these issues in neighbourhoods that had traditionally not been targeted by actions and the provision of services prior to the completion of the cohesion process and the corresponding expansion of its catchment area in 2009.

Northside Partnership will continue directing resources and efforts at enhancing areas and supporting individuals most affected by structural disadvantage.

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<sup>2</sup> SAFE consists of a representatives from the local business community, the local GP, St. Monicas Youth Project, the Edenmore Drugs Intervention Team, Dublin City Council, residents and the Partnership. Its main activities have been the organisation of community events as a first step towards building relationships locally and addressing issues regarding community safety.

## 8. Staff and Board Working

### Developmental work within Northside Partnership during 2012

The year 2012 was dominated by the development of the Strategic Plan and addressing issues relating to budgetary reductions.

The Board of the Partnership while receiving many presentations on the programme of work, the changes to governance procedures and the development progress of the Strategic Plan, were brought together for a special one day working session on the Plan and its content. The Board was facilitated by Peter Clarke from Clark Consulting and the conceptual issues that were central to the Plan were worked through in a systematic fashion.

Staff training was severely restricted in 2012 due to budgetary constraints and the impact this would have on the front line services which continued to expand through 2012.

Training in the partnership focused on the introduction of the Logic Model, IRIS and other aspects that related to the development and introduction of the Strategic Plan.

### Full Board meetings held during 2012

Table 2 below outlines all of the Board meetings held during 2012. These do not include subcommittee meetings or a review day outlined above. The AGM of the Partnership was held on 19<sup>th</sup> October 2011 and was followed by a Board meeting.

The membership of the Board for 2012 is outlined below in Table 3

**Table 2: Board Meetings and Staff Meetings in 2012**

Board & AGM Dates 2012	Staff Meeting
26 January	
8 March	
19 April	
24 May	
5 July	
6 September	
11 October – (AGM)	
15 November	
13 December	19 December

**Table 3: Northside Partnership Board 2012**

Name	M/F	Organisation	Statutory	Social Partners			Community	Local Govern.
				Envir. Pillar	Emplo.	Trade Union		
William Hamilton	M	Mandate				x		
Deirdre Harte	M	Cadburys			x			
John Carr	M	INTO/ICTU				x		
David Healy	M	Environment Pillar		x				
Lorcán ó' hÓbaín	M	Syrom Systems Ltd			x	x		
Sheila Marshall	F	HSE	x					
Yvonne Elbert	F	Dept of Social Protection	x					
Nessan Vaughan	M	Sphere 17/St Vincent de Paul					x	
Mary Hickie	F	Colaiste Dhulaigh	x					
Liam Barry	M	Dublin City Enterprise Board	x					
David Dinnigan	F	Dublin City Council						x
Brian McDowell	M	Councillor						x
Larry O'Toole	M	Councillor						x
Paddy Bourke	M	Councillor						x
Declan Cahill	F	Near FM					x	
John Daly	M	St. Monicas					x	
Rastislav Blazek	F	New community Partnership					x	
Pauline O'Shaughnessy	F	Northside Centre for Unemployed					x	
Anita Whelan	M	Doras Bui					x	
Bernadette Brady	F	Casino Community Forum					x	
Heidi Bedell	F	Target					x	
<b>Retired During 2012</b>								
Colin Daly	M	Northside Community Law Centre					x	
Judith Leech	F	Probationary Service	x					
Celine Reilly	F	Dublin City Council						x
Barry McCabe	M	Cadbury			x		x	

## Part B

Most of Part B of this Annual Report is contained on IRIS System and the information has been uploaded.

Table 4 below indicates the support that Northside Partnership gives to a range of local community organisations, some of which are very large. This is unfortunately categorised as being administration, where in reality is a significant proportion of our community outreach programme. This is covered in representation in the section below.

**Table 4:** Technical Support Provided to Local Community Organisations

Community Organisation	No of Staff	Weekly	Payroll Fortnightly	Monthly	A/C's & Bank Reconciliation	Quarterly Returns
Kilbarrack Childcare	9	X		X		
St Francis Senior School	6	X				
Jigsaw (121 Staff) + 6 Bank Accounts	121	X			X	X
Donnycarney Youth Project A	3			X		
Kilbarrack Coast Community DTF	6		X			
St Monica's Edenmore DTF	8		X			
Donnycarney Youth Project	9			X		
Darndale Belcamp Drugs Awareness	6			X		
Parents Training Together	8		X			
Employment Action Centre	2			X	X	X
Donnycarney Jobs Club	2			X	X	X
Network Support	21	X			X	
Darndale New Life Centre	8	X		X		
Bonnybrook Parents Support Group	1		X			
School Completion Programme	33		X	X	X	X
ILDN	2			X		
Kilmore West ASC	2		X			
Northside Counselling Service	8			X		
Oblate Community	1	X				
<b>Total 190 Organisations</b>	<b>256</b>	<b>6</b>	<b>6</b>	<b>10</b>	<b>5</b>	<b>4</b>

## **Representation**

Northside Partnership involvement on boards, local committees, networks and key planning/policy bodies is very extensive. These have been imputed onto the Iris system.

The Partnership is committed to supporting local organisations and others who are working for the people of our catchment area. While it is active on Boards and management committees it is also very supportive in a practical way in the operation of many organisations. During 2011 the Finance and Administration section provided direct practical administrative support to 20 organisations employing 226 staff and is outlined in Table 4 above. This technical support involves administering weekly, fortnightly and monthly payrolls, account and bank reconciliation services, and the preparation of quarterly returns for funding organisation. In addition support is given in the drafting of funding applications, and in preparation for audits as well as addressing a considerable number of queries.

## **NON LCDP Leveraged Funding**

This section has been reported through the IRIS system.

In Table 5 below outlines the comparative figures leverage funding for 2011 and 2012. This shows an increase of leverage funding by the Northside Partnership in 2012 of almost €500,000.

