



Rialtas na hÉireann
Government of Ireland



An Roinn Gnóthaí Fostaíochta
agus Coimirce Sóisialaí
Department of Employment Affairs
and Social Protection



An Roinn Leanaí
agus Gnóthaí Óige
Department of Children
and Youth Affairs



An Roinn Dlí agus Cirt
agus Combhionannais
Department of Justice
and Equality



An Roinn Sláinte
Department of Health



An Roinn Oideachais
agus Scileanna
Department of
Education and Skills



Ireland's European Structural and
Investment Funds Programmes
2014-2020
Co-funded by the Irish Government
and the European Union



EUROPEAN UNION
Investing in your Future
European Social Fund



An Roinn Forbartha
Tuaithé agus Pobail
Department of Rural and
Community Development



Social Inclusion &
Community Activation
Programme

The Social Inclusion and Community Activation Programme (SICAP) 2018 – 2022 is funded by the Irish Government through the Department of Rural and Community Development and co-funded by the European Social Fund under the Programme for Employability, Inclusion and Learning (PEIL) 2014 – 2020.



Ireland's European Structural and
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EUROPEAN UNION
Investing in your Future
European Social Fund



An Roinn Gnóthaí Fostaíochta
agus Coimirce Sóisialaí
Department of Employment Affairs
and Social Protection



government supporting communities



Ag tacú le daoine óga
aís fáil míchumais barr
a gcuimsil a bhaint amach
Supporting young people
with disabilities
reach their potential

Ability is co-financed by the Irish Government and the European Social Fund as part of the ESF Programme for Employability, Inclusion and Learning 2014-2020.



LCDC
Centres with Financial and Social Support
Chaidís Blianta Átha Cliath
Dublin City Local Community Development
Committee



Tús
Getting you working



TUSLA
An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



hi
Healthy
Ireland



DATE
Dublin North East
Drug and Alcohol Task Force



Irish
Cancer
Society



DCU

Our Funders

Northside Partnership is primarily funded by the Irish exchequer under a number of programmes including:

The Social Inclusion and Community Activation Programme (Department of Rural and Community Development and Co-funded by the European Social Fund. Administered by Dublin City Local Community Development Committee)

Local Employment Services (Department of Employment Affairs and Social Protection)

Tús Community Work Placement Programme (Department of Employment Affairs and Social Protection)

Area Based Childhood Programme (Department of Children and Youth Affairs/Tusla)

Jobs Club (Department of Employment Affairs and Social Protection)

National Traveller and Roma Integration Strategy (Department of Justice and Equality)

Healthy Food Made Easy (Health Service Executive)

Community Outreach Lifelong Learning Hubs (Higher Education Authority/Dublin City University)

Smoking Cessation Programme (Health Service Executive)

Healthy Ireland Funds (Department of Health. Administered by Pobal)

We Can Quit (Irish Cancer Society)

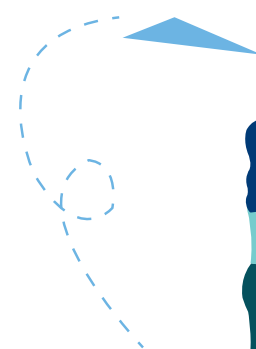
Labour Inclusion Programme & Early Childhood Support Service (Dublin North East Drug and Alcohol Task Force)

Ability Programme (Department of Employment Affairs and Social Protection. The Ability Programme is implemented locally by Not so Different and Northside Partnership)



Northside Partnership

Where Opportunity Meets Community



2019 - 2023 Strategy Statement



Northside Partnership

Where Opportunity Meets Community
Strategy Statement 2019 – 2023

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The Northside Partnership would like to acknowledge the leadership and generosity of both Colin Falconer and the Brotherhood of St Laurence for their sharing of the Advantaged Thinking practice approach, resources and tools. This has enabled Northside Partnership to partner with a global community to embed a capabilities approach to our work.

FORWARD

On behalf of the Board and Staff of Northside Partnership, we present this Strategy Statement 2019 - 2023.

Building on the many successful achievements of Northside Partnership since 1991, this strategy will inform and guide our work for the next five years and sets out ambitious goals to ensure we continue to deliver excellent programmes and development opportunities for the individuals and communities with whom we work. It recognises the strengths and challenges that have shaped Northside Partnership since its foundation and pushes us to build on those strengths and prepare for future challenges.

Central to this strategy is a renewed commitment to working in partnership with other key stakeholders to address poverty and social exclusion.

This strategy expresses our belief in people and their role as the primary drivers of positive change, be that in their own lives, or the lives of others. Indeed, our primary goal *'Investing in People, Investing in Communities'* articulates our belief that the strength of our communities is often linked to the capabilities of community members. However, we also recognise that structural inequalities and unequal access to opportunities hinders both individuals and communities in developing their potential. Hence, we will invest in programmes to build the capabilities of individuals and communities and create opportunities for their growth and development.

Our experience, since 1991, shows that for many people affected by poverty and social exclusion, success in one area of life often leads to growth and development in another. Thus, we will create opportunities for individuals and communities across a range of offerings, including family supports, personal development, lifelong learning, employment and self-employment, health and wellbeing and culture and recreation.

From an organisational perspective this strategy sets an ambition for Northside Partnership to continue to lead as an innovator in the area of local and community development and to contribute to knowledge at both a national and international level.

In presenting this strategy we would like to thank the Board and Staff of Northside Partnership for their dedication and commitment to the development of this strategy and their enthusiasm and help in shaping it. We would also like to thank the many community partners and statutory organisations that, in their own way, contributed to this strategy through meaningful conversations and consultations. We look forward to working with you in the coming years as we enter our next stage of development.



Nessan Vaughan
Chairperson



Paul Rogers
Chief Executive Officer

NORTHSIDE PARTNERSHIP BACKGROUND

Established in 1991, Northside Partnership is a Local Development Company, limited by guarantee with charitable status. The company was originally established as a non-profit organisation to address long term unemployment in communities experiencing intergenerational unemployment in the North East area of Dublin. Since 1991, Northside Partnership's primary remit has expanded in recognition of the social, economic and cultural inequalities that contribute to poverty and social exclusion.

In pursuing its social purpose, Northside Partnership implements several significant programmes, funded by the Irish Government, including the Local Employment Service (LES), Tús Community Work Placement Programme, the Social Inclusion and Community Activation Programme (SICAP) and an Area Based Childhood programme called Preparing for Life (PFL). In addition, Northside Partnership provides access to a range of Health Service Executive (HSE) activities including Healthy Food Made Easy and Smoking Cessation.



Northside Partnership works with an ethos of partnership and collaboration with key stakeholders at local, regional and national level to address social exclusion and poverty across the Northside Partnership catchment.

Northside Partnership is governed by a voluntary Board of Directors with members drawn from local community groups, statutory organisations, union and employer bodies such as the Irish Congress of Trade Unions and the Irish Business and Employers Confederation (IBEC) and key strategic stakeholders such as local educational institutions. Dublin City Council is also represented on the Board.



Above: To celebrate the 25th anniversary of Northside Partnership, the Seeds of Success event was joined by 25 of its staff, community partners, clients, local businesses and elected representatives to plant 25 trees – one to commemorate each of its 25 years in existence. **Above right:** Graduation of Young Community Leaders.

NORTHSIDE PARTNERSHIP OPERATIONAL CONTEXT

The operational environment within which Northside Partnership exists is one of continuous change. It is a challenging environment subject to frequent shifts in policy, structures and relationships with key stakeholders. Furthermore, it is very exposed to changes in economic circumstances and for many years now has been low in priority with regard to exchequer funding.

Key challenges that impact upon the operational environment include:

- Reducing unemployment
- Resilience of urban disadvantage
- Challenge of working with those most distant from the labour market
- Potential impact of Brexit
- Increased competition across the sector with the range of progression options available
- Entry of private sector, for profit organisations, into the employment services field and potentially other areas
- Arrival of competitive tendering for delivery of social services and uncertainty with regard to future funding mechanisms
- Increased compliance and accountability within the sector

In developing this corporate plan, we are mindful of the challenges that lie ahead and the significant changes that have impacted upon Northside Partnership since its foundation in 1991. Consequently the Goals and Objectives set out in this strategy reflect our ambition for Northside Partnership, the current breadth of work conducted by the organisation and the needs of the organisation to ensure its continued effectiveness and capacity to respond to emerging needs.

Networking event for jobseekers and recruiters



PREPARING TO PLAN

In undertaking this strategic planning process, Northside Partnership was presented with a renewed opportunity to fully capture and review the breadth of activities currently available while developing a strategy to guide and inform future growth. Northside Partnership's activities and supports have been established over many years to work with those experiencing poverty and social exclusion.

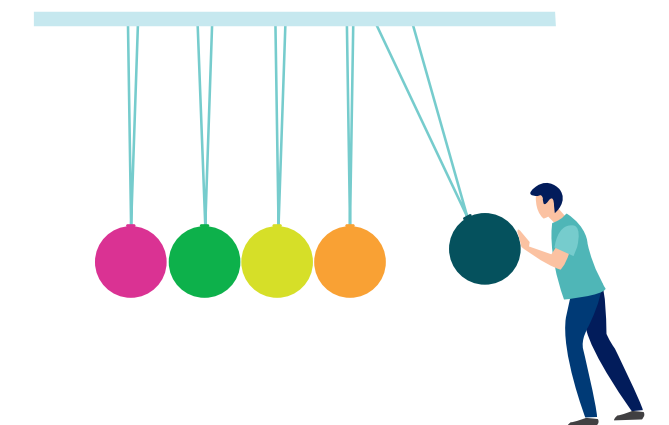
Our experience, since 1991, recognises that those most at risk of poverty and social exclusion often need a comprehensive range of supports across the many domains of life to enable sustainable progression and enhanced life outcomes. These domains include personal development, lifelong learning, formal educational opportunities, sport recreation and culture, family and employment opportunities. In supporting individuals to enhance their quality of life and reduce their risk of poverty and social exclusion, we work to enable both economic and civil society activation i.e. we promote participation in activity that is meaningful and purposeful to the individual, be that in the world of work or civil society.

In most instances our supports are delivered under contract for a number of Government and statutory bodies, including the Department of Employment Affairs and Social Protection, Department of Community and Rural Affairs, Tusla and the Health Service Executive. Hence the type of supports we offer are often defined by strict operational guidelines, contractual requirements and specific targets or Key Performance Indicators (KPIs) set by funders. Working within these criteria, Northside Partnership also brings the extensive experience it has gained in delivering community based supports to ensure effective implementation and quality outcomes for those with whom we work.

Frequently the administrative and programmatic requirements, which define how services and supports should be implemented, mitigate against organisational synergy and can drive a siloed approach to service delivery. This can hinder the development of a holistic suite of supports that are tailored to the needs of the individual and offer the best opportunity for progression. Hence this strategy also sets goals to streamline the administrative requirements of statutory funded programmes to ensure seamless delivery and enhanced outcomes for the individuals and communities with whom we work.

It is important to state that this strategy is not a plan for the Northside Partnership catchment', rather it is a plan to inform and direct the work of Northside Partnership over the next five years. Ultimately it aims to bring greater coherence to the work of Northside Partnership and promote integration across the organisation while also helping to increase organisational capacity, adaptiveness and responsiveness. It also focuses on enhancing the capacity of Northside Partnership with regard to staff training and development, governance and quality assurance.

¹Given the breadth of the area and the diversity of issues impacting upon individuals and communities within the catchment the development and delivery of an area wide strategic plan would be a challenge beyond the capacity of one organisation to address.



STRATEGIC PLANNING PROCESS

In developing this strategy, Northside Partnership were assisted by John Raftery of LEAP Management Consultants and supported by Skillnet Ireland. We are very grateful to LEAP Management Consultants and Skillnet Ireland for their support throughout this process.

Prior to developing this strategy, we identified a number of key principles deemed critical to ensure Northside Partnership can continue to grow, develop and deliver effective supports to the individuals and communities with whom we work.

Simplicity & Accessibility

We aimed to develop a strategy that is clear, accessible and simple for participants, staff and stakeholders to understand and enable effective monitoring and oversight.

Coherence

A strategy that provides a coherent operational framework that informs delivery of the range of supports available through Northside Partnership.

Integrated Services

A strategy that drives an integrated approach to ensure all our supports are delivered in a streamlined and effective way that reduces duplication and enhances participant journey.

Starting in August 2018, the planning process was led by the CEO and Leadership Team and involved several stages with input from the Board and Partnership staff at critical points on the journey.

Stages involved:

- Review of Northside Partnership Vision, Mission and Values
- Development of Practice Principles
- Adoption of an Advantaged Thinking approach
- Stakeholder Engagement (Northside Partnership Board and Staff)
- Review of Northside Partnership's operational context and unique value proposition utilising the Business Model Canvas
- Identification of Strengths, Weaknesses, Opportunities and Threats (SWOT)
- Development of draft strategic Goals
- Development of draft Objectives and Key Performance Indicators
- Review of progress with key Stakeholders (Northside Partnership Board and Staff)
- Adoption and approval of plan by Northside Partnership Board

We would like to acknowledge the input and contributions of the Board who gave generously of their time to inform and guide the development of the plan at critical points in time. We would also like to thank Northside Partnership Staff for their support and feedback in developing the Vision, Mission, Values and Practice Principles.



Presentation of the inaugural Dr. Lorcán ÓhÓbáin Educational Excellence award to Challenger Graduate

Communiversities Graduation tour

ADVANTAGED THINKING PRACTICE FRAMEWORK

Central to this strategy is the implementation of a common practice framework across all of the programme offerings and supports in Northside Partnership.

While Northside Partnership has a history of recognising and valuing the strengths and capabilities of the individuals and communities with whom we work, until now, this approach has never been formally stated. In affirming this approach, Northside Partnership is moving to become an Advantaged Thinking Organisation.

What is Advantaged Thinking?

Advantaged Thinking (AT) is a practice approach which was first developed by Colin Falconerⁱ, in 2011, when part of the UK youth charity, The Foyer Federation. It represents a shift in the way we think about and respond to people experiencing disadvantage. It challenges us to move away from a deficit, disadvantaged or problem-focused lens and recognise that all people have a vital contribution to make to the social, cultural and economic life of our communities and society.

Advantaged Thinking offers an alternative approach, one where we seek to invest in people's abilities and strengths as a focus for growth and development and not simply the problems which are often used to define them. It is not just a strengths-based approach; it also recognises structural inequalities and works at both an individual and societal level to promote change.

As a primary goal, Advantaged Thinking seeks to reframe how the government and community sectors invest in people, and how employers and the community see people and their capacity to contribute. It calls upon us to re-direct investment into building the abilities of individuals and communities, thus enabling them for both personal and societal good.

Theoretical Underpinnings

Advantaged Thinking draws upon a number of ideas and frameworks that have informed the development of the approach including: Inclusive growthⁱⁱ, Asset-based Community Developmentⁱⁱⁱ, the Capabilities Approach^{iv} and Social Capital^v.

The Research and Policy Centre at the Brotherhood of St Laurence^{vi}, in collaboration with Melbourne University, has invested heavily in this approach. Research teams have documented the theoretical background and continue to evaluate a number of employment, education and accommodation programs that utilise Advantaged Thinking in service delivery and development.

What it does?

It is essential to an Advantaged Thinking vision that we hold and promote high aspirations in people's potential. This strength of belief is likely to be reflected in how people are 'talked about', 'understood' and 'invested in', as well as how supports 'work with' their participants and staff.

The language used to describe disadvantage often has negative associations. Frequently it is taken on by individuals and communities but it can also influence the culture of organisations providing supports. Consequently, organisations that deal with those experiencing disadvantage will often find positive beliefs in individuals and communities challenged. Noel Pearson, an Aboriginal leader, perhaps best captured this when he identified the 'soft bigotry of low expectations' that often influences how we view others. It is the role of Advantaged Thinking to develop and sustain positive beliefs in these contexts.

How it will Shape and Inform our Practice?

The Northside Partnership is beginning the journey to becoming an "Advantaged Thinking" organisation. In keeping with the principle of developing more integrated services, the Advantaged Thinking approach will consolidate our existing work and provide us with a common practice framework that will build on the skills, values, ethos, practice approaches and assets within the organisation.

Committing to becoming an Advantaged Thinking organisation will involve all areas of Northside Partnership from Human Resource Management, Finance, Operations, Quality Assurance, Communications and Governance and will nurture a positive and integrated team culture and work practices. It will help us align our mission and values into a practice approach that informs all policies, procedures, processes, communications material and interactions with participants. It will also shape the design and development of new programmes and how we arrange our offices to ensure participants feel welcome and supported.

Core to Advantaged Thinking is the coaching and mentoring of staff and participants. The coaching approach is an innovative model of working with people. Relational, solution focused and goal oriented in design, it aims to support people to become independent yet connected adults. In particular, the coaching approach aims to build people's personal and social capabilities, as well as those that foster agency through the use of evidence-informed tools and techniques. By adopting coaching rather than a case management approach to our work with people, we are making a direct investment in their individual talents and skills.

'The soft bigotry of low expectations'

Noel Pearson, Australian lawyer, academic and land rights activist



NORTHSIDE PARTNERSHIP VISION, MISSION & VALUES

Vision

Our vision is to contribute to the building of a more equitable society in which individuals have opportunities to express their skills, talents and abilities through social, cultural and economic life.

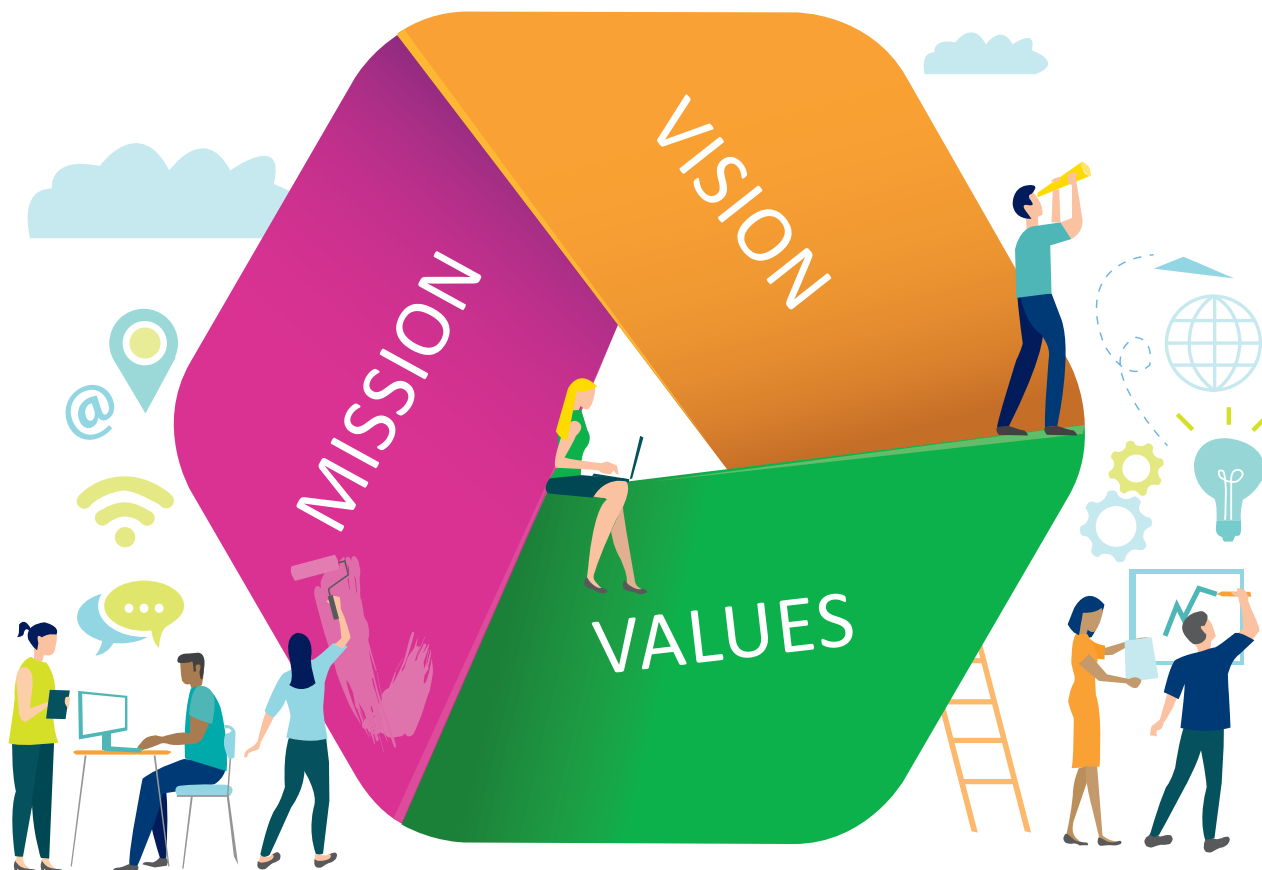
Mission

Working in partnership with individuals, communities, the state and private sector, our mission is to research, design, develop and implement innovative and high-quality programmes to drive positive change.

Values

We provide integrated supports that are guided by the following values:

- We lead by example in promoting a culture of dignity and respect with a generosity of spirit
- Working in partnership, we deliver and advocate for quality services
- We are accountable to the individuals and communities we serve and our funders



Practice Principles

In reviewing our values, we have developed a comprehensive set of practice principles that guide and inform our work and help us in living our values

Advantaged Thinking

We believe that all individuals have abilities in the form of talents, gifts and strengths; and that by identifying and investing in them we can promote personal growth and development and lever their potential for individual and societal good.

We commit to making a positive investment in people to develop their strengths and assets and to invest in creating opportunities in the areas of personal development, lifelong learning, employment, health and wellbeing, family and community.

Community

We believe that community, both in terms of place and interest, is a natural forum for human development. We value strong communities that support and nurture human development. We believe that community is a key component of civil society and has a central role in a healthy democracy.

Equality & Equity

We believe in a just and equitable society where each individual has the opportunity to reach their full potential. We believe that all individuals have rights and responsibilities.

Empowerment and Wellbeing

We believe that empowerment of both individuals and communities is key to building a just and equitable society. We recognise the importance of both individual and community wellbeing as a key component of quality of life.

Education (Education First)

We believe that education and lifelong learning are critical to one's life chances and opportunities. We believe that families and communities play a key role in the education and nurturing of individuals in their development. We believe that everyone has something positive that they can contribute to society and the learning environment.

Diversity

We believe that diversity, in all its forms, makes a significant contribution to Irish society and the communities with whom we work.

Participation and Engagement

We believe that employment or participation in meaningful activity is necessary for wellbeing and for an individual to reach their full potential and contribute to society.

Ethics and Accountability

We acknowledge our responsibility to be effective in our work and to be accountable to the individuals and communities with whom we work and wider society.

Communication

We believe that honest, effective communication is critical to our work and in understanding key issues affecting local communities. We believe that individuals and communities need accurate and relevant information to make good decisions.

Collaboration & Partnership

We believe that by working in partnership we can maximise the benefits to the individuals, families and communities with whom we work. We believe that co-ordination of service delivery at local level is critical to bring about improved life chances for individuals, families and communities.

Environment and Sustainability^{vii}

We believe that the environmental resources essential to the well-being and future of those we serve are scarce, valuable and under significant stress. We believe that we have a responsibility to promote the conservation of those resources in all our activities and to maximise the capacity and resilience of the communities with whom we work. We believe that solutions to the challenges faced in our communities must be sustainable from both a human and natural resource perspective.



STRATEGIC LINKAGES

Local Economic and Community Plan

Operating within a local and regional context, the work of Northside Partnership is informed by the work of the Dublin City Local and Community Development Committee (LCDC). Established in July 2014, the LCDC is made up of representatives from Dublin City Council, other State agencies and social and economic partners. The key functions of the LCDC include:

- The preparation and implementation of the community element of the Dublin City Local Economic and Community Plan 2016 – 2021
- Bringing a more joined-up approach to local and community development activity in the city
- Co-ordinating and monitoring the Social Inclusion and Community Activation Programme (SICAP).



Each objective outlined under Goal 1 of this strategy is aligned with one of the 12 higher level goals identified in the Dublin City Local Economic and Community Plan 2016-2022. For more information on the LECP goals, please visit: <http://www.dublincity.ie/LECP>

United Nations Sustainable Development Goals

In operating in a global context, Northside Partnership has committed to aligning its objectives, where possible, with the United Nations (UN) Sustainable Development Goals.

The United Nations Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. For more information on the UN Sustainable Development Goals, please visit: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>



Challenger Programme visit to Glasnevin Cemetery



Smart Study Skills & Education Fair



Challenger Programme graduation in DCU



Challenger Programme visit to Viking Splash & Lilliput Adventure Centre



NORTHSIDE PARTNERSHIP

GOALS AND OBJECTIVES 2019 - 2023

Goal 1 Investing in People, Investing in Communities

Ensure the individuals and communities we work with, and in particular those most at risk of poverty and disadvantage, have enhanced opportunities to achieve their potential in the areas of social, economic, and cultural life and can contribute to building a better society by developing:



OBJECTIVE 1.1

An Advantaged Thinking (AT) Program Framework -

Embed Advantaged Thinking across all Northside Partnership programmes and activities by implementing the AT Framework.

Linked to LCEP Goals 1 and 2. Linked to UN Sustainable Development Goals 16 and 17.



OBJECTIVE 1.2

A Community Development Offer -

Implementing quality programmes to support Local Community Groups in achieving their social purpose and in creating opportunities for individuals to participate in the economic, social and cultural life of the community.

Linked to LCEP Goals 1, 2, 4, 5, 8 and 11. Linked to UN Sustainable Development Goals 3, 4, 5, 10, 11, 16 and 17.



OBJECTIVE 1.3

A Personal and Family Centred Offer -

Implementing programmes that provide opportunities for personal development and initiatives that focus on building the strength of families.

Linked to LCEP Goals 1, 2, 8 and 11. Linked to UN Sustainable Development Goals 1, 3, 4, 5, 10, 16 and 17.



OBJECTIVE 1.4

An Education and Training Offer -

Implementing quality programmes to ensure individuals have enhanced opportunities for lifelong learning.

Linked to LCEP Goals 2, 7, and 8. Linked to UN Sustainable Development Goals 4, 5 and 8.



OBJECTIVE 1.5

An Employment and Enterprise Offer -

Implementing quality programmes to assist individuals in achieving sustainable economic independence through employment and self-employment options.

Linked to LCEP Goals 2, 7, and 9. Linked to UN Sustainable Development Goals 1, 2, 8 and 10.



OBJECTIVE 1.6

A Social Enterprise Development Offer -

Building up expertise to support existing social enterprises and exploring the scope for other groups to move to this space.

Linked to LCEP Goals 2, 5, 7, and 9. Linked to UN Sustainable Development Goals 8, 9, 11 and 12.



OBJECTIVE 1.7

A Health and Wellbeing Offer -

Implementing accessible programmes for individuals to action their health and wellbeing goals.

Linked to LCEP Goals 1, 2, 5, and 10. Linked to UN Sustainable Development Goals 1, 2, 3 and 4.



OBJECTIVE 1.8

A Connections Offer -

Implementing quality programmes to promote/support participation in the economic, social and cultural life of the community.

Linked to LCEP Goals 1, 2, and 8. Linked to UN Sustainable Development Goals 3, 5, 8, and 10.



OBJECTIVE 1.9

An Advocacy and Campaign strategy -

In recognising structural barriers to economic, social and cultural participation, we will work with others through advocacy and campaigns to help build a more equal society in which all citizens can achieve their full potential.

Linked to LCEP Goals 1 and 2. Linked to UN Sustainable Development Goals 16 and 17.

Goal 2

Investing in our People



Ensure our Staff have the behaviours, skills, capabilities and resources to deliver Northside Partnership's Vision, Mission, Values and Goals by:

OBJECTIVE 2.1

Implement the Advantaged Thinking practice framework across all Northside Partnership HR practices, policies and procedures and embed in the organisational culture.

OBJECTIVE 2.2

Attract and retain Staff that are committed to Northside Partnership's Vision, Mission, Values and Goals.

OBJECTIVE 2.3

Ensuring employee participation in the planning, design and implementation of quality programmes.

OBJECTIVE 2.4

Ensuring all Staff have clear key performance indicators and can connect their work to Northside Partnership's Vision, Mission and Goals.

OBJECTIVE 2.5

Developing a Community of Practice (COP) to support the implementation of Advantaged Thinking and the sharing of best practice and collaborative learning amongst Staff.

OBJECTIVE 2.6

Providing training and development opportunities for Staff that are aligned with Northside Partnership's Vision, Mission and Values and Advantaged Thinking practice framework.

Linked to LCEP Goals 2 and 12. Linked to UN Sustainable Development Goals 5, 8, 9, 16 and 17.

Goal 3

Governance & Finance



In acknowledging the trust placed in us by our funders, donors and the communities we serve, we will work to ensure excellence in the areas of Governance, transparency and accountability and the management of the resources entrusted to us by:

OBJECTIVE 3.1

Ensuring a knowledgeable, informed and committed Board is in place to oversee the Vision, Mission and Values of Northside Partnership.

OBJECTIVE 3.2

Ensuring compliance with Charities Regulator and Companies Registration Office (CRO) regulatory requirements and completing the Governance Code journey.

OBJECTIVE 3.3

Maintaining excellence in the management of public and philanthropic funding and resources.

OBJECTIVE 3.4

Implementing best practice in financial management and oversight.

OBJECTIVE 3.5

Ensuring compliance with programme criteria and financial guidelines.

Linked to LCEP Goals 2 and 12. Linked to UN Sustainable Development Goals 10, 16 and 17.

Goal 4

Quality Assurance



In acknowledging the changing landscape within which Northside Partnership operates and in valuing the importance of quality service and programme delivery, we are committed to enhancing organisational effectiveness and reducing duplication of effort by:

OBJECTIVE 4.1

Establishing a culture focused on quality and continuous improvement.

OBJECTIVE 4.2

Benchmarking our practices against recognised standards and achieving an independent quality assurance mark (Q-Mark).

OBJECTIVE 4.3

Investing in systems, processes and procedures to enhance organisational effectiveness and reduce duplication of effort.

Linked to LCEP Goals 2 and 12. Linked to UN Sustainable Development Goals 9, 10, 12, 13, 16 & 17.










Key Performance Indicators

Under each objective, specific operational plans, with key performance indicators, are set out on an annual basis. These plans highlight how each programme area and staff member contributes to the specific goal and overall work of Northside Partnership in achieving its social purpose.



NORTHSIDE PARTNERSHIP SERVICES AT A GLANCE



Community Development Offer	Personal & Family Centred Offer	Education & Training Offer	Employment & Enterprise Offer	Social Enterprise Development Offer	Health & Wellbeing Offer	Connections Offer	Advantaged Thinking (AT) Program Framework
One-to-one Local Community Group (LCG) Developmental Supports – Action planning	Preparing for Life Home Mentoring Programme	One to One Education Guidance	Skills Audits – identifying capabilities and motivation Career Guidance Supports	Bespoke mentoring	Healthy Food Made Easy	Enterprise Networking	<p>Advantaged Thinking will influence how we:</p> <ul style="list-style-type: none"> • Design our offices spaces • Recruit, train and work with teams • Work with participants and the community • Design our programmes • Promote our work • Construct our funding proposals • Write our reports • Influence external policy and practice. 
Bespoke one-to-one Mentoring for Community Leaders	Ante-Natal Education	Partnership 3rd Level Fund	Local Employment Supports	Technical supports: • Finance • HR • Business Planning	Smoking Cessation We Can Quit	Northside Community Forum Local Community Group Networking	
Community Grantwriter – assistance in preparing grant applications	Breastfeeding support	Education Scholarship Fund	Training Opportunities – Mediator Fund		STEPS Personal Effectiveness Programme	Northside Education Support Network (NESN)	
LCG Training / Capacity Building Governance/Stewardship Charities Code	Baby Massage	Communiversities – Third Level taster courses in the community	Jobs Club – Employment training		Stress Control	Traveller Education Support Network (TEN)	
LCG Payroll Supports	Triple P Parenting Training	Challenger Programme (6th class to 6th year)	Tús Community Work Placement Programme			Apprenticeship Fair	
LCG HR Management Supports	Circle of Security Parenting Training	Young Community Leaders	Start Your Own Business Guidance			Education Fair	
Leadership Development and Training (Community of Practice)	Play Therapy	STEPS Personal Effectiveness Programme	Start Your Own Business Bootcamp			Strengthening the Foundations of Learning Network (SFL)	
Strengthening the Foundations of Learning (SFL) Specialist Early Year Supports for Early Years settings	Family Hubs Training Supports	Strengthening the Foundations of Learning (SFL) Specialist Early Year Supports for staff working in Early Years settings	Start Your Own Business Training			Infant Mental Health Network	
Infant Mental Health	Strengthening the Foundations of Learning (SFL) Specialist Early Year Supports for Early Years settings	Infant Mental Health	Start Your Own Business Mentoring				
		PAX Good Behaviour Game for Primary Schools	Back to Work Enterprise Allowance Supports				
Horticulture Team		Horticulture Team	Horticulture Team		Horticulture Team		<p>Advocacy & Campaign Strategy</p> <p>Through social media and other forms of communication Northside Partnership will continue to promote and engage in discourse on the key factors and challenges impacting upon poverty and social exclusion.</p> 
Tús Community Work Placement Supports		Labour Market Inclusion Programme	STEPS Personal Effectiveness Programme				
STEPS Personal Effectiveness Programme		Ability Programme in Partnership with Not So Different					
National Traveller - Roma Integration Strategy (NTRIS) Outreach education supports		National Traveller - Roma Integration Strategy (NTRIS) Outreach education supports					
							

A number of supports available through Northside Partnership work across a range of service offerings. These are colour coded in the table above.

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D01 X5H0
Tel: 01 876 4610



Image courtesy of Google maps

ENDNOTES

ⁱ Colin Falconer was the Director of Innovation at the Foyer Federation in the UK and currently works as an independent consultant implementing and designing asset based approaches to organisational development <http://www.inspirechilli.com/>

ii Proponents of an ‘inclusive growth’ approach argue that social inequality not only creates individual and social costs – thereby ‘breeding social resentment and political instability by stifling [some people’s economic] mobility’ – but, importantly, that inequality ‘also [has] negative impacts on economic performance’. In short, they argue that economic growth, social development and inclusion should go hand in hand, as strong social foundations underpinning a robust economy and promote individual wellbeing and economic growth.

P. Smyth 2011, 'Inclusive growth: The New Action Imperative', *Brotherhood Comment*: April 2011, BSL, Melbourne.

- iii Asset-based Community Development builds on the assets that are found in the community and mobilises individuals, associations, and institutions to come together to realise and develop their strengths.

Kretzmann, John; McKnight, John (1993). *Building Communities From the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets* (3rd Ed.). Chicago, IL: ACTA Publications

- iv Policy and programmatic sectors are increasingly looking to the capabilities approach as a way of providing more productive and effective responses to address complex social issues. Developed almost 20 years ago by Amartya Sen (1999) and Martha Nussbaum (2000), the approach identifies and 'valorises' people's fundamental capabilities; put simply, it is an approach that focuses on what people can be, rather than on their limitations or problems.

A. Sen 1999, *Development as Freedom*, Oxford University Press, Oxford, p. 87 as cited in S. Deneulin & L. Shahani (eds) 2009, *An Introduction to the Human Development and Capability Approach*, Earthscan, IDRC, Ottawa.

M. Nussbaum 2011, *Creating Capabilities: The Human Development Approach*, Belknap Press, Cambridge MA.

v Social capital is a concept with many definitions although its fundamental tenet is that social networks have value. Putnam defined social capital in regard to community connectedness, as 'social networks and the norms of reciprocity and trustworthiness that arise from them'. Falconer 2009, op. cit. draws on R. D. Putnam 2000, *Bowling Alone: The Collapse and Revival of American Community*, Simon & Schuster, New York; R. S. Sobel 2007, *Unleashing Capitalism: Why Prosperity Stops at the West Virginia Border and How to Fix It*, Center for Economic Growth, The Public Policy Foundation of West Virginia, Morgantown WV; R. Gittel & A. Vidal 1998, *Community Organizing: Building Social Capital as a Development Strategy*, Sage Publications, Thousand Oaks, CA.

vi The Brotherhood of St Laurence is a community organisation that works to prevent and alleviate poverty across Australia. For several years now, the BSL has been developing, evaluating and testing a different approach to working with young people experiencing disadvantage across a number of settings including employment, education and housing. Advantaged Thinking is at the core of all of these programmes and Northside Partnership collaborates with, and draws upon the generosity of the BSL who share their resources with us.

vii Sustainability is defined as 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (United Nations, 1987)