



Northside Partnership

Where Opportunity Meets Community

Northside Partnership Annual Report 2019





Northside
Partnership

“It is great to meet so many people who willingly share their wisdom and expertise. The Jobs Club Team understand the world of being with or without work and how best to cross that bridge to your dream job.”

(Jobs Club participant)





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 innovation 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*



Northside Partnership CLG Administrative Details

For the financial year ended 31st of December 2019

Board Members

Nessan Vaughan (Chairperson)
Rose Wall (Vice Chairperson)
Mary Hickie (resigned 19 December 2019)
Larry O'Toole
Cristina Santamaria
David Dinnigan (resigned 18 July 2019)
Deirdre Smyth
Alison Gilliland
Patrick Bolger
Suzanne O'Hara (resigned 31 January 2019)
Maria Jackson
Deborah Morgans
Thomas Ryan (resigned 3 October 2019)
Louise McGuirk Farrell
Jason Keegan (appointed 30 January 2020)
Darren Boyd (appointed 30 January 2020)

Company registered number

189288

Charity registered number

CRA Number 20029524
CHY Number 11084

Company Registered Office

Coolock Development Centre, Bunratty Drive, Coolock, Dublin 17

Chief Executive Officer

Paul Rogers

Company Secretary

Pamela Meates

Independent auditors

Grant Thornton, Mill House, Henry Street, Limerick

Bankers

Bank of Ireland, 60 Malahide Road, Coolock, Dublin 5

Solicitors

Martina Ryan & Co Solicitors, 145 Navan Road, Dublin 7



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Company registered number	0
Charity registered number	0
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Glossary of Terms

<i>Academy of Aviation</i>	<i>(AOA)</i>
<i>Area Based Childhood Programme</i>	<i>(ABC)</i>
<i>Advantaged Thinking</i>	<i>(AT)</i>
<i>Bachelor of Arts</i>	<i>(BA)</i>
<i>Back to Work Enterprise Allowance</i>	<i>(BTWEA)</i>
<i>Charities Regulator</i>	<i>(CRA)</i>
<i>Chief Executive Officer</i>	<i>(CEO)</i>
<i>City of Dublin Education and Training Board</i>	<i>(CDETb)</i>
<i>City of Dublin Youth Board</i>	<i>(CDYSB)</i>
<i>Community of Practice</i>	<i>(COP)</i>
<i>Companies Registration Office</i>	<i>(CRO)</i>
<i>Company Limited by Guarantee</i>	<i>(CLG)</i>
<i>Curriculum Vitae</i>	<i>(CV)</i>
<i>Dalsey, Hillblom and Lynn</i>	<i>(DHL)</i>
<i>Department of Employment Affairs and Social Protection</i>	<i>(DEASP)</i>
<i>Department of Children and Youth Affairs</i>	<i>(DCYA)</i>
<i>Department of Rural and Community Development</i>	<i>(DRCD)</i>
<i>Department of Social Protection</i>	<i>(DSP)</i>
<i>Dublin Airport Authority</i>	<i>(DAA)</i>
<i>Dublin City Council</i>	<i>(DCC)</i>
<i>Dublin City University</i>	<i>(DCU)</i>
<i>Dublin Institute of Technology</i>	<i>(DIT)</i>
<i>Electricity Supply Board</i>	<i>(ESB)</i>
<i>European Social Fund</i>	<i>(ESF)</i>
<i>European Union</i>	<i>(EU)</i>
<i>Excellence Ireland Quality Association</i>	<i>(EIQA)</i>
<i>Financial Reporting Standards</i>	<i>(FRS)</i>
<i>Gaelic Athletic Association</i>	<i>(GAA)</i>
<i>General Data Protection Regulations</i>	<i>(GDPR)</i>
<i>Health Service Executive</i>	<i>(HSE)</i>
<i>Healthy Food Made Easy</i>	<i>(HFME)</i>
<i>Human Resources</i>	<i>(HR)</i>
<i>Infant Mental Health Network</i>	<i>(IMH)</i>
<i>Information Technology</i>	<i>(IT)</i>
<i>Institute of Technology Blanchardstown</i>	<i>(ITB)</i>
<i>Interoperable, Reliable, Intuitive, and Scalable</i>	<i>(IRIS)</i>
<i>Irish Business and Employers Confederation</i>	<i>(IBEC)</i>
<i>Key Performance Indicators</i>	<i>(KPI)</i>
<i>Labour Inclusion Programme</i>	<i>(LIP)</i>
<i>Local Cultural Education Partnerships</i>	<i>(LCEP)</i>
<i>Learning and Innovation Centre</i>	<i>(LINC)</i>
<i>Local Drug Task Force</i>	<i>(LDTF)</i>
<i>Local Employment Services</i>	<i>(LES)</i>
<i>Money Advice and Budgeting Service</i>	<i>(MABS)</i>
<i>Northside Education Support Network</i>	<i>(NESN)</i>
<i>Northside Partnership</i>	<i>(NSP)</i>
<i>Post Graduate Master's in Education</i>	<i>(PME)</i>



Preparing for Life
Prevention & Early Intervention Network
Public Participation Network
Social Inclusion Community Activation Programme
Quality and Qualifications Ireland
Statement of Recommended Practice
Strengthening Foundations of Learning
Student Universal Support Ireland
Supporting Traveller and Roma
Teachta Dála
Think Tank for Action on Social Change
United Nations

(PFL)
(PEIN)
(PPN)
(SICAP)
(QQI)
(SORP)
(SFL)
(SUSI)
(STAR)
(TD)
(TASC)
(UN)



1.0 Chairperson's Address

As Chairperson of Northside Partnership it is my privilege to present our 2019 annual report. As we look back over the year it was one in which considerable progress was made across a number of areas; each essential to the continued growth and development of Northside Partnership.

One of the key achievements of 2019 was the launch of our five-year strategy statement by the then Minister for Communications, Climate Change and the Environment Richard Bruton TD. Launched in September and entitled '*Where Opportunity Meets Community*' the statement set out four primary goals, each with specific objectives, to guide and inform our work in the coming years.

Goal 1 – Investing in People, Investing in Communities

Goal 2 – Investing in Our People

Goal 3 – Governance and Finance

Goal 4 – Quality Assurance

This Annual Report is the first report on our progress in delivering upon our strategy and outlines some of our key achievements.

In implementing Goal 1 of our strategy, we were able to expand our range of services and offerings and provide new opportunities for members of our community. New programmes such as our Careers in Mind (CIM) initiative which aims to support women returning to the workforce, or our Supporting Traveller and Roma (STAR) team which works with Traveller and Roma families across the North Dublin city area in promoting and sustaining participation in education. We also developed a new programme, Money Made Sense, in collaboration with TASC, JP Morgan and the Money Advice and Budgeting Service (MABS) to help people better manage their money.

Under Goal 2, Investing in Our People, we progressed in implementing our Advantaged Thinking practice framework across all aspects of our HR systems and processes, and took our first steps in developing a coaching culture to support staff in their development and growth.

Central to our strategy is our values and practice principals and our commitment to becoming exemplars in governance, the administration of public and philanthropic funding, transparency and quality assurance. In expressing our commitment, the Board undertook a full review of our governance structures, systems and processes with the assistance of David Duffy of the Governance Company. This process led to the development of our Corporate Governance Handbook which was approved by the Board in April 2020. Furthermore, in achieving the Excellence Ireland Quality Association (EIQA) Q-Mark for Quality Management Systems level 1 award in 2018, I am happy to report that we improved on our performance and were awarded a level 2 award in December 2019.

In 2019 Northside Partnership committed to achieving the Charities Statement of Recommended Practice (SORP) in reporting on its year-end financial statements. The Charities SORP requires a far greater level of information and disclosures in an organisation's financial statements in order to provide transparency and accountability, and I am delighted to report that our 2019 financial statements are now SORP compliant.

These achievements are a testament to the Board and staff who have worked incredibly hard throughout 2019. Their dedication has seen the continuity of services as we navigated the impact of the Covid-19 pandemic while maintaining our focus on delivering essential services and supports to those most at risk of poverty and social exclusion.

Nessan Vaughan (Chairperson)



2.0 Directors Annual Report

For the Financial Year Ended 31 December 2019

The Directors (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Northside Partnership CLG (the charity) for the financial year ended 31 December 2019.

The Directors confirm that the annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of accounting and reporting by charities: statement of recommended practice (SORP) applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102) (Effective 1st January 2015).

2.1 Objectives and Activities

Principal Activities

Northside Partnership CLG is a local development company working with local people, representatives from communities, the state, employers, trade unions and elected representatives. It is a company limited by guarantee (CLG), with charitable status and is governed by a multi-sectoral voluntary Board of Directors comprising representatives of 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.

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.

The principal activity of the company is to work to improve the opportunities for people and communities in north east Dublin to bring about positive changes in their own lives and in their community focusing on the areas of Dublin 3, 5, 13 and 17.

Northside Partnership offers a range of programmes and services to support individuals, local organisations, groups, and communities in the areas where we work.

Northside Partnership support all people and groups in our community including people looking for work, students, people starting their own business, children and families, young people, older people, parents and guardians, and childcare providers.

The main object of the Company is to promote, support, assist and engage in (a) social development, (b) enterprise development (c) urban regeneration or (d) community development, designed to benefit and promote the welfare of local communities or to deal with the causes and consequences of social and economic disadvantage or poverty.



2.2 Vision, Mission & Values

Northside Partnership Vision

Northside Partnership's 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.

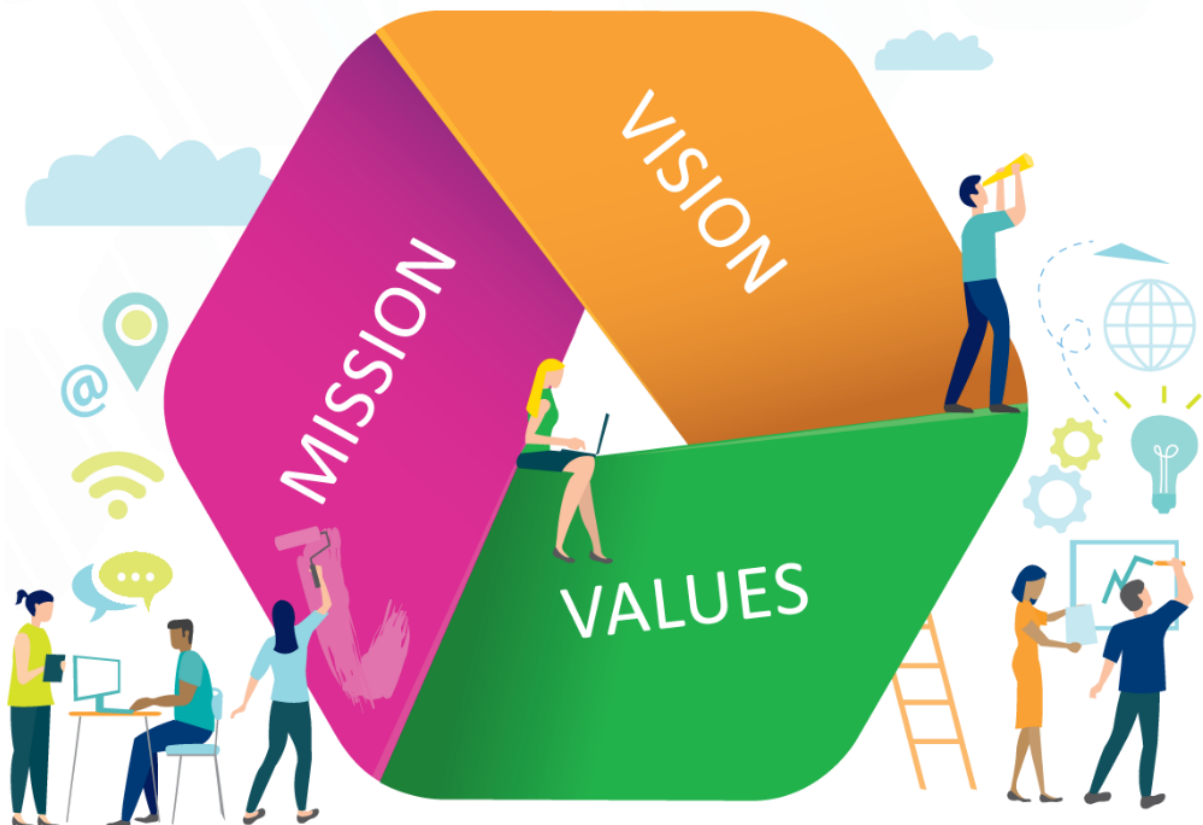
Northside Partnership Mission

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

Northside Partnership Values

Northside Partnership 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



Where Opportunity Meets Community



2.3 Strategy Statement 2019 - 2023

In developing the company strategy, Northside Partnership consulted with a broad range of stakeholders to develop a community led local development strategy to identify 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.

The Goals and Objectives set out in the strategy reflect the company's 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.

Overall responsibility for the strategic development of Northside Partnership lies with the Board of Directors. Responsibility for managing implementation and meeting the Company objectives is delegated to an executive team and implemented through teams working across focused development programmes, projects, and initiatives.

2.4 Practice Principles

In reviewing Northside Partnership's values, a comprehensive set of practice principles that guide and inform our work and help us in living our values was developed.

- **Advantaged Thinking**

Northside Partnership 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. Northside Partnership 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**

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

- **Equality & Equity**

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

- **Empowerment and Wellbeing**

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

- **Education (Education First)**

Northside Partnership 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. Northside Partnership believe



that everyone has something positive that they can contribute to society and the learning environment.

- **Diversity**
Northside Partnership believe that diversity, in all its forms, makes a significant contribution to Irish society and the communities with whom we work.
- **Participation and Engagement**
Northside Partnership 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**
Northside Partnership 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**
Northside Partnership believe that honest, effective communication is critical to our work and in understanding key issues affecting local communities. Northside Partnership believe that individuals and communities need accurate and relevant information to make good decisions.
- **Collaboration & Partnership**
Northside Partnership believe that by working in partnership we can maximise the benefits to the individuals, families and communities with whom we work. Northside Partnership 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**
Northside Partnership believe that the environmental resources essential to the well-being and future of those we serve are scarce, valuable and under significant stress. Northside Partnership 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. Northside Partnership believe that solutions to the challenges faced in our communities must be sustainable from both a human and natural resource perspective.



2.5 Strategic Goals and Objectives

Goal 1	Goal 2	Goal 3	Goal 4
Investing in People, Investing in Communities Northside Partnership 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:	Investing in Our People Northside Partnership ensure our Staff have the behaviours, skills, capabilities and resources to deliver Northside Partnership's Vision, Mission, Values and Goals by:	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:	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 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 2.1 Implement the Advantaged Thinking practice framework across all Northside Partnership HR practices, policies and procedures and embed in the organisational culture.	Objective 3.1 Ensuring a knowledgeable, informed and committed Board is in place to oversee the Vision, Mission and Values of Northside Partnership.	Objective 4.1 Establishing a culture focused on quality and continuous improvement.
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. <i>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.</i>	Objective 2.2 Attract and retain Staff that are committed to Northside Partnership's Vision, Mission, Values and Goals.	Objective 3.2 Ensuring compliance with Charities Regulator and Companies Registration Office (CRO) regulatory requirements and completing the Governance Code journey.	Objective 4.2 Benchmarking our practices against recognised standards and achieving an independent quality assurance mark (Q-Mark).
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. <i>Linked to LCEP Goals 1, 2, 8 and 11. Linked to UN Sustainable Development Goals 1, 3, 4, 5, 10, 16 and 17.</i>	Objective 2.3 Ensuring employee participation in the planning, design and implementation of quality programmes.	Objective 3.3 Maintaining excellence in the management of public and philanthropic funding and resources.	Objective 4.3 Investing in systems, processes and procedures to enhance organisational effectiveness and reduce duplication of effort. <i>Linked to LCEP Goals 2 and 12. Linked to UN Sustainable Development Goals 9, 10, 12, 13, 16 & 17.</i>

Where Opportunity Meets Community



Goal 1	Goal 2	Goal 3	Goal 4
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 2.4 Ensuring all Staff have clear key performance indicators and can connect their work to Northside Partnership's Vision, Mission and Goals.	Objective 3.4 Implementing best practice in financial management and oversight.	
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. <i>Linked to LCEP Goals 2, 7, and 9. Linked to UN Sustainable Development Goals 1, 2, 8 and 10</i>	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 3.5 Ensuring compliance with programme criteria and financial guidelines. <i>Linked to LCEP Goals 2 and 12. Linked to UN Sustainable Development Goals 10, 16 and 17.</i>	
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. <i>Linked to LCEP Goals 2, 5, 7, and 9. Linked to UN Sustainable Development Goals 8, 9, 11 and 12.</i>	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. <i>Linked to LCEP Goals 2 and 12. Linked to UN Sustainable Development Goals 5, 8, 9, 16 and 17.</i>		
Objective 1.7 A Health and Wellbeing Offer - Implementing accessible programmes for individuals to action their health and wellbeing goals. <i>Linked to LCEP Goals 1, 2, 5, and 10. Linked to UN Sustainable Development Goals 1, 2, 3 and 4.</i>			

Where Opportunity Meets Community



Goal 1	Goal 2	Goal 3	Goal 4
Objective 1.8 A Connections Offer - Implementing quality programmes to promote/support participation in the economic, social and cultural life of the community. <i>Linked to LCEP Goals 1, 2, and 8. Linked to UN Sustainable Development Goals 3, 5, 8, and 10.</i>			
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. <i>Linked to LCEP Goals 1 and 2. Linked to UN Sustainable Development Goals 16 and 17.</i>			



2.6 Programmes Managed and Delivered by Northside Partnership CLG

Northside Partnership CLG has responsibility for the implementation and delivery of the following programmes and projects that contribute to the achievement of our Goals and Objectives:

Programme/Project	Funding Authority
Social Inclusion Community Activation programme (SICAP)	Dept. Rural and Community Development (DRCD)
Local Employment Services	Dept. of Employment Affairs and Social Protection (DEASP)
Northside Partnership Job Club	Dept. of Employment Affairs and Social Protection (DEASP)
Tús (Community Work Placement Initiative)	Department of Employment Affairs and Social Protection (DEASP)
Healthy Food Made Easy – Section 39 Grant	Dept. of Health
Smoking Cessation Project – Section 39 Grant	Dept. of Health
LDTF Childcare Places – Section 39 Grant	Dept. of Health
Area Based Childhood – Midlands GBG	Tusla
Area Based Childhood	Tusla
Labour Inclusion Programme	Dept. of Health (CDYSB)
Challenger Programme	Dept. of Education/DRCD
Healthy Ireland Fund – Phase 2	Dept. of Health
Healthy Ireland Fund – Phase 3	Dept. of Health
We Can Quit	Irish Cancer Society
Prevention & Early Intervention Network	Katherine Howard Foundation
PFL Legacy Grant	Community Foundation of Ireland
PFL Legacy grant	Dept. of Children and Youth Affairs (DCYA)
Website Development Grant	Googlers Give Fund
Prevention & Early Intervention Network (PEIN)	Léargas
Preparing for Life - Legacy Study	Health Service Executive (HSE)
PEIN Website & Showcase Event	Dept. of Children and Youth Affairs (DCYA)
Community Outreach Lifelong Learning Hubs	DCU/Higher Education Authority
Arts Grant	Dublin City Council (DCC)
Healthy Ireland Fund – Phase 2	Dublin City Council (DCC)
Ability Programme	Department of Employment Affairs & Social Protection (DEASP)
Youth Employment Programme	Mondelez
Healthy Ireland Fund – Phase 2	Dublin City Council (DCC)
Network Support Small Grants Scheme	Dept. of Children and Youth Affairs (DCYA)
Quality and Capacity Building Initiative - Innovation Fund	Tusla
Community Water Development Fund 2018	Dept. of Housing, planning & Local Government (DHPLG)
Listen Project	Tusla
Training & Mentoring Supports for Social Enterprises	Dormant Accounts Fund (DAF)
Small Capital Grants Scheme	Dormant Accounts Fund (DAF)
Building Financial Capability in Ireland – Money Made Sense	JP Morgan Chase Foundation
Young Community Leaders	ESB Energy for Generations
Education Scholarship	ESB Energy for Generations
SICAP Video Case Study	Pobal
Healthcare Opportunities for Women – Careers in Mind	Dept. Justice & Equality (DJE)
National Traveller & Roma Inclusion Strategy – STAR Programme	Dept. Justice & Equality (DJE)



2.7 Achievements and Performance

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. This enables follow through to delivery and monitoring.

Northside Partnership CLG demonstrates, through the Board, management and employee teams, its commitment to achieving results against set targets and benchmarks with a focus on prioritising resources to progressing the identified Strategic Objectives.

Key to this commitment is the level of quality engagement with participants, funding bodies and stakeholder organisations in the design, development, communication, management and monitoring of programmes, projects and initiatives.

In 2019, Northside Partnership CLG managed and implemented a variety of different programmes, projects and initiatives in line with the company Vision and Mission, which were supported through funding from a range of different local, national and EU sources. More detail is available on the Grant Information note of the Financial Statements.

The programmes and projects delivered supported progress toward the Goals and Objectives of Northside Partnership.

Integrated Services Approach

In delivering its services and supports Northside Partnership operates an integrated, holistic service model in which the full suite of supports is available to each person subject to their needs thus enabling greater synergies across programmes, enhanced outcomes for our beneficiaries and value for money for our funders.



3.0 Impact at a Glance

This section outlines the work of Northside Partnership in 2019 and how our actions contributed toward achievement of our 2019 – 2023 Strategy Statement, *'Where Opportunity Meets Community'*. It also indicates how the suite of programmes implemented by Northside Partnership, on behalf of the state and philanthropic organisations, are delivered in a coherent and integrated way to achieve quality outcomes for the individuals and communities we serve.

3.1 Strategy Statement Goal 1 - Investing in People, Investing in Communities

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.

The following actions are delivered with the support of the Social Inclusion and Community Activation Programme (SICAP). SICAP is administered by the Dublin City Local and Community Development Committee on behalf of the Department of Rural and Community Development.

Under the Social Inclusion and Community Activation programme Northside Partnership has two specific Key Performance Indicators (KPI) relating to our work. KPI one relates to Local Community Groups and KPI two relates to our work with individuals. In 2019 our KPI 1 target was to support 50 community organisations across the Northside Partnership catchment.

The Annual target for KPI one and two was achieved and exceeded by the end of October 2019. From January 2019 a robust monitoring and data analysis process was introduced to ensure that all SICAP activity and ongoing individual engagement was timely and relevant. Quality assurance of the registration process was reviewed and improved ensuring that all relevant and accurate data was captured, with improved quality reporting within the IRIS database, and internal quality checks and audits taking place throughout 2019. This resulted in a zero-error report for the end of 2019. These processes are now embedded within the SICAP delivery for the future and additional offers will be considered where appropriate.

Table 1: Northside Partnership SICAP KPI 1 Targets for 2019

SICAP Target	Target	Actual
Northside Partnership:		
KPI 1 Local Community Groups	50	52

Consultation, planning and reviews with Local Community Groups

Northside Partnership's Local Development team met with 52 Local Community Groups (LCGs) across the year to develop a shared action plan to work with the NSP over the year. Each action plan identified specific goals and actions each group wished to achieve and how Northside Partnership could assist each group in delivering upon their plan. Action plans were reviewed mid-year and at the end of the



year. This action met the target to meet with 50 LCGs set at the beginning of the year. 16% of these groups were newly registered with Northside Partnership. The average number of interventions per group was 9.88.

"We can never thank you all enough for EVERYTHING, we really appreciate all your help. Our action plan was most definitely carried out and more. Thank you so much for the wonderful work you all do."

Quote from Local Group Supported in 2019

Northside Community Forum

Northside Partnership is the secretariat of the Northside Community Forum; a network of community and voluntary organisations which operate within the Dublin north east area. A key objective of the network is to facilitate networking and promote collaboration and interagency working. Northside Partnership works with a steering group of forum members who guide and support the work of the network and agree the structure of meetings and meeting themes. Two meetings of the forum were held in 2019. The focus of the first meeting included a presentation from Dublin City Council on the work of their community department and the Public Participation Network (PPN). The second meeting of the forum focused on migrant rights with a presentation from the Immigrant Council of Ireland. There was also an input from the Edenmore Drug Intervention Team and Kilmore West Youth Project. The meeting closed with a discussion on the impact of drugs and criminal networks across the local area. To support groups in making connections across the area the forum also held speed networking events at the meetings one of which had an input from the Artane Coolock Family Resource Centre. In total 31 of the 67 registered forum members attended Forum events in 2019. Of the 52 groups registered with Northside Partnership 48 are also members of the Forum.

Build Capacity of Local Community Groups

A key element of our strategy is to support the development and capacity building of Local Community Groups. We do this by providing training and workshops on areas identified by LCGs in helping them develop annual action plans. A primary concern of many LCG's is that of governance and compliance particularly in the areas of HR, Health and Safety etc. In 2019 Northside Partnership delivered workshops in conducting workplace investigations and hosted three sessions on the Charities Governance Code Compliance. Northside Partnership's HR manager held four workshops throughout the year and worked with eight LCG's on their HR challenges. Committee Skills, Chairperson Skills and Preparing your Staff Handbook were the workshops that were on offer in the latter part of the year. Training was well received by those that attended.

To assist in this work Northside Partnership established a panel of mentors with a broad range of skills and expertise to assist groups in their development. The panel proved to be very successful in 2019 with LCG's availing of a number of one-to-one supports in the area's governance, community planning and development and coaching. Under this action Northside Partnership exceeded its target to work with 25 LCG's, with 32 groups being supported. In addition, Northside Partnership provided payroll supports to five LCG's.

"As always Northside Partnership offer a warm welcome, a hot cup of tea and a wealth of experience".



Local Community Group CEO and Managers Community of Practice.

In supporting leadership development within Local Community Groups, Northside Partnership established a Community of Practice (COP) to assist Managers and CEOs of key organisations delivering services within the area. In keeping with our Advantaged Thinking practice framework, we recognise the value of coaching and mentoring for those in challenging roles and established the first COP in 2018 to provide peer support and promote shared learning and development. There are now two Community of Practice (COP) groups that will continue to be supported by NSP as the backbone organisation in 2020. The total number of groups supported in 2019 under this action was 15 and we exceeded our target of 12. In 2019 the COPs focused on the following topics: HR challenges, managing difficult conversations, evaluation and programme impact measurement, coaching and using advantaged thinking framework.

"NSP are amazing at providing me with opportunities to learn and develop professionally".

Pathways to Participation and Representation

Promoting engagement in decision making processes is critically important in terms of developing and sustaining democracy. Under this action we actively encourage and support local groups to engage in participative decision-making processes. During 2019 all 52 LCGs that engaged with Northside Partnership were made aware of decision - making structures such as the Public Participation Network and the Strategic Policy Committees of Dublin City Council. In 2019 NSP met with key members of the PPN oversight group to discuss ways that this network can become more visible, accessible, and relevant to LCG's. NSP worked with the Clongriffin Community Association to enable the development of their resident's association. Actions included training on committee skills, support from NSP through attendance at meetings and the development of a considered presentation to the relevant audiences about how schools in other areas of the region have built their schools to incorporate community space and involvement, and to develop a similar model that would assist them to develop a case for the incorporation of such a community space in a local school. Clongriffin Community Association presented this report and made a verbal presentation to the local DCC Area Committee on this issue in 2019.

"I am confident enough to put the skills into practice in the knowledge that I can pick up the phone if I have many / any queries".

Family Hubs initiative

One of the primary target groups of the Social Inclusion and Community Activation Programme, identified by the Dublin City Local and Community Development Committee, is families transitioning out of homelessness. In engaging with families experiencing homelessness Northside Partnership reached out to family accommodation hubs across the catchment. This included Salvation Army, Respond, and Focus Ireland. Our target of working with five hubs was achieved. While NSP had envisaged bringing the five hubs together for two networking events, it was found through consultation, that through the Dublin Region Homelessness executive that these groups meet. NSP therefore focused our work locally and held individual meetings with hub operators.

Through this consultation request for more support around education and training for residents and increased healthy food made easy initiatives were identified. Northside Partnership's Community Grant writer, in response to this, successfully applied to Dublin Bus and the Ireland Funds for additional resources to run an adapted healthy food made easy courses in the hubs, and to deliver a customised

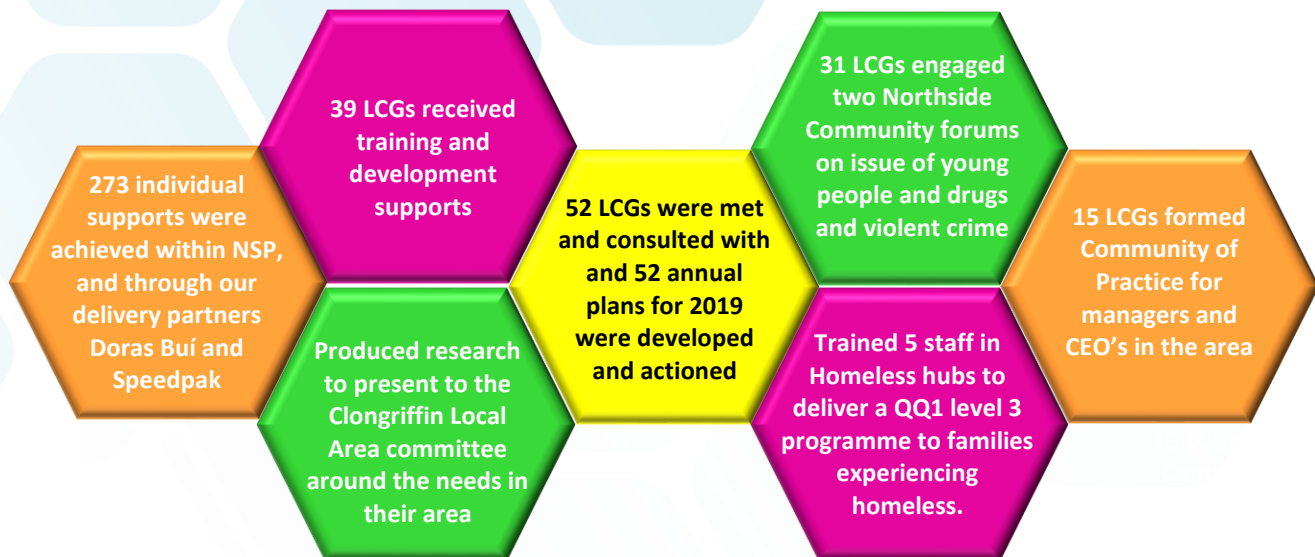
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QQI level 3 training in personal effectiveness to hubs in the area. In 2019, NSP delivered training to five staff in the Salvation Army operated hub on Greendale road in the collection of evidence and a toolkit to support the delivery of the QQ1 Level 3 Personal Effectiveness Module to residents.

STEPS for personal success training was also delivered to all staff in the Greendale Family Hub, Coolock. This training is delivered by the Pacific Institute and focuses on the development of a positive mindset, confidence building and development and working from a strength based positive framework. Delivery of the QQI Level 3 in personal effectiveness will be reported on under Goal 2.

Local Development Achievements in 2019



Local Development Challenges in 2019

Drug related violence and crime is an issue which tragically saw the loss of young lives in the area. It is also an issue that saw many residents and community organisations living and working in an environment of fear and intimidation.

Measures taken to address the issues:

Research

In exploring the impact of the drugs economy on young people and local communities Northside Partnership commissioned research with funding from Dublin City Council. The purpose of the research is to examine issues of safety and the drugs economy on our communities, from the perspective of the professional experience of community practitioners and young people in our area. Research is to commence in January 2020.

Community Engagement

Following on from a Northside Community Forum meeting whereby the issue of drug related crime was raised, Northside Partnership engaged with local youth organisations and addiction support centres to identify an area that we could focus on in response to the issues that were arising. Messaging was an area that was identified as something that could have an impact on those involved. The idea being, that in the event of an incident happening in the area that all the organisations would promote a common message offering support to those involved, making people aware that there is an option for them to get out. A series of workshops are planned for 2020 to develop this initiative further.

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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.

Preparing for Life

The following actions are delivered by our Preparing for Life team with the support of the Area Based Childhood (ABC) Programme. Each action is designed to support early childhood development and strengthening family capabilities. The ABC programme is administered by Tusla on behalf of the Department of Children and Youth Affairs.

Preparing for Life Home Visiting

During 2019, 130 families participated in our Preparing for Life Home Visiting programme. Under this programme our family mentors work alongside parents from pregnancy to when the child starts school. We visit families in their homes and give information on child development and parenting, with the aim of improving school readiness.

Antenatal Education

In addition to our home visiting programme we offer antenatal education and supports. In 2019, 85 mothers and their partners participated in Ante-Natal Classes. A number of in-home Ante-Natal classes took place with families who were vulnerable or who had additional needs.

Baby Massage

152 mothers and babies attended Baby Massage classes in 2019. All home visitors were accredited as Baby Massage facilitators allowing for an increased delivery of Baby Massage.

PEEPS

Two of our Preparing for Life team undertook accredited training to become PEEPS Parent and Baby Group facilitators. The PEEPS programme is an evidence-based programme grounded in the principles of attachment, quality interaction and child development. This will provide a structured approach to parent and baby group. Pilot programmes took place in 2019 with a view to expanding in 2020.

Triple P Parenting Programme and Circle of Security

During 2019, there were 461 attendees at various Triple P events including once-off sessions and 8-week group programmes. This is almost double the delivery in 2018. New staff have been trained and accredited as Triple P facilitators, which will greatly increase our reach in 2020. In addition, 20 parents participated in Circle of Security groups. This is an 8-week programme that seeks to improve the relationship between parent and child and build quality attachments.

Pax Good Behaviour Game

The PAX Good Behaviour Game is a classroom-based game that helps to teach children vital self-regulation skills in a fun way with immediate and future benefits. 23 teachers received PAX Good Behaviour Game Teacher Training in 2019. However, at the end of 2019 we were informed that the Department of Children and Youth Affairs had decided not to continue to fund this programme and it will no longer be possible to access this training in the future.



Infant Mental Health Network (IMH)

Throughout 2019 the IMH Network continued to meet monthly, providing training and peer support to over 40 members from a range of disciplines including Early Years, Speech and Language, Occupational Therapy, Public Health and Family Support. Participants have provided very positive feedback on how the training is improving their delivery of services to parents and children, and allow for improved collaboration across organisations.

The following action is funded by the Dublin North East Drugs and Alcohol Taskforce.

Play Therapy and Family Support

The Local Drugs Task Force provides funding to employ a play therapist who provides a number of services to children and families affected by drug and alcohol use. During 2019, our Play Therapist provided the following services:

- 276 play therapy sessions with 11 children
- Working with parent and child together we provided 34 Theraplay sessions with 1 family with highly complex needs
- Provision of Summer Camp for 42 children
- Provided Circle of Security Group Parenting Programme to two groups of parents
- Provided a crisis response service to a local childcare setting

Preparing for Life Achievements in 2019

Strategic Planning and Restructuring

2019 was a period of continued growth and development for Preparing for Life. Funding for the ABC programme stabilised as the programme was integrated into Tusla and a National Programme Lead was appointed securing the future of the programme.

In November, we launched the Age 9 follow up study with the Geary Institute, which again demonstrated the enduring legacy of the PFL programme on the children who participated. This study provided clear evidence that the children in the programme had a significant impact on their cognitive ability as well as school achievement when compared to non-participants.

The PFL team continued to grow with the addition of a Communications Officer, a Research Officer, an Early Years programme officer, and a Finance and Administrator officer.

In order to ensure effective delivery and expanded services, PFL secured a resource room in the Bell Building, which will allow for the delivery of group sessions, training, and ante-natal and baby massage.

PFL has begun updating and revising the Home Visiting Programme Manual with the Centre for Effective Services. This will include the following:

- Review of evidence and policy framework
- Guide for Managers
- Guide for Mentors
- Tools and Resources



- Evaluation Framework

This will provide a clear roadmap for communities and organisations who wish to implement PFL in their area and allow PFL to develop a social enterprise model.



Preparing for Life Challenges in 2019

Throughout the year the PFL programme was delivered in the context of an increasingly difficult environment due to violence surrounding an active feud between rival drug gangs. The team have provided support to families and to local organisations and Early Years settings to address the fear, anxiety, and stress caused by this feud. At the same time, it has been important to ensure that the team have implemented appropriate protocols and procedures to ensure their own safety, and to support their own mental health.



Objective 1.4 – An Education and Training Offer



Implementing 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.

The following actions are delivered with the support of the Social Inclusion and Community Activation Programme (SICAP). SICAP is administered by the Dublin City Local and Community Development Committee on behalf of the Department of Rural and Community Development.

Education Programmes Achievements in 2019

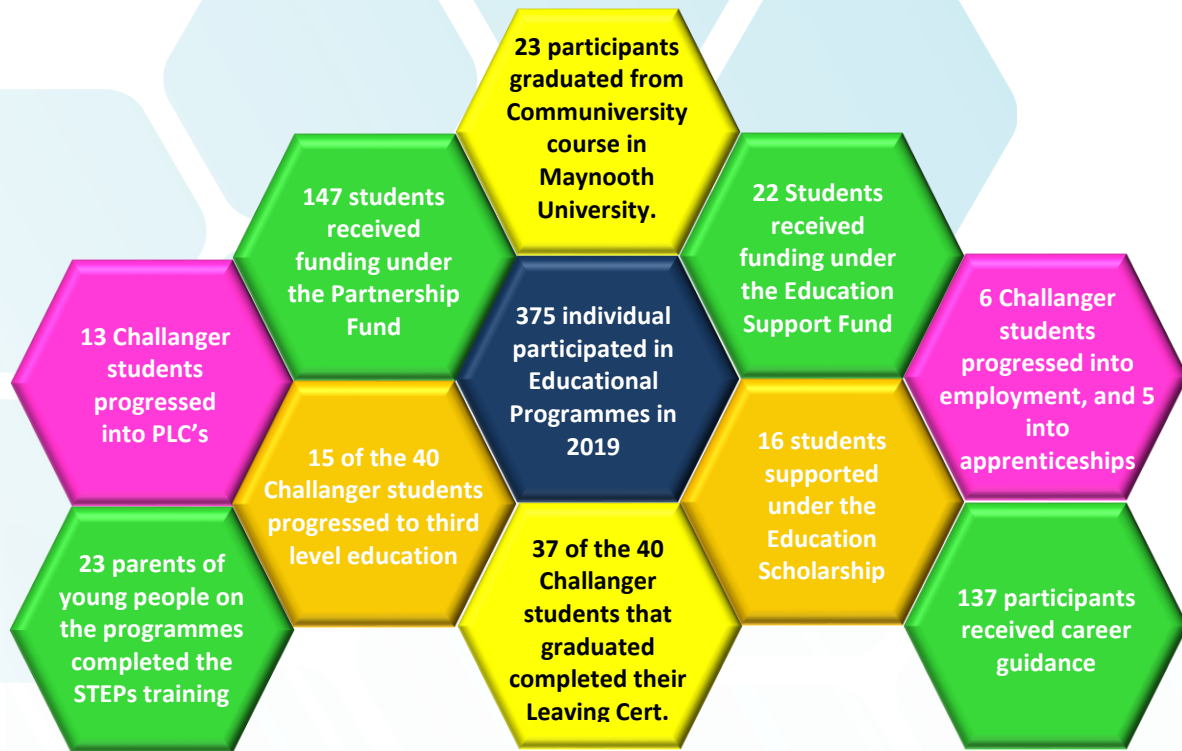
Under the Social Inclusion and Community Activation programme Northside Partnership has two specific Key Performance Indicators (KPI) relating to our work. KPI one relates to Local Community Groups and KPI two relates to our work with individuals. In 2019 our KPI 2 target was to support 842 individuals across the Northside Partnership catchment of which 375 received support under our Education and Training offers.

Table 2: Northside Partnership SICAP KPI 2 Targets 2019

SICAP Target Northside Partnership	Target	Actual
KPI 2 - Individuals	842	887

Table 3: Contribution of Northside Partnership's Education Team to SICAP KPI 2 Targets in 2019

Education Programme 2019	Participant no. 2019	Actual no. 2019
Career Guidance Service	110	137
Partnership Fund	150	147
Communiversities	20	25
Challenger Students	60	43
Challenger Parents	30	23
TOTALS	370	375



Education Fair

Our annual Education Fair took place on Thursday 17th October in Parnell's GAA Club in Coolock Village. The event was a great success with over 800 students and forty education providers attending on the day. Universities, Institutes of Technology and education support services such as SUSI and Volunteer Ireland were in attendance. In total Fifteen secondary schools from the North Dublin area attended the event where students had an opportunity to speak directly to access officers and admission staff from each education provider.



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Apprenticeship Fair

In addition to our annual Education Fair, we also held an Apprenticeship Fair to raise awareness among students of the increased career opportunities available through apprenticeships. The event was very well attended, with over 200 young people and adults getting an opportunity to talk to potential employers. With 2019 employment opportunities at an all-time high, apprentices were highly sought after by employers. Organisations that were in attendance included the Construction Industry Federation, Defence Forces, Mercury Engineering, Designer Group, Accounting Technicians Ireland, Speedpak, Dennis Mahony, Dublin Aerospace, and Jones Engineering. A number of education providers were also in attendance including: CDETB, Crumlin College of Further Education, Discovery Centre, DIT, Fast Track into Technology, ITB LINC Learning & Innovation Centre, Coláiste Dhúlaigh College of Further Education, Baldoyle Training Centre, ITB, and LINC Learning & Innovation Centre.



Education Support Fund

Northside Partnership has a number of mechanisms to support young people who wish to continue their education and progress to 3rd level. One of these mechanisms is our Education Support Fund, which was established in 2016 with the support of a philanthropic donation to Northside Partnership. In 2019 we received 28 applications for our Education Support Fund. These applications were assessed by our Education Support Committee and following the assessment process 22 students were awarded grants totalling just over €20,000. Students supported are attending a broad spectrum of courses as outlined in the table below.

Table 4: Courses Undertaken by Students Supported by NSP Education Support Fund 2019

<i>Certificate in Addiction Studies</i>	<i>Social Studies</i>
<i>BA in Early Childhood Care and Education</i>	<i>Msc Biotechnology</i>
<i>Data Networking</i>	<i>Post Grad in Scriptwriting</i>
<i>Children and General Nursing</i>	<i>Irish Studies</i>
<i>Community Development</i>	<i>Education And Training</i>
<i>Social Care Practice</i>	<i>Business Management</i>
<i>Dip in Management</i>	<i>Biology + Biomedical Science</i>
<i>Post-Primary Teacher</i>	<i>Psychology and well-being</i>
<i>Facilities Management</i>	<i>Computer Science</i>
<i>BA Multimedia Journalism</i>	<i>Psychotherapy</i>
<i>BA Joint Hons</i>	<i>Diploma in Legal Studies & Practice</i>



Education Scholarship

Our Education Scholarship fund is supported through the proceeds of our annual Golf Classic and the support of our sponsors Acumen & Trust. In the 2019/2020 academic year we had 12 applications for the Education Scholarship. In assessing applications all 12 students were interviewed and five applicants were approved for support. In addition, eleven existing students were supported in continuing their studies. A total of €30,000 euros of support comes from Northside Partnership to students who are studying outside the greater Dublin area.



The Golf Classic took place on Thursday the 23rd of May 2019 in Forest Little Golf Course. On the day over 35 teams from the business community took part and raised over €12,500 to support local students.

Northside Education Support Network (NESN)

The Northside Education Support Network was established to provide teachers working in DEIS schools within the Northside Partnership catchment with professional development opportunities. During 2019 a series of professional development workshops were held for local teachers covering subjects such as How do deal with Autism in the Classroom (Primary), How do deal with Autism in the Classroom (Secondary), Managing Challenging behaviours, Online safety for young people, Bullying Prevention & Intervention, Supporting Youth Mental Health, and Advantaged Thinking. Feedback from these workshops was extremely positive.



Each year the NESN conducts an Art Competition open to children in Primary and Post-Primary Schools within the Northside Partnership catchment. The Art Competition creates a lot of interest around local issues and in promoting awareness of biodiversity and the environment theme for the 2019 competition was *The Santry River and Life under water*. Northside Partnership received over 300 imaginative and colourful entries. The awards Ceremony was held on Thursday, 11th April 2019 in Northside Partnership's Coolock offices.

Community Lifelong Learning Hub

This action is supported by Dublin City University and the Higher Education Authority.

Our Community Lifelong Learning Hubs were established in 2017 to support young people and mature students that wished to pursue teaching as a career. The primary aim of the project is to increase the number of people from our catchment that enter the teaching profession and to provide positive role models for young people in schools across the catchment.

2019 was the second full academic year in which the Community Learning Hubs have been supporting students to progress to a career in teaching. In the 2018/19 academic year, the hubs had three Leaving Certificate students progress on to Primary School Teaching programmes in DCU. A further three students were accepted to the Post Graduate Master's in Education (PME), and for Primary Teaching in Hibernia College / DCU. One Leaving Certificate student was accepted to DCU for Secondary School Teaching. A number of students were accepted to degree programmes in Business, General Science,



Criminology, Early Childhood Education, Arts, Theology, Mental Health Nursing and Event Management (with the aspiration of Primary School Teaching in the future (PME).

The following action is delivered with the support of the Area Based Childhood Programme (ABC) and by our Preparing for Life team. The ABC programme is administered by Tusla on behalf of the Department of Children and Youth Affairs.

Strengthening the Foundations of Learning (SFL)

Strengthening Foundations of Learning (SFL) is a professional development programme that focuses on enhancing children's experience of early childhood education and care. Through the SFL programme we work with Early Years educators in settings in the Darndale, Moatview, and Coolock areas of North Dublin.

In February 2019 we launched an evaluation of the first programme which demonstrated very positive outcomes for those sites that participated. Our SFL Team prepared and delivered the first module of training to 65 Early Years Educators from six different sites. A formal evaluation framework is in place and the Early years staff have now been accredited to deliver the Sustained, Shared Thinking and Emotional Wellbeing Evaluation Tool. Leah and Sandra are the only fully accredited evaluators in Ireland.



Objective 1.5 – An Employment and Enterprise Offer



Implementing quality programmes to assist individual 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.

These actions are delivered under the Local Employment Services, Jobs Club and the Tús Community Work Placement Programme which are delivered under contract to the Department of Employment Affairs and Social Protection. Our Labour Inclusion Programme (LIP) is delivered with the support of the Health Services Executive via the City of Dublin Education and Training Board (CDETb). Our Enterprise supports are delivered under the Social Inclusion and Community Activation Programme, which is administered by the Dublin City Local and Community Development committee on behalf of the Department of Rural and Community Development.

Local Employment Services

Northside Partnership has been delivering the Local Employment Service (LES) for over 20 years. Our primary aim is to help long term unemployed people find work and develop sustainable livelihoods. Each year our caseload is reviewed and agreed with the Department of Employment Affairs and Social Protection (DEASP). This caseload is comprised of direct referrals to the LES from local INTREO offices (Activation Participants), and individuals who self-refer (Walk-in participants), seeking our support.

Table 5: Local Employment Services Targets and Achievements 2019

Category and Target	Achievement in 2019
30% of Activation Participants in to 30hrs+ employment	30% (302 Jobs successfully brokered in 2019)
30% of Walk-In participants in to 30hrs+ employment	25% (98 Jobs successfully brokered in 2019)
340 new Walk-in registrations by end of 2019	374 individuals registered in 2019



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Local Employment Service Achievement in 2019

In addition to supporting 400 individuals into full-time employment in 2019, the following additional outcomes were also achieved by our Local Employment Services team:

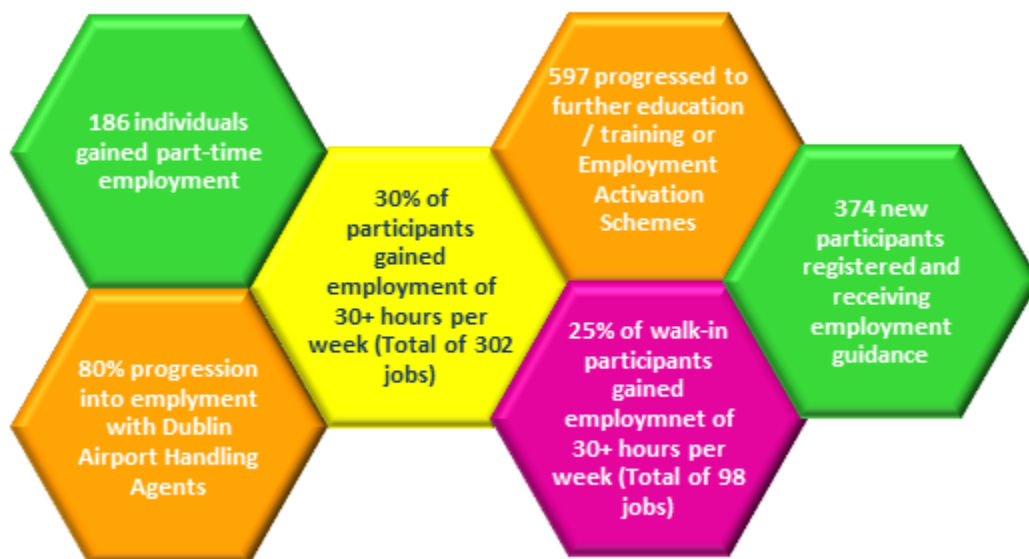
- 186 participants progressed into Part-time Employment
- 178 participants took part in Mediator Funded Training
- 597 participants progressed into Education / Training / Schemes / Jobs Club

Local Employment Services and Industry Collaboration

During 2019 the Northside Partnership Local Employment Services lead a successful collaboration with the Academy of Aviation (AOA) and Swissport. Northside Partnership has had considerable success in progressing participants into jobs in Dublin Airport following completion of Academy of Aviation (AOA) courses. For example, we have had over 80% progression into employment with one of Dublin Airport Handling Agents for participants who have completed one of the AOA course. NSP's LES Coordinator, AOA founder and the Head of Business Support with Swissport further developed our collaborative work into a 3-step process called "Launch Your Aviation Career".

For more information visit: <https://www.northsidepartnership.ie/aviation-career-in-3-steps>

"Thank you for the service here, I am very proud to have been involved with NSP. Everyone I dealt with was so kind and supportive to me"



Local Employment Service Challenges in 2019

During 2019 the Local Employment Services caseload varied between 1,000 – 1,200 participants and by the end of December 2019 our active caseload had reduced to 870 individuals. This was due to our success in placing individuals into employment, education and training opportunities and lower referral rates into our service due to the reduced number of eligible individuals on the live register.

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LES and LIP Network of Employers and Training Opportunities

In 2019 our LES worked with the Following Employers

Swissport	Sky Handling	Go Bus
Night Line	Musgraves	Northside Partnership
IKEA	Northside Homecare	Beaumont Hospital
DHL	Defence Forces	Accenture
Centra	Aldi / Lidl	DAA
Dublin Convention Centre	Super Value	Dunnes Stores
Brown Thomas	Grand Hotel	Vodafone
Arnott's	Penneys	Mater Hospital
Smiles Dental	B&Q	Vantastic

Examples of Training Offered to Participants in 2019

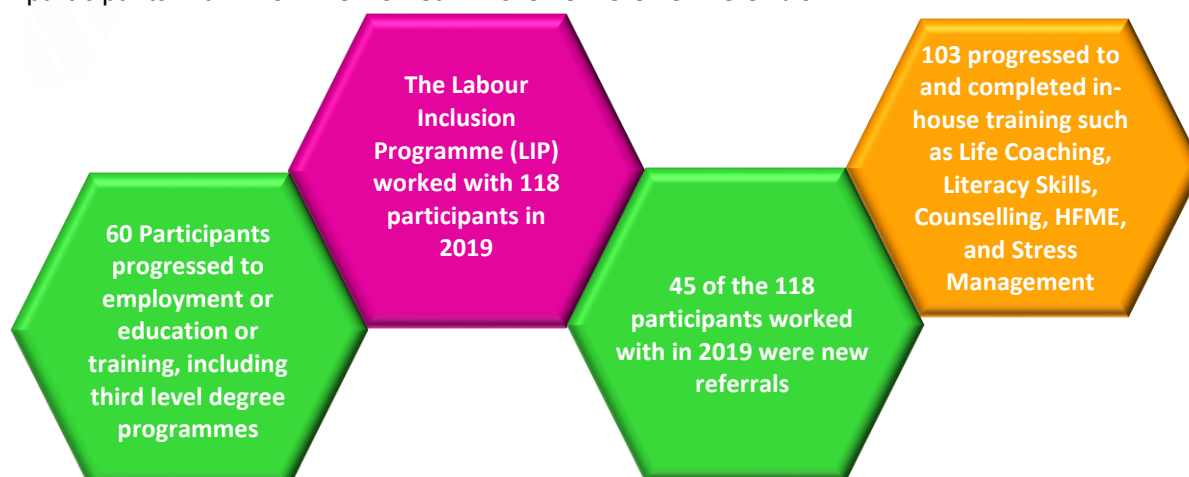
Forklift	Safe Pass	Manual Handling
Security	Pharmacy Skills	Care Skills
Care of the Older Person	Beauty & Nails	Office Skills
Aviation training – Passenger Service Skills / Cabin Crew / Baggage handling / Dispatch Crew Reception and Customer Service Skills		

Further Training

Office Administration	Barbering	Construction Skills
Literacy	STEPS	Stress Management
Speedpak Traineeship	CompTIA A+	Stress Control

Labour Inclusion Programme (LIP)

The Labour Inclusion Programme (LIP) provides one to one training, education, and support to ex drug misusers who are stable in their recovery. Participants can have multiple challenges, including dual diagnosis (mental health and addiction difficulties), homelessness, and criminal records. During 2019 our LIP team worked with 118 Participants. 60 participants progressed to employment, education, or training. Courses studied included degrees in Art, Music, Youth Studies and Community Development, Media Production Management and a Higher Diploma in Psychotherapy and Counselling. 103 participants progressed to and completed a variety of in-house training programmes such as Life coaching, Literacy Skills, Counselling, Healthy Food Made Easy and Stress Control. Of the 118 participants with whom we worked in 2019 45 were new referrals.



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Tús Community Work Placement Programme

Tús is a community work placement programme that offers quality work experience for people who have been out of work. All Tús placements take place in community organisations that benefit from additional human resources to deliver their services. Northside Partnership delivers this programme in our area for the Department of Employment Affairs and Social Protection. The department refers eligible individuals to the programme and Northside Partnership works with the individual to identify their strengths, skills and capabilities to match them with a suitable work placement. Northside Partnership is approved for 140 participants on the programme.

Table 6: Breakdown of Tús Referrals and Placements 2019

Tús Referrals 2019	Engaged/ Referred	Placed in Community work placements	Referred back	Awaiting Matching
Total	387	87	242	58

Progressions after Tús Programme

During 2019, 34 participants progressed on to Community Employment schemes, 67 were referred back to DEASP, 14 progressed into mainstream employment and 3 progressed into further education. The Tús team managed to place 22% of all the referrals last year. The team also approached existing host organisations to see if additional positions could be created for participants with a specific skill set.

Tús Programme Achievements in 2019

During 2019 a number of activities were carried out by the Tús Team to promote the programme including:

1. Multiple open events held at both the Civic Centre and King's Inn Intreo office to encourage self-referrals
2. Regular engagement with local DEASP offices to review levels of referrals
3. Promotion of the Tús programme on Northside Partnership's Social Media channels
4. Regular engagement with the Local Employment Services team to promote participation

During 2019 the self-referral process improved significantly. In addition to this our dedicated Horticulture Project has been very successful, and we have provided work placement opportunities across four different horticulture sites.



Where Opportunity Meets Community



Tús Programme Challenges in 2019

The main challenge facing Tús during 2019 was the low volumes of referrals into the programme from local Intreo offices. In part this is due to the reduced number of eligible individuals available on the live register. When the programme was originally designed Ireland had exceptionally high unemployment levels following the economic crash of 2008. The programme's primary purpose was to stop individuals drifting into long term unemployment by offering a one year work placement opportunity and supporting participants progress into employment. Initially the programme received high numbers of referrals of individuals who were deemed close to the labour market. As unemployment levels fell the type of individual being referred to the programme has changed with those most distant from the labour market and with higher needs now constituting the majority of referrals. This has had an impact on programme delivery making it more challenging to find suitable placement opportunities for those that take up the offer of the programme. Approximately 45% of those invited to avail of the programme did not attend for their first appointment and those who did were not always work ready. Those that did attend skills audits and demonstrated that they were work ready were placed or held on our records until a suitable placement arose. Those individuals who were not work ready were referred to our LES team and Jobs Club teams.

"I must say I gained a lot from the programme, especially a lot of confidence and skills".

"I am confident in the skills that I have learnt and grateful for the support I have received. I feel like a changed person".

Jobs Club

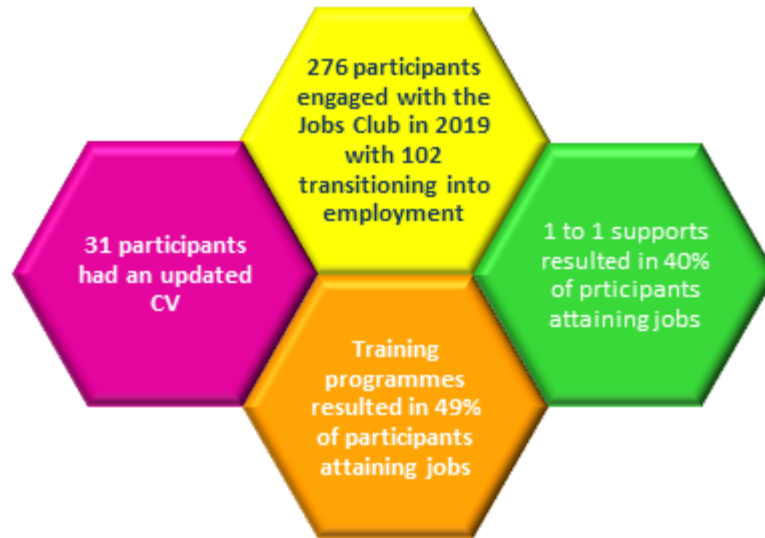
Our Jobs Club works in close collaboration with our Local Employment Service to support unemployed individuals who are identified as job ready find employment. Jobs Club is a two-week intensive programme that helps people prepare their CV and cover letter, provides support with interview preparation, motivation and communications and helps participants build their confidence and self-esteem.

"Jobs Club really helped me overcome hurdles and find energy and enthusiasm"

Jobs Club Achievements in 2019

- Achieved the placement into jobs target from our training programme, whereby 40% of participants were successfully placed in jobs, 181 participants attended and 72 went into employment from the programme.
- Worked with 64 participants on a 1:1 basis, 30 of these participants also secured jobs

"The Jobs Club Team understand the world of being with or without work and how best to cross that bridge to your dream job"



The Jobs Club continued to network and grow connections with local employers throughout 2019. A number of employers attended the Northside Partnership Strategy Statement Launch in September and gave testimonials of the benefits they find of being connected to Northside Partnership and the Jobs Club. A number of Jobs Club participants were successful in finding employment through this network of Employers. One participant, Gary Nolan, spoke at the strategy launch and was one of Jobs Club Star Stories who had also availed of other supports available through Northside Partnership.

Glantus – “When it comes to identifying candidates for job roles at Glantus, there are always good people available from NSP and we are keen to hire from the North Dublin area wherever possible”
Joe Keating – Chief Data Officer

Cadbury’s/Mondelez – “I think the unique value of the Jobs Club is their familiarity with our business and hiring needs through our close local partnership and their willingness and ability to understand our business needs “
Suzanne O’Hara – Commercial Office Manager

Jobs Club Challenges in 2019

Referrals numbers were significantly down in 2019. A number of people being referred also faced key challenges that impacted upon their readiness for work. These included, mental health, addiction, child-care and the fear of losing secondary benefits for example rent allowance in the case of lone parents.

Jobs Club Cross Partnership Collaboration

Jobs Club collaborated with a number of other programmes within the Partnership, these included:

- Linking in with industry expert guest speakers – LinkedIn and Oracle for Training for staff and participants
- Brokering employers to provide training, mentoring, and volunteering opportunities
- Local employer’s hiring locally

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- Referrals to Northside Partnership's Labour Inclusion Programme and Education and Enterprise supports

Enterprise

Delivered under the Social Inclusion and Community Activation Programme (SICAP) our Enterprise team assist those that wish to set up their own business and explore enterprise as a route out of unemployment.

In 2019 the Northside Partnership provided support and guidance to 331 individuals, completing 1010 interventions, which is an average of 3 per participant. Individuals supported were those who expressed an interest in or had recently become self-employed. Participants were provided with a broad range of supports which included a one-to-one meeting with our Enterprise officers, attendance at an information workshop that provided an overview of the steps they needed to take to prepare their business plan and how to apply for the Back to Work Enterprise Allowance¹ (BTWEA). This was further complimented by two additional, mandatory training workshops focussing on financial planning and marketing & research.

Table 7: Enterprise Training Delivered in 2019

Training	2019
Information Workshops	10
Mandatory Training Workshops	17
Bespoke Finance & Taxation Workshop (pilot)	1
One to One Taxation Supports	10

Enterprise Achievements in 2019

In addition to the mandatory training, specific mentor training for enterprise participants who had set up their business in the last two years was introduced. Our pilot workshop was offered as a group session and 15 companies were invited to attend. The workshop focused on tax returns and accounting. This was followed by individual one to one meetings between the mentor and the company to advise them on completing their annual tax return. This delivery model was fully funded



¹ The Back to Work Enterprise Allowance Scheme is administered by the Department of Employment Affairs Social Protection.



by SICAP at no cost to participants. This initiative was very well received and will become embedded as part of our intensified services to our past and current enterprise participants from 2020 onwards. Additional workshops focussing on sales and procurement and upscaling of businesses will form part of the overall Enterprise offer for 2020. Additional workshops will be considered as the need arises.

Enterprise Challenges in 2019

In January 2019, Northside Partnership reviewed the delivery of the mandatory training that participants need to attend in order to qualify and meet the application criteria for BTWEA requirements. A panel of mentors was appointed that would enable the Enterprise team to offer a broader range of training across multiple business models and needs. Mandatory training was provided by mentors with in-depth experience in specific areas to those ready to progress to application of BTWEA. The two areas in demand throughout 2019 were financial planning and marketing.



Objective 1.6 - A Social Enterprise Development Offer



Building up expertise to support existing social enterprise and exploiting 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

Our Social Enterprise supports are offered under the Social Inclusion and Community Activation Programme (SICAP).

A social enterprise is a business with a social purpose such as supporting people with disabilities, the long term unemployed or disadvantaged communities. Profits from the business are re-invested in achieving the social purpose. Under our Social Enterprise supports we assist and promote the establishment of social enterprises.

During 2019 Northside Partnership assisted four social enterprises. These organisations have received support on planning, finance & accounting, governance, and development/growth of their business.

Table 8: Social Enterprise Targets 2019

Annual Target	5 Social Enterprises
Actual	4 Supported

Social Enterprise Achievements in 2019

Social Enterprise Community of Practice (SE-COP)

In October 2019 The Northside Partnership Social Enterprise team collaborated with the five other partnerships in Dublin city and county to submit a bid to the Dormant Account Fund to provide a range of bespoke mentoring to 48 Social Enterprises located across the city and county of Dublin. The application was successful, and the project was awarded €91,000 funding to carry out and meet the targets set out in the tender. The project will enable partnerships and mentors to link in with prestart ups, newly established and established social enterprises, provide the support they require in every region. This support will be funded by the Dormant account funding stream and will be complemented by our SICAP supports. Northside Partnership was the lead applicant in the submission and has responsibility for the administration of the grant funding.

Social Enterprise Small Grants Applications

In October 2019 the Department of Rural and Community Development (DRCD) made available funding to support social enterprises in applying for capital funding to support their businesses. The total amount made available nationwide was €1,000,000.

Northside Partnership was requested by DRCD to seek applications for the funding from local Social Enterprises and make an initial assessment of the applications. Operating as the local administrator of this funding the Northside Partnership received and processed 23 applications from social enterprises for the grant. To ensure a fully impartial decision-making process, Northside Partnership established a panel of independent mentors with significant experience in social enterprise development to assess all applications. Each application was reviewed in detail and levels of priority were applied. From the 23 applications, six did not meet the Social Enterprise status criteria, the main one being that they were not trading. 17 applications were submitted to DRCD for final assessment. 13 were prioritised



as very high, two placed at Fair and two placed as Low. Three social enterprises from our area were successful in this round of funding.

4 organisations received mentoring on planning, financial / accounting, governance, and development / growth in 2019

LCG's operating as Social Enterprises were identified and support given to determine status as a Social Enterprise

Additional funding secured for 2020 under Dormant Accounts to promote and mentor Social Enterprise

Social Enterprise Challenges in 2019

It has been recognised that Local Community Groups (LCGs) that are operating as a social enterprise have been reluctant to identify as one as they felt that the information was not clear on their overall status. Through the final quarter of 2019 we have seen a positive shift in this where more LCGs are now identifying as a social enterprise which is mainly in part to the stronger national focus that has been placed on developing these organisations.



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

Our Health and Wellbeing actions are supported by funding from the Health Service Executive (HSE) and the Irish Cancer Society.

Smoking Cessation Programme

The annual target for smoking cessation was not met, falling short by 23 participants. A total of 94 promotional activities were carried out throughout 2019 by all smoking cessation staff to encourage registration. The funding allocated for 2019 has enabled the Northside Partnership to engage with 494 individuals, 253 having a brief intervention and 241 direct contacts. This has resulted in 57 individuals registering for the smoking cessation programme and 50 signing up for the Smoke Free Homes challenge. The Smoke Free Homes challenge, whilst not achieving the target of 60, achieved a year end figure of 50, the highest registrations for the partnership since commencement of this initiative within the partnership in 2015.

In October 2019, a steering group was created comprising of representatives from Primary Care, HSE, Irish Cancer Society, The Artane Family Resource Centre, Doras Buí and the Traveller community. The advisory group has been formed to support and promote all smoking cessation initiatives and will meet once per quarter moving forward.

Table 9: Smoking Cessation Targets 2019

Smoking Cessation Offer	Target	Actual
Smoking Cessation:	80	53
Smoke Free Homes:	60	50

Smoking Cessation Achievements in 2019



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Smoking Cessation Challenges in 2019

The Northside Partnership did not have the full quota of staffing in place due to a delay in national funding which impacted upon recruitment of staff for the programme. Whilst best efforts were undertaken during this period, it is noted that Northside Partnership is working with individuals who are facing multiple barriers which have been and continues to be challenging to encourage them to engage with this service

In July 2020 the Northside Partnership appointed a new part-time Smoking Cessation officer. A significant amount of work was undertaken from August 2019 to December 2019. Smoking Cessation officers linked in with 41 Local community groups across Dublin 1, 5, 9, 13 and 17 to promote the service and to offer courses to be based at their premises. Intensive promotional activities were completed across all locations. In September 2019, Northside Partnership met with Dublin City University to partner with them in the promotion of the university's smoke free campus. The Northside Partnership provided both group and one to one support sessions to both staff and students who wish to engage with the programme. It was agreed that our services will be offered on all three campuses of DCU from January 2020.



4.0 Strategy Statement Goal 2 - Investing in Our People

2019 was a busy year from a Human Resources (HR) perspective with the implementation of our Advantage Thinking practice framework across the organisation. Planning took place to imbed our strategy statement and to ensure Advantaged Thinking becomes integrated within the culture and fabric of Northside Partnership. For this to occur it is important that the approach is reflected within the organisations systems such as its policies, procedures, communications, and staff development. Throughout 2019 considerable work was undertaken in reviewing our recruitment practices and procedures to align them with Advantaged Thinking.

Attracting and retaining staff, who are committed to Northside Partnership's Vision, Mission, Values and Goals, is key to Northside Partnership's success. As a result, our selection processes not only focus on a candidate's qualification and skills, but an emphasis is also placed on attracting staff who demonstrate the organisation's ethos and values. In addition, our competency-based interview process allows us to identify candidates with the appropriate behaviours and attitudes for the roles.

Across the year Northside Partnership recruited 24 staff. In the main this recruitment was due to programme growth, new programme opportunities and two retirements. All roles were advertised both internally and externally and of the 24 roles, 15 were filled from external candidates while nine were filled from internal applicants.

As an Advantaged Thinking organisation Northside Partnership is committed to supporting staff in developing their capabilities and supporting career progression. In recognising the importance of our staff to our success we aim to provide ongoing opportunities for staff development. As a core component of our Advantage Thinking practice framework, we are committed to developing a coaching culture across the organisation and began work in this area in 2019. During the year we rolled out *An introduction to Coaching* programme for all staff. The aim of the programme was to enhance personal development in areas such as communication, problem solving, and in supporting staff reach their short and long-term work goals; in line with the organisation's objects. This in turn encouraged staff to move towards a participative and consultative approach when interacting with colleagues and externally with programme participants and funders.

Across Northside Partnership staff engagement is encouraged and an employee forum known as *The Partnership in the Workplace Team* is in place. The team met regularly during 2019 to facilitate two-way communication between staff and management. It is a platform where staff are updated on work related matters, can express their views, and are encouraged to participate and influence the decision-making process within the organisation.

Northside Partnership also has a wider role supporting local community groups with their HR needs. Supports provided during 2019 included four capacity building workshops and 33 one-to-one mentoring and/or group sessions with managers and supervisors of local groups



5.0 Strategy Statement Goal 3 - Governance and Finance

5.1 Financial Review

	2019	2018
Total Expenditure	€6,013,394	€5,839,919
Support Costs	€96,666	€108,321
Governance	€21,656	€15,983
Cost of Generating Funds	€5,664	€6,086
Programme Delivery	€5,889,408	€5,709,529

Northside Partnership CLG recorded a loss of €281,447 (2018: surplus of €88,784).

The most significant events having a material impact in the reporting period were the securing of new funding for Healthcare Opportunities for Women, the National Traveller & Roma Inclusion Strategy, Building Financial Capabilities in Ireland, Training and Mentoring Supports for Social Enterprises and Small Capital Grants Scheme for Social Enterprises. Work on these programmes continues in 2020 and beyond.

	2019	2018	Change
Net Movement in funds	(€281,447)	€88,784	(€370,231)
Income for the year	€5,731,947	€5,928,703	(€196,756)
Restricted Funds Balance	€1,025,197	€1,289,286	(€264,089)
Unrestricted Funds Balance	€280,484	€297,842	(€17,358)

Fundraising income of €17,145 was generated from the Annual Golf Classic event to support students to progress to higher education.

At the end of 2019, the financial position of Northside Partnership was €1,305,681 (2018: €1,587,128).

Reserves in the amount of €1,305,681 were in place for the following purposes:

- To ensure the charity can continue to provide a stable and quality service.
- To meet contractual liabilities should the organisation have to close including amounts due to creditors and other legal commitments.
- To meet unexpected costs such as maintenance and building repairs.

Of the total funds in the amount of €1,305,681 (2018: €1,587,128), €1,025,197 (2018: €1,289,286) was restricted and not available for the general purposes of Northside Partnership at the end of the reporting period.

Northside Partnership CLG in managing local, national and EU funding complies with international best practice in the management of public funding. Systems used, such as Statement of Recommended Practice, produce recognised accountability and transparency.

Northside Partnership CLG applies the concepts of integrity, accuracy, transparency, reliability, confidentiality and proper disclosure and presentation.

Northside Partnership CLG accounting administration is based on:

- Recognised accounting principles, which have been translated into clear practical procedures.



- Public accountability
- EU and State funding conditions

The principal risk facing Northside Partnership is that it is dependent on government funding for the continued delivery of services and supports however the company is confident that it will continue to provide a range of services and supports required to address social exclusion and inequality.

5.2 Going Concern

The Directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

5.3 Plans for Future Periods

2019 was the first year of our new five-year Strategic Plan. In 2020, Northside Partnership plans to continue working on our core activities of providing services and programmes, delivering education, training and employability initiatives and health supports. Northside Partnership CLG will continue to deliver an integrated services approach to the Dublin 3, 5, 13 and 17 area.

Key areas of work in 2020 will be:

- Developing newly funded projects such as Healthcare Opportunities for Women, the National Traveller & Roma Inclusion Strategy, Building Financial Capabilities in Ireland, Training and Mentoring Supports for Social Enterprises and Small Capital Grants Scheme for Social Enterprises.
- Ensuring that our child protection policies and procedures are robust and continuously monitored and reviewed.
- Further develop and enhance the company's IT infrastructure.
- Continued improvements in the areas of data collection, monitoring and evaluation and in meeting the requirement of General Data Protection Regulations (GDPR)
- Compliance with the Charities Regulator Governance Code.
- Complete review of the company's Financial Policies and Procedures.

Although Covid-19 has impacted how Northside Partnership can deliver our services, it has had no material impact on funding received. There have been no other significant events affecting the company since the year end.

5.4 Structure, Governance and Management

Established in 1991, Northside Partnership is a Local Development Company, limited by guarantee with charitable status. 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.

The Board establishes policies, priorities and provides strategic direction to the organisation. Activities are overseen by the Board of Northside Partnership CLG to a comprehensive set of standards, procedures and policies that cover governance, programme requirements, financial, HR and Health & Safety management. This ensures compliance with public funding requirements on programme delivery, procurement, financial management, monitoring, evaluation, processing of data and funding apportionment.

In 2019, Northside Partnership undertook a review of all governance structures and policies and procedures, with the help of the Governance Company which resulted in the drafting of the company's "Governance Handbook". The handbook is a significant document in terms of how Northside Partnership is governed and in helping our compliance journey with the Charities Regulator, Charities Governance Code.

This entailed a number of steps including:

1. Identification of key compliance and regulatory and risk areas applicable to Northside Partnership
2. Conducting an Audit/Review of NSP's Board governance structures, Board policies and procedures to ensure compliance with:
 - Relevant legislation
 - Northside Partnership Constitution
3. Identification of gaps in policies/procedures and practices and development of new policies and procedures as appropriate

5.5 Recruitment and Appointment of Board Members

Northside Partnership CLG is governed by members of the Board who are appointed for a maximum term of 8 years. The Board members of Northside Partnership CLG are volunteers and are its Trustees for the purposes of Company Law.

Board members are nominated by bodies/agencies under each of the four governing pillars:

Local Government Sector – 2 members

National Social Partners Sector – 4 members

Community & Voluntary Sector (Elected through the Northside Community Forum) – 5 members

Strategic & Third Level Education Sector – 4 members

A particular body/agency may be invited to nominate a Board member and that member must not act as a representative of that group in acting as a Board member. All Board members, once ratified by the Board, participate in an induction process provided by the Company Secretary.

The Board meet a minimum of 9 times per year and met 9 times in 2019. The Finance & HR Committee met 9 times and the Preparing for Life Committee met 6 times. In 2020, following the completion of the governance review and handbook, 3 additional committees were formed and commenced – Audit & Risk Committee, Programme Review Committee and the Governance & Nomination Committee.



The Board of Northside Partnership CLG are not remunerated for their services, however, in some instances nominal travel costs are reimbursed.

In 2019, no new Board members were elected to the Board. The current and 2019 serving Board members are as follows:

Nessan Vaughan (Chairperson)
Rose Wall
Mary Hickie (resigned 19 December 2019)
Larry O'Toole
Cristina Santamaria
David Dinnigan (resigned 18 July 2019)
Deirdre Smyth
Alison Gilliland
Patrick Bolger
Suzanne O'Hara (resigned 31 January 2019)
Maria Jackson
Deborah Morgans
Thomas Ryan (resigned 3 October 2019)
Louise McGuirk Farrell
Jason Keegan (appointed 30 January 2020)
Darren Boyd (appointed 30 January 2020)

The Company Secretary was Pamela Meates.

5.6 Internal Audit & Risk Management

The Board members have responsibility for and are aware of the risks associated with the operating activities of Northside Partnership CLG. They are confident that adequate systems of internal control are in place and that these controls provide reasonable assurance against risk. The Audit & Risk committee prepare and review a risk register which is updated regularly and subject to yearly reviews by the Board. The Board regularly review and adapt policies and procedures that are consistent with best practice and monitoring the implementation of these policies through the various sub-committees.

The Board delegates the day-to-day management of Northside Partnership to the CEO and Management Team made up of:

CEO	Paul Rogers
Director of Services/Deputy CEO	Niamh McTiernan
Finance & Administration Manager	Pamela Meates
HR Manager	Niamh Byrne
Preparing for Life Manager	Niall Sexton
Operations & Quality Assurance Manager	Stephen Myall



5.7 Compliance

The quality management approach is recognised through implementation of the following:

- Q Mark
- The CRA Governance Code (due for completion in 2020)
- The Statement of Recommended Practice for preparation and presentation of the Financial Statements

5.8 Books of Account

The measures taken by the Board to ensure compliance with the requirements of Section 281 to 285 of the Companies Act 2014 and the Charities Act 2009 with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The company's accounting records are maintained at the company's registered office at Coolock Development Centre, Bunratty Drive, Coolock, Dublin 17.

5.9 Statement on Relevant Audit Information

Each of the persons who are Board members at the time when the Board Members report is approved has confirmed that:

- So far as Board Members are aware, there is no relevant audit information of which the organisation's auditors are unaware; and
- That each Board Member has taken all the steps that ought to have been taken as a Board Member in order to be aware of any relevant audit information and to establish that the organisation's auditors are aware of that information.

5.10 Auditors

Grant Thornton, registered auditors, will continue in office for a further year (2020 Financial Statements)



5.11 Statement of Financial Activities (incorporating Income and Expenditure account)

For the financial year ended 31 December 2019

	Restricted funds 2019 €	Unrestricted funds 2019 €	Total funds 2019 €	Total funds 2018 €
Income from:				
Donations	31,939	–	31,939	19,695
Charitable Activities	5,567,363	–	5,567,363	5,836,836
Other Income	48,851	83,794	132,645	72,172
Total Income	5,648,153	83,794	5,731,947	5,928,703
Expenditure on:				
Charitable Activities	5,912,242	101,152	6,013,394	5,839,919
Total Expenditure	5,912,242	101,152	6,013,394	5,839,919
Net Movement in funds:	(264,089)	(17,358)	(281,447)	88,784
Reconciliation of funds:				
Total funds brought forward	1,289,286	297,842	1,587,128	1,498,344
Net movement in funds	(264,089)	(17,358)	(281,447)	88,784
Total funds carried forward	1,025,197	280,484	1,305,681	1,587,128

The Statement of financial activities includes all gains and losses recognised in the year.



5.12 Balance Sheet

For the financial year ended 31 December 2019

	2019 €	2018 €
Fixed assets		
Tangible assets	<u>55,267</u>	<u>66,052</u>
	55,267	60,052
Current assets		
Debtors	199,339	359,385
Cash at bank and in hand	<u>2,035,858</u>	<u>2,202,663</u>
	2,235,197	2,562,048
Creditors: amounts falling due within one year	<u>(950,629)</u>	<u>(1,012,510)</u>
Net Current Assets	<u>1,284,568</u>	<u>1,549,538</u>
Total assets less current liabilities	1,339,835	1,609,590
Provision for liabilities	(34,154)	(22,462)
Total net assets	<u><u>1,305,681</u></u>	<u><u>1,587,128</u></u>
Charity funds		
Restricted funds	1,025,197	1,289,286
Unrestricted funds	280,484	297,842
Total funds	<u><u>1,305,681</u></u>	<u><u>1,587,128</u></u>

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in Ireland, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Irish law, the Charities Act 2009 and 'Accounting and Reporting by Charities' (SORP) (2015)

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6.0 Strategy Statement Goal 4 - Quality Assurance

In 2019 considerable work was completed to finalise the development of the Quality Management System including changes required in our internal systems and support structures to facilitate this.

With the company's strategic objectives defined, the ideas captured in 2018 as part of the engagement with individual teams were included in the scope to implement the Quality strategy in 2019

Having earned the level 1 Q Mark in December 2018 our goal in 2019 was to obtain level 2 which we achieved by the end of the year.

Priorities, development timeframes and work phases were fully defined, enabling greater clarity on what had to be done, and by when. Expected outcomes and outputs were also defined. Key Achievements included:

- Standardisation of key organisation workflows and processes
- A monitoring and reporting systems were developed for health and safety providing data for fire and emergency protection (drills, equipment, and lighting checks), internal safety audits and accident and incident trends.
- The re-engineering of our Information Management applications platform (cloud computing) began utilising Caspio.
 - Full Human Resources Suite of Applications
 - IT Helpdesk
 - KPI Tracking Tools
 - System Administration and Management Tools
- New environmentally friendly air-conditioning and heating system was installed at Kish house as well as a led lighting system throughout the building.
- We began to plan and implement the upgrade of our IT infrastructure including servers and personal computers.
- Implementation and training of the company's new IT and data Protection Policies
- Planning began for the company's quality document management system and change control system (change control for processes, procedures, policies, and forms).