

DARNDALE BELCAMP VILLAGE CENTRE CLG

STRATEGIC PLAN 2023 - 2027

REVIEWED NOVEMBER 2024



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1. INTRODUCTION

1.1. BACKGROUND

Darndale Belcamp Village Centre (DBVC) CLG was established in 2001 and since that time it has assisted in providing a range of important community, social, health and economic services to the population of Darndale Belcamp and further afield. The main work of DBVC CLG relates to the management, maintenance, upkeep and security of Darndale Belcamp Village Centre which comprises of a number of buildings and green/open spaces in a prominent location in Darndale - the buildings looked after by DBVC CLG at the Village Centre have a total coverage of 4,500 square metres whilst the green/open spaces have a total coverage of 4,300 square metres. As well as this facilities management role, DBVC CLG also operate two other social enterprises - Golden Years Day Centre and outreach services for older people and Handy Helpers which carries out repair and maintenance work on the homes of older people.

There are a number of anchor tenants who have been located at the Village Centre for many years - these include Darndale Belcamp Integrated Childcare Service Ltd. (Jigsaw Centre), Discovery Training Centre, Preparing For Life, Dublin City Council, HSE and a number of retail units. There are also other rooms which are rented and leased for shorter periods of time or for one-off activities and events. At this stage in its development the facilities and spaces at the Village Centre provide employment, education and training opportunities for 270 people each day and there is a growing waiting list of groups, organisations and businesses who would like to take some space at the Village Centre for their particular activities and services. Requests for space are not alone coming from the immediate area around Darndale Belcamp but also from a range of other areas in the wider north Dublin area.

DBVC CLG is also a significant sponsor of Government employment programmes such as Community Employment (CE) and Job Initiative (JI). Over the last number of years DBVC CLG has taken on the formal sponsorship of 90 CE places (including 23 places previously sponsored by TARGET in Donaghmede). DBVC CLG also sponsors and employs 17 JI workers. In addition to the ways in which participants benefit from their work on JI and CE schemes being sponsored by DBVC CLG it is also clear that the CE and JI workers carry out many useful and valuable community services within the Darndale, Belcamp, Donaghmede and Kilbarrack areas. In addition to CE/JI workers utilised by DBVC CLG for its own services and activities, it

is also important to recognise that a large number of CE/JI workers sponsored and employed by DBVC CLG are allocated to other organisations and groups so as to enable them to provide increased and more effective services.

1.2. PREPARATION AND PRODUCTION OF STRATEGIC PLAN

For the last number of years DBVC CLG has been guided and informed in its work by the 2018-2022 Strategic Plan which was produced in mid-2018¹. This Strategic Plan set out 6 Strategic Objectives for DBVC CLG's work between 2018 and 2022, and these six Strategic Objectives contained a total of 30 strategies, actions and interventions in order to progress and achieve these Strategic Objectives. The extent to which the Strategic Objectives and associated actions were being met was reviewed on a regular basis and formed an important aspect of DBVC CLG's Annual Reports between 2018 and 2021. The 2018-22 Strategic Plan has been a vital touchstone and reference point for DBVC CLG in helping to ensure that it remains focused on key priority areas of work, priority areas which were informed by the extensive consultations which took place when preparing and producing the 2018-22 Strategic Plan.

DBVC CLG had intended to produce another Strategic Plan for the period from 2022 to 2025. However, the Covid-19 pandemic arrived in Ireland in March 2020 and on account of various restrictions which were in place for the following couple of years it was much more difficult to organise the types of consultation activities that needed to be an essential part of the strategic planning process - activities such as focus group meetings, meetings with DBVC CLG Board, meetings with staff, local consultations with people living in the Darndale Belcamp area. In this context of the Covid-19 restrictions it was decided to defer the production of the new Strategic Plan for DBVC CLG and that the new plan would now cover the period from 2023 to 2027. During the course of 2022, DBVC CLG has continued to work towards the progression and achievement of the Strategic Objectives set out in the 2018-22 Strategic Plan since all of these are still ongoing and relevant to improving the quality of life and life prospects for people living in the Darndale Belcamp area.

1.3. TERMS OF REFERENCE FOR STRATEGIC PLANNING PROCESS

The objectives for this strategic planning project, being conducted by DBVC CLG are as follows:

¹ This Strategic Plan was originally for a four year period (2018-2021) and was extended for a further year (up to 2022) on account of the Covid-19 pandemic and the related difficulties in carrying out extensive strategic planning consultations in 2021.

- To review the extent to which the 2018-2022 Strategic Plan has been progressed and implemented in an effective and comprehensive manner
- To utilise the learning and the outcomes which emerge from the review of the 2018-2022 Strategic Plan to inform future work priorities and focuses
- To develop a profile of the Darndale Belcamp area which will include a demographic profile and a profile of service provision organisations and agencies
- To consider the current services being provided by DBVC CLG and to determine whether DBVC CLG should continue to provide these services into the future
- To identify outstanding gaps in service provision within Darndale Belcamp and to consider the role of DBVC CLG in helping to fill these gaps and to meet unmet needs
- To ascertain ways in which DBVC CLG might collaborate and work more closely with relevant agencies and organisations in the northside of Dublin City and further afield
- To enhance the overall viability and sustainability of DBVC CLG by increasing revenue, both through traded income and grants (from public and philanthropic sources)
- To consider issues relating to corporate governance and to regulatory and fiduciary responsibilities so as to ensure that DBVC CLG continues to abide by the highest standards of corporate governance during the period of the new Strategic Plan (i.e. 2023 to 2027).

1.4. METHODOLOGY FOR PREPARATION OF STRATEGIC PLAN

DBVC CLG contracted an external facilitator, Stephen Rourke, to assist in the process of preparing and producing the 2023-2027 Strategic Plan. In the period from September 2021 to August 2022, the following actions and activities took place in relation to the new Strategic Plan:

- Interviews with DBVC CLG Board members
- Organisation of special Board meeting to consider future priorities and focuses
- Interviews with members of the DBVC CLG management team
- Interviews with other people employed by DBVC CLG
- Interviews with people involved in service provider organisations located at DBVC
- Interviews with community leaders in Darndale Belcamp
- Interviews with representatives of key funding and support agencies (Pobal, Dublin City Council, HSE, Department of Social Protection, Northside Partnership)

- Consideration of Development Plans and other planning documents produced for the north east region of Dublin City
- Analysis of documents concerning the work, activities and achievements of DBVC CLG
- Analysis of outcomes from 2016 Census of Population in order to produce socio-economic profile of the Darndale Belcamp area
- Compilation and analysis of a survey of local residents so as to ascertain their views about the work of DBVC CLG and about future activities to be undertaken by DBVC CLG

In relation to the number of people consulted during the process of preparing this Strategic Plan, a total of 198 people participated in this process (through their involvement in 1-to-1 interviews and group consultation sessions, through completing surveys etc)².

1.5. STRUCTURE OF STRATEGIC PLAN

This introductory section of the Strategic Plan will be followed by a review of the extent to which DBVC CLG progressed and implemented the Strategic Objectives and actions set out within the 2018-2022 Strategic Plan (Section 2). Section 3 of the document will contain a brief profile of the Darndale Belcamp area, a profile which will also analyse key needs and priorities for this part of Dublin City. Section 4 of the document will consider key issues and challenges for DBVC CLG over the next 5 year period. Section 5 will set out future objectives, focuses and priorities for DBVC CLG between 2023 and 2027. Section 6 of the Strategic Plan will address matters relating to governance, implementation and management and to the ways in which DBVC CLG can most effectively achieve its various objectives, targets and goals.

² Questions asked during the strategic planning interviews and consultations are set out in Appendix 1 of this report.

2. PROGRESSION AND IMPLEMENTATION OF 2018-2022 STRATEGIC PLAN

2.1. INTRODUCTION

The 2018-21 Strategic Plan for DBVC CLG contained 6 Strategic Objectives and a total of 30 associated actions and interventions. This section of the new 2023-2027 Strategic Plan will review the ways in which these Strategic Objectives have been progressed over the last five years. It will also provide some background information about the development and main focuses of DBVC CLG. In considering progress made by DBVC CLG since 2018 it is most important to remember that the work and activities were severely impacted by the Covid-19 pandemic for nearly half of this (from March 2020 through to the beginning of 2022). As with virtually every other organisation in Ireland, the ongoing and rolling lockdowns resulted in facilities and buildings being closed down, no in-person group activities taking place, social distancing requirements etc. In considering the work and achievements of DBVC CLG between 2018 and 2022 it is important to recognise the ways in which the work of DBVC CLG was curtailed and restricted by Covid-19 as well as the innovative ways in which DBVC CLG survived Covid-19 and continued to provide valuable services to local communities in the Darndale Belcamp area during the pandemic.

2.2. DEVELOPMENT AND MAIN FOCUSES OF DBVC CLG

Darndale Belcamp Village Centre is an integrated set of buildings and adjacent open/public spaces (the Village Square) which are located on a substantial site in the Darndale area of north Dublin. The Village Centre provides accommodation, facilities and services for a number of statutory and community/voluntary service providers which are providing key services to people living in local communities around the Village Centre (e.g. services such as healthcare, childcare, housing management, training, family support). The Village Centre also includes a number of commercial, retail units. The Village Centre is managed and maintained by a limited company called Darndale Belcamp Village Centre (DBVC CLG) who, in addition to looking after the physical facilities at the Village Centre, is also involved in delivering direct services in areas such as eldercare and environmental improvements within Darndale and Belcamp; and in sponsoring Government employment programmes (i.e. Community Employment, Job Initiative).

DBVC CLG, the limited company responsible for the Village Centre and the delivery of particular community services in areas surrounding the Village Centre, was incorporated as a

company on 30th November 2001. DBVC CLG has always striven to work to the highest standards of partnership and corporate governance. The partnership aspect of its work is reflected in the Board of Directors which comprises representatives from key agencies and organisations, local residents living in the areas adjoining the Village Centre and other people with particular skills and expertise. The commitment to partnership and inter-agency co-operation is also demonstrated in the ways in which organisations have come together to develop and deliver projects and programmes which will be of benefit to local residents.

There are three main elements to the work of DBVC CLG - facilities management of the buildings and grounds at the Village Centre in Darndale; sponsorship of Government funded employment programmes (Community Employment, Job Initiative); and the development and management of social enterprises, Golden Years and Handy Helpers services. These three aspects of DBVC CLG's activities have been central components of the organisation's work for many years and DBVC CLG has carried out good and effective work in relation to all of its core activities. They are all important and necessary services and will need to be provided on an ongoing basis for the foreseeable future.

The facilities management work of DBVC CLG has primarily involved management and maintenance of the buildings and open spaces at the Village Centre (comprising a total area of 8,779 square metres). DBVC CLG has maintained these facilities to a high standard and as well as looking after the upkeep and appearance of facilities, DBVC CLG is also responsible for helping to ensure the safety and security of people who work in and who are visiting various parts of the Village Centre. Over the years DBVC CLG has played a lead role in making structural improvements to buildings within the Village Centre (e.g. restrooms, art gallery, entrance doors in Bell Building and Jigsaw Centre; new flooring and heating in Jigsaw Centre) and this has helped to ensure that buildings are being upgraded and made more attractive and functional on a regular and ongoing basis.

DBVC CLG has played a major role in the sponsorship of Government employment programmes such as Community Employment and Job Initiative. This sponsorship role has gone through a number of phases which include Darndale Belcamp Initiative (DBI) and DBVC CLG being consecutive sponsors, the merging of DBVC CLG and DBI (with DBVC CLG taking on full sponsorship responsibilities), and DBVC CLG being asked to take on the sponsorship of Community Employment positions outside of the Darndale Belcamp area at the request of

the Department of Social Protection. At present, DBVC CLG is responsible for the sponsorship of 90 Community Employment places and 17 Job Initiative places. Over the years, DBVC CLG has been involved in enabling many hundreds of local people to access labour market measures and this would not otherwise have happened without DBVC CLG's sponsorship of Government employment programmes.

Over the last few years DBVC CLG has become increasingly involved in supporting the development and management of social enterprises in Darndale Belcamp and in surrounding areas. There are a number of community, social and environmental services which are required and which could be delivered through social enterprises. Up until now DBVC CLG has developed social enterprises in relation to day services which provide opportunities for older people to meet each other and to engage in various activities (Golden Years); to repair and maintenance services on the homes of older people (Handy Helpers); and to environmental work and improving the physical appearance of the area (Community Pride). There has been positive feedback about all of these social enterprises and there is a view that DBVC CLG should continue to develop additional social enterprises into the future.

DBVC CLG has continued to maintain high standards in relation to various aspects of corporate governance and compliance with regulations and requirements of bodies such as the Companies Registration Office, the Revenue Commissioners and the Charities Regulator. DBVC CLG has secured the ISO 9001 : 2015 accreditation for Quality Management and is fully compliant with the Charities Governance Code and the SORP (Statement of Recommended Practice) guidelines for financial reporting and presentation of accounts. Board members and others involved with DBVC CLG are satisfied with the ways in which the organisation is governed, with the governance structures which are in place and with the leadership provided through the Chairperson and CEO.

The Village Centre in Darndale is very well positioned to provide a range of relevant services and supports to people living in Darndale Belcamp and adjoining areas. In addition to organisations operating from buildings in the Village Centre (e.g. DCC, HSE, Jigsaw Centre, Discovery Community Training Centre, Preparing for Life) there are also a range of other services adjacent to the Village Centre (e.g. two schools, New Life Centre, Sphere 17, The Dales drugs rehabilitation services, Darndale Recreation Centre). With the potential availability of additional land there is a real possibility of providing additional services and of

establishing a very significant campus or complex within which people could access a whole range of important services which would be located within a 5 minute walk of each other.

2.3. ACTIVATION AND IMPLEMENTATION OF 2018-2022 STRATEGIC PLAN

The 2018-2022 Strategic Plan for DBVC CLG contained six Strategic Objectives and 30 connected strategies and actions. Progress made in relation to the activities and implementation of these 30 strategies and objectives are as follows:

ACHIEVEMENTS AND PERFORMANCE - OBJECTIVE 1 Maintain, develop and upgrade the buildings and open space at the Village Centre complex/campus at Darndale to the highest possible standards.	
STRATEGY	PERFORMANCE
1. To continue to maintain the buildings and open spaces within the Village Centre to a very high standard.	• Permanently fixed display signage to Bell Building/Jigsaw Centre to prevent damage. • Replaced Bell Building reception doors with automatic doors and built new porch on Bell Building. • Completed installation of new flooring throughout Bell Building. Ongoing replacement of all lighting in the complex to energy efficient fittings and bulbs. • Replaced Jigsaw Centre doors with automatic doors.
2. To ensure that the buildings and spaces within the Village Centre are safe and secure both for staff employed by service providers and for service users and visitors.	• Maintained regular communications with Service Providers ensuring all matters relating to Health and Safety and COVID-19 were addressed safely. • Security contractor meetings and assessment of services carried out. • Moved Security room to Bell Building corridor. • Garda clinic now taking place in Bell Building • Crisis Management Plan and new CCTV system installed
3. To develop more flexible rooms within the Village Centre (for meetings, for education, for training, for community events etc.) by exploring ways in which the scale and scope of the Village Centre might be expanded and extended.	• Extended use of Conference Room for on-site training. • Failte Isteach programme being provided for International Protection Applicants/Asylum seekers and Ukrainians
4. To extend the opening hours for certain buildings within the Village Centre and especially to maximise the usage of the Bell Building in the evenings and at weekends.	• Due to COVID-19, plans to implement this strategy were carried over to 2023.
5. To develop an education and training facility in conjunction with the City of Dublin ETB	• CDET is a tenant in the Bell Building delivering Adult Education in a dedicated

and other education and training providers with a particular focus on adult learners.	Adult Education Room within the Bell Building
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ACHIEVEMENTS AND PERFORMANCE - OBJECTIVE 2	
Enhance and improve the open and built environment through an integrated and comprehensive programme of estate management and environmental improvements.	
STRATEGY	PERFORMANCE
6. DBVC, together with Dublin City Council (DCC) and other relevant organisations, will maintain the open/green spaces in areas around the Village Centre to the highest possible standards.	• Maintained excellent links with DCC and maintained the allocation of 6 part-time Community Employment staff members to assist with the upkeep of Darndale Park. • A plan for 2020 to introduce Parks Team to extend to local green areas has been carried forward to 2023, due to COVID-19 restrictions.
7. DBVC will promote and develop a service which will seek to locate larger pieces of rubbish and dispose of these in an environmentally friendly manner.	• DBVC CLG supports local groups and initiatives (e.g. Darndale Football Club, Darndale Park Run) to deal with challenges such as illegal dumping and vandalism.
8. Community clean up campaigns will be organised and supported, and local people will be provided with the encouragement and the tools to participate in community clean-up days.	Actions to deliver on this strategy will carry over to 2023 due to COVID-19 restrictions: • Environmental workers will be deployed to areas within the local community and to assist with community clean up days
9. DBVC, in conjunction with schools, youth organisations and adult groups, will seek to create more awareness amongst local residents of the importance of looking after the area in which they live.	• Awareness Campaign to discourage illegal dumping - on-going via social media. • Promoted Community Events to discourage Halloween Bonfires and stockpiling. • DBVC CLG collaborates with local agencies and services (e.g. DCC, Darndale Together, Creative Places Darndale, school art competitions) to promote more environmental awareness.
10. In collaboration with other bodies (especially Dublin City Council), DBVC CLG will assist in developing Darndale Park into a high class amenity and facility for local residents and groups.	• On-going support for Darndale Park Team (DBVC CE Staff) who are responsible for maintaining Darndale Park and running events (e.g. Park Run, Darndale FC events).

ACHIEVEMENTS AND PERFORMANCE - OBJECTIVE 3	
Develop the range of services and supports being provided to older people living in areas close to the Village Centre and further afield	
STRATEGY	PERFORMANCE
11. DBVC will continue to operate a high quality Day Centre for older people.	• Maintained accommodation to a high standard • Daycare places provided by Golden Years from 2018 to 2022:16,682 • Began exploring virtual day care services for members (Acorn Computers)
12. The DBVC Handy Helpers home maintenance and repair service for older people who require maintenance/repair work carried on in their house/apartment will be expanded to all communities in the North East of Dublin city.	• 3 teams delivering the service. • Widened catchment area for Social Alarm installations - 1,146 social alarms installed between 2018 and 2022. • Completed 891 home maintenance jobs between 2018 and 2022.
13. In relation to issues around well-being, safety and security DBVC/Golden Years will continue to engage in outreach visits, in care calls, in the installation of social alarms and in visits to hospitals and nursing homes.	• Home/Hospital Visits completed: 7,753 between 2018 and 2022 • Care Calls: 31,972 between 2018 and 2022 • Maintained links with Coolock Garda Station. • Staff training remained on-going (virtually) throughout COVID-19 restrictions for all Golden Years staff. • Maintained fleet of vehicles in line with Health and Safety Policy.
14. DBVC will seek to develop and construct a permanent Golden Years Centre (to replace the temporary portacabin structure).	• Began feasibility study for further development of the Village Centre Complex including a permanent Golden Years Centre.
15. Social outings and events will be organised for older people living in Darndale, Belcamp and Moatview.	• 725 social events and outings took place between 2018 and 2022 with a total of 9,603 attendees • Developed a virtual service for those unable to attend the Golden Years Centre.

ACHIEVEMENTS AND PERFORMANCE - OBJECTIVE 4

Facilitate and enable the establishment and development of important community and social services to be developed and delivered within the community.	
STRATEGY	PERFORMANCE
16. DBVC will promote a positive and attractive profile of the community so as to encourage organisations, agencies and businesses to invest and locate in the area.	• While working in extremely challenging circumstances with crime and anti-social behaviour, DBVC has continued to promote a positive image of the Village Centre and its work. • Shortlisted for Charity Impact Awards 2020. • On-going promotion of DBVC and the work done from the Village Centre Complex, offering other organisations/businesses the opportunity to visit the centre or use our conference facility as a sample of the environment and workspace on offer. • On-going promotion of Darndale Belcamp as a young, vibrant and welcoming community at regional and national level through radio, television and social media channels. • Supported local groups to promote virtual events and on-line training sessions between 2018 and 2022.
17. In relation to social housing, DBVC will liaise with Dublin City Council and relevant Approved Housing Bodies with a view to increasing housing stock in the area.	• Engaged in discussions with DCC to develop local sites for housing, with feasibility currently on-going.
18. In relation to healthcare services for older people, DBVC will liaise with the HSE and relevant voluntary organisations with a view to improving services around dementia, minor injuries/falls, respite care etc.	• Golden Years continues to work with Public Health Nurses, Physiotherapists and Occupational Therapists on an on-going basis to help provide: • Respite for members • Falls prevention • Diabetes care • Family/Carer stress management • Social Alarm Installations • Golden Years is continually liaising with Alone, Age Action and our Handy Helpers to deliver services. • Developed links with Dementia Support Nurses in Beaumont Hospital.

19. In relation to the development of services and supports for Travellers, DBVC will liaise with Traveller organisations and with relevant statutory agencies at the local and national levels so as to integrate Travellers more fully into services being delivered in the Village Centre and in other locations.	• DBVC CLG continues to promote and encourage the access, inclusion and integration of Travellers in its services and programmes.
20. DBVC will endeavour to collaborate with other significant service providers who are located around the Village Centre (e.g. Sphere 17, New Life Centre, Dublin City Council Sports and Recreation Centre) in order to jointly identify and develop projects and initiatives which will benefit local residents and groups.	• Representation on the Darndale Plan Implementation Oversight Group. • Continue to liaise with local organisations to support community events and initiatives. • DBVC currently sponsors 90 places through Community Employment and 17 through Job Initiative. Some of these employees are seconded to various community organisations which enable them to deliver services benefiting the entire local community

ACHIEVEMENTS AND PERFORMANCE - OBJECTIVE 5 Aim to ensure that DBVC is a sustainable and viable organisation and that issues relating to income, costs and expenses are monitored and reviewed on a regular and on-going basis.	
STRATEGY	PERFORMANCE
21. DBVC will continue to put effective and robust systems in place for monitoring and reviewing the finances of the organisation on a regular and on-going basis.	• Comprehensive annual budgets are prepared for the Board each year. • Financial Policies and Procedures were maintained and followed throughout period of Strategic Plan • All Tenders, Purchase Orders and Procurement Processes were completed and files maintained as per Policies and regulatory requirements. • Continuous review of suppliers to ensure best value and service is being provided. • TAS Accounting System maintained and up to date. • All financial audits were completed and are SORP compliant.
22. DBVC will seek to enter into more service level agreements and contracts with relevant statutory agencies for	• DBVC maintained Section 39 Grant Agreement with HSE.

work which is essential to the welfare, well-being and quality of life for local residents.	• Maintained contract with Pobal Community Services Programme. • Maintained contract with Pobal Seniors Alert Scheme. • Maintained contracts with Dept. of Social Protection for Community Employment and Job Initiative Programmes.
23. DBVC will aim to generate additional traded income from expanding the physical spaces which it manages, from longer opening hours and from marketing the Village Centre to organisations and agencies which may be interested in renting out rooms within the Village Centre.	• DBVC developed a sales and marketing strategy. • The Village Centre remained at full capacity with additional offices being provided to HSE Child and Adolescent Mental Health Service and City of Dublin Education and Training Board. • Carried out Feasibility Study on potential Phase 2 extension to Village Centre
24. DBVC will continue to make funding applications to funding sources which may be interested in funding certain aspects of the work which takes place within the Village Centre (these will include philanthropic, charitable, statutory and private funders).	• Secured funding from Pobal's Stability Fund to offset some of the trading losses accrued by the organisation during Covid-19. • Secured funding to upgrade CCTV systems in Village Centre. • Secured funding for the cost of new employee paperless clock-in and clock-out system. • Successful funding applications to Dublin City Council and National Lottery

ACHIEVEMENTS AND PERFORMANCE - OBJECTIVE 6 Provide a positive and enriching working environment for the paid staff and for the volunteers who contribute to the work of DBVC and to organisations which are based in the Village Centre.	
STRATEGY	PERFORMANCE
25. DBVC will continue to ensure that it has all of the best practice HR policies and procedures in place in relation to the welfare, well-being and safety of staff, volunteers and service users.	• All HR policies were reviewed by an independent HR Consultant. • All other policies were reviewed by the Board. • Introduced new BrightHR Time Management System for all staff in 2021.
26. DBVC will place a strong focus on collegiality and team building within its staff and volunteers and will organise	• Maintained links and regular contact with all staff throughout COVID-19

events, activities and projects which promote and support positive working relationships amongst colleagues within the organisation.	restrictions and organised well-being initiatives and programmes. • Conducted Back to Work Inductions in order to ensure a safe return to work for all staff during COVID-19 restrictions. • Staff WhatsApp Group set up for on-going communications.
27. DBVC aims to ensure that each worker within the organisation receives adequate levels of support and supervision and mechanisms for performance reviews and annual appraisals are in place.	• Completed transfer of DBI CE and JI Programmes to DBVC CLG in 2020. • Performance reviews and appraisals carried out for DBVC CLG core staff members • On-going liaison with CE and JI Sub-sponsors to ensure that performance reviews and appraisals were completed for CE/JI workers. • Followed all Individual Learning Plans and guidelines for all CE participants.
28. DBVC will conduct regular Staff Satisfaction Surveys in order to gauge staff satisfaction within the organisation and to indicate where improvements in work practices might need to be made.	• Continuous professional development of all core staff. • Regular Staff Satisfaction Surveys have been undertaken. • Conducted all CE Participant Exit Interviews.
29. DBVC will continually monitor information systems within DBVC so as to enable employees and volunteers to link into information about what is happening within the company (thereby making them feel more of a member of a collective team which is receiving on-going and regular information concerning DBVC).	• Vision, Mission, Objectives and Values of DBVC are clearly displayed in all work areas and common areas within the Bell Building. • Developed staff What's App group for sharing information and notices as appropriate. • Staff annual reviews take place on a regular basis.

In analysing the extent to which DBVC CLG has progressed the strategies and actions set out in the 2018-21 Strategic Plan it is evident that considerable progress has been made in relation to the large majority of these strategies and actions over the last five years. This progress has to be viewed in the context of the Covid-19 pandemic which restricted or curtailed the work of virtually every organisation within the public, private and community/voluntary sector. Even through the worse two years of the pandemic (from early 2020 to early 2022), DBVC CLG has striven to make progress in relation to the 30 strategies

and actions set out in the 2018-21 Strategic Plan. The organisation has used the Strategic Plan as a regular reference point and revisits each of the 30 strategies/actions on a regular basis so as to determine progress which is being made concerning these strategies/actions and what work still needs to take place in order to make further progress in activating and implementing these strategies/ actions.

In considering the progression of the strategies in the 2018-2022 Strategic Plan it is estimated that considerable progress has been made in relation to 20 (66%) of these strategies, some progress in relation to 8 (27%) of these strategies and little no progress in relation to 2 (7%) of the strategies. It is evident that virtually all of the 30 strategies are ongoing and will continue to be progressed into the future as they are not time limited (i.e. that they will be completed within a certain amount of time i.e. within two years or three years). Therefore, many of the strategies will also be incorporated within the 2023-2027 Strategic Plan since they are of ongoing core importance to the ongoing development of DBVC CLG e.g. to continue to maintain buildings to a very high standard, to maintain open/green spaces in areas around Village Centre, and to operate a high quality Day Centre for older people.

In relation to strategies where progress has not been as strong as anticipated at the time of drawing up the 2018-2022 Strategic Plan there will still be opportunities to progress these strategies over the next few years. It is clear that strategies such as opening up the Bell Building for longer periods of time (e.g. in the evenings, at weekends) and developing new projects and initiatives were badly impacted by the lockdowns and restrictions which took place during the Covid-19 pandemic. However, with these restrictions largely removed (and, hopefully not to return) there is no reason as to why DBVC CLG should not continue to focus on strategies in the 2018-2022 Strategic Plan which had to be delayed on account of Covid-19. In general terms, DBVC CLG has made very good progress in activating and implementing the strategies set out in the 2018-22 Strategic Plan, with significant progress or some progress having been made in relation to implementing 28 (93%) of the 30 strategies between 2018 and 2022.

3. PROFILE OF AREA

3.1. DEMOGRAPHIC PROFILE OF AREA

The last national Census of Population took place in April 2022. Whilst the larger scale headline figures from the 2022 Census were released in June 2022 (e.g. numbers of people living in each of the 26 counties in the Republic of Ireland), the more detailed area-based data for communities such as Darndale and Belcamp will not be available until the middle of 2023. These more detailed figures for smaller areas are called Small Area Population (SAP) statistics³. In the absence of SAP statistics for the 2022 Census the key aspects or features from the 2016 Census for the Darndale, Belcamp, Moatview (DBM) area are as follows:

- There is a population of 6,245 people living in DBM. This is similar to the population of Roscommon town and Westport.
- In relation to gender, there is a greater percentage of women than men in DBM (i.e. 53%-47%) and this figure is higher than comparative figures for Dublin City (51%-49%) and the Republic of Ireland (51%-49%)
- The population of DBM is more monocultural than Dublin City and State with 90% of Census respondents describing themselves as White Irish in DBM (compared to figures of 81% and 70% for Dublin City and the State)
- The percentage of people defining themselves as Travellers is considerably higher in DBM (7%) than the numbers for Dublin City (1%) and the State (1%). Outputs from the 2016 Census indicate that there are 398 Travellers living in DBM
- DBM is predominantly comprised of people born in Ireland. A total of 94% of the population of DBM were born in Ireland and this compares to much lower figures for Dublin City (78%) and the State (83%)
- There is a considerably higher proportion of lone parents in DBM than other parts of Ireland. A total of 54% of families with children are lone parent families and this is much higher than comparative figures for Dublin City (36%) and the State (21%)
- There are fewer owner occupied housing units in DBM (42%) than in Dublin City (53%) and the State (71%). Conversely, there are considerably more housing units rented from the local authority in DBM (48%) than in Dublin City (13%) or the State (9%)

³ When released by the Central Statistics Office, Small Area Population (SAP) statistics from the 2022 Census can be produced by DBVC CLG in June 2023 and can be factored into future planning documents as well as being made available to other organisations providing services in the Darndale Belcamp area.

- The large majority of housing stock in DBM comprises of houses (87%) rather than apartments (10%). This high proportion of houses compares to house : apartment ratios of 64% : 35% in Dublin City and 87% : 12% in the State
- There is a noticeably higher percentage of people living with a disability in DBM (16.9%) than in either Dublin City (14.7%) and the State (13.5%). There is a total of 1,055 people with a disability living in DBM
- On the Pobal Deprivation Index which ranges from +30 for most advantaged to -30 for most disadvantaged, Priorswood C Electoral Division (comprising Darndale) scores at -11.96 and Priorswood B (including Belcamp and Moatview) scores at -21.59
- In relation to people defined as economically active in 2016 (i.e. available for work), 64% of people in DBM were employed and 36% unemployed. Comparative figures for Dublin City are 87% employed/13% unemployed and these are the same figures for the State
- There are high levels of early school leaving in DBM with 56% of the local population having left school at 16 years or younger. This figure of 56% compares to 25% of people in Dublin City and 26% of people in the State who left school at 16 years or younger
- In 2016, a total of 315 people living in DBM had a third level degree or diploma. This represents 10% of the adult population in DBM with a degree/diploma and compares to Dublin City and State figures of 41% and 36% respectively
- Car ownership levels in DBM are much lower than in either Dublin City or the State. A total of 48% of households in DBM do not have a car and this compares to figures for Dublin City of 36% and the State of 16% in relation to households without any cars
- The rates of computer ownership are much lower in DBM (48% of households with a personal computer) than in either Dublin City (with 70% of households with a computer) and the State (with 71% of households having a computer).

3.2. KEY ISSUES AND CONCERNS FOR LOCAL RESIDENTS

On the basis of consultations which took place during the process of producing this Strategic Plan and of other documents produced about Darndale Belcamp (e.g. Dr. Jack Nolan's detailed Socio-Economic and Community Plan for the Darndale area – 'Darndale, A Long View of an Enduring Challenge'), it is evident that there are three main issues and concerns which have to be prioritised over the next 5-10 year period. These concerns related to (i) criminality and anti-social behaviour, (ii) improving the state of the environment in Darndale Belcamp and

(iii) developing greater community engagement and community leadership in the Darndale Belcamp area

(i) Criminality and anti-social behaviour

There will need to be a high priority given to issues concerning security and safety in any future plans and strategies for the Darndale, Belcamp, Moatview (DBM) area. Over the last number of decades there have been many incidents of serious crime within the DBM area (including a number of murders) and the extent of anti-social behaviour and drug dealing is relatively high in the area - in 2019 there were 4 murders in the area, 4 attempted murders, 11 firearm offences, 114 drugs related offences, 7 robberies and 13 burglaries (Source: An Garda Síochána). These figures are of concern, especially in relation to very serious offences such as murder and possession of a firearm. It is clear, on the basis of analyses carried out in recent years, that many local residents do not feel safe living in DBM and are extremely careful about where they go to within the area, about the times they might walk through the area (i.e. not in the evenings/nighttime) and about the dangers of their children getting involved in criminal and anti-social behaviour.

In this context, it is important that DBVC CLG continues to provide a good security service at the Village Centre. A number of the strategic planning interviewees complimented DBVC CLG on the ways in which the Village Centre has been a relatively peaceful place over the last number of years (both in relation to the buildings and the open spaces within the Village Centre). Although it is natural to expect that people will congregate within the open Plaza area in the middle of the Village Centre (it is the place where people come together who are going to the shops, schools, Health Centre, Jigsaw Centre, Bell Building etc) it has generally been a place devoid of serious criminal activity. Indeed, one of the interviewees described the Village Centre as ‘a place of sanctuary’ in the middle of an area which has witnessed many incidents of lawlessness and criminal activity over the last number of decades. The relative peacefulness of the Village Centre Plaza can be attributed to a combination of DBVC CLG security operations and the passive surveillance brought about by the numbers of people traversing the Village Centre each day. Any expansion of the Village Centre will need to involve a strong emphasis on safety and security so that people feel safe attending services, events and meetings taking place within the Village Centre.

View of local people in relation to criminality, anti-social behaviour and drug-dealing.

'Belcamp Green has gone very unsafe. The same ones are making it uncomfortable for us who have lived here all our lives. We are afraid to leave our homes for basics. We have never caused hassle once. There should be CCTV on Belcamp Green/Avenue for the safety of long term residents'

'We need drugs out, more gardai on patrol serious. Gardai seem to be afraid to come into the area'

'Gardai turn a blind eye to the problem areas where drugs are being sold'

'Too much drug dealing happening. The police come, the drug dealers run around the corner, the police go and the 'shop' is back in business. Something needs to be done to get this 'business' stopped'

'More positive interventions from the Gardai with young kids in order to build positive relationships'

'Have to handle crime and sort out the situation around scramblers - Gardai should turn up more to stop them'

'Police and services to tackle the lads drug dealing. City Council to do what they are supposed to do with bad neighbours and rubbish'

'People are allowed to stay living here when they break all of the rules'

'Police are only here after something really bad happens. This only lasts for a few weeks and then they are gone again'

'I would not walk through the area. I go to shops at Clare Hall. I feel afraid of the gangs and intimidated by them'

'Gangs make me afraid. Do something about the motorbikes and scramblers. Make the area a no go for anti-social stuff. Hit them hard!'

'Corpo need to evict people who are up to trouble and involved in crime and drug dealing all of the time'

'I personally believe that we need a youth task force to help tackle and rehabilitate the anti-social behaviour and crime being carried out by youths within the area'

‘More police, get rid of the drug dealers’

‘Help Darndale to get rid of the drug dealing and anti-social behaviour, and listen to the residents’.

(ii) Improving the state of the environment in Darndale Belcamp

Many of those people consulted during the strategic planning process referred to the need to improve both the built environment and the open/green environment in DBM. In relation to the built environment there are a number of unoccupied houses in the area which are becoming increasingly dilapidated and derelict, there is a lack of colour in many of the built structures in the area, very few community buildings apart from the buildings in and around the Village Centre. In other parts of Dublin, there would be community buildings located across the community (e.g. in Ballymun and Finglas). In relation to the open/green environment there were many complaints and concerns about illegal dumping, about some people not looking after their own waste and about the poor state of the environment compared to other communities which are much tidier, cleaner and more attractive places in which to live and to visit.

It is recognised that DBVC CLG have done much good work in relation to cleaning up the environment and making improvements to the physical appearance of the area. Those who completed the survey and took part in the interviews talked about the ways in which the Village Centre is very well maintained and about the significant improvements which DBVC CLG workers have made to Darndale Park - these workers participated in the interviews and are clearly very proud of the good work they are doing and are very committed to carrying out future improvements to Darndale Park and to other parts of the area. However it is necessary for all of the DBM area to be cleaned up and maintained. This is a joint challenge which, in addition to DBVC CLG, also needs to involve local residents, Dublin City Council (who have overall responsibility for the maintenance of open/green spaces) and An Garda Síochána (who need to take action about the largescale dumping and transportation of industrial type waste which is taking place within clearly identified parts of the area).

Views of local people in relation to environmental and waste/rubbish issues

‘Should be better use of green areas for children and the elderly. More benches, tables, bins and flower boxes like in other areas’

'Organise sweep-up and clean-up days'

'Serious clean-ups needed and get the local residents more involved. If people were helping to clean up the area, they would feel more pride for the area'

'More environmental improvements such as flowerbeds, trees and sensory gardens'

'Darndale could benefit from investment in new, more up to date leisure amenities. Take Ballymun Leisure Centre as an example - swimming pool, big gym etc.'

'Darndale has great potential but I do not feel that the resources are there yet'

'Use the land that Darndale has available to it'

'I would love to see more trees and wild flowers planted in the green spaces'

'Houses are left idle and empty for much too long. They get worse all of the time and attract trouble'

'DCC should be cleaning more between the houses and the laneways. There should be cameras to catch people doing illegal dumping'

'It would be great to see more natural landscaping like planting etc. We need more positive and good news stories. We only hear about the negative, yet the place is full of good and amazing people'.

(iii) Developing greater community engagement and community leadership

A number of interviewees referred to the need for more community development and community leadership work to take place within DBM. There is some disappointment that more community leaders have not emerged from the DBM area over the last 20 years and that there is not more involvement and participation from local residents in the work of organisations providing services within the area. Many of the people who are involved in community based organisations and groups have been involved for many years and they are not being replaced by a new and younger cohort of community activists. Reasons for this non-engagement include fear and concern about getting involved in groups which might involve statutory agencies; lack of confidence and self-belief; and the absence of a Community Development Project whose main role is to build up the capacity and skills of individuals and groups within the DBM area (there are many Community Development Projects right across Dublin city and in nearly every county in Ireland).

There is a view, amongst many people, that the community development of the DBM area is as important as physical developments in the area. As far as possible, new services and new projects should involve local residents - not alone as recipients of these services but also as members of management committees and Boards of Directors for these services. There is a clear need to set up more tenants/residents groups within neighbourhoods in Darndale (e.g. Marigold, Primrose, Buttercup, Snowdrop, Tulip), Belcamp and Moatview; to carry out more outreach work in local communities so as to encourage more engagement and participation; and to provide mentoring and individual support for potential community leaders. All efforts should be made to strengthen and build up levels of community participation and community leadership in the DBM area and try and ensure that more local residents become more involved in community activities and community based groups over the next 10 years.

Views of local people in relation to community engagement and community leadership

'More needs to be done to bring about strong community spirit'

'I think that the community does a lot for the area. Parents and their kids should be encouraged to get more involved in community activities. This can be tough in disadvantaged areas'

'Covid restrictions have been lifted now so open up the Community Centre for community fun, bring back the bingo, get the people together again'

'There should be more connections with the youth of the community so as to promote a healthier and safer way of living and being in their community. Through connections the needs of young people can be expressed and acted on'

'Community involvement around events taking place in the community and holidays such as Halloween and Christmas'

'More opportunities for us as a community to enjoy ourselves and to come together to meet each other'

'There should be more work with youth groups from eight years upwards to promote local pride'

'The community has to stand up for itself and stop blaming everybody else. It needs leadership - there are only a few community leaders'

'Listen to the people of Darndale. We are fed up of not being heard'

'Darndale Belcamp was a place where other communities wanted to come because of the community spirit here. When activities were organised people got together for sports, bingo, concerts, discos. For our middle-aged and elderly the bingo nights were a great get together to provide information on the local goings on! With the right leadership it can be good again. Sunday Mass is a great way of getting info out. I would also like the weekly bulletin to come back - one page of weekly info dropped into each letter box will go a long way'

'I have lived in Darndale for 20 years. Darndale had a great community growing up. Maybe look at what made Darndale Belcamp a good community and try introducing new and old ways - summer projects, kids discos, organised street parties, BBQ nights, music'

'There are plenty of areas and squares around the Village Centre that could be used to organise community events and activities'.

Whilst there are concerns around criminality and anti-social behaviour, the state of the local environment and the need for more community engagement and leadership need to be addressed in a significant way over the next 5-10 year period, there is also hope and optimism that things can and will get better in the area. A number of interviewees referenced to the fact that the area has got quieter and calmer over the last few years - as one interviewee said *'There used to be a time when there would be 3-4 burnt out cars in the community every night. This does not happen to the same extent at all anymore'*. There is also a recognition that new projects and new initiatives which have come into the area over the last 12-18 months have the potential to bring about positive change. It is encouraging that in the survey of local residents living in DBM, 94 out of 122 (i.e. 77%) said that they liked living in the area and 113 out of 134 (i.e. 84%) said that they are hopeful for the future of the area.

4. KEY ISSUES AND CHALLENGES

4.1. INTRODUCTION

In the course of the various consultations, interviews and completed surveys which took place during the process of preparing and producing this Strategic Plan, people referenced different issues which are of relevance and importance to the ongoing development of DBVC CLG. These issues are clearly also of relevance to the 2023-2027 Strategic Plan for DBVC CLG. Indeed they will inform the Strategic Objectives and associated strategies and actions which will be set out in the next section of this Strategic Plan. Whilst some of the issues relate to the activities currently being undertaken by DBVC CLG (e.g. maintenance and upkeep of Village Centre, management of other social enterprises, sponsorship of Government employment programmes) other issues concerned new options and opportunities to be explored and progressed by DBVC CLG (e.g. reconfiguration of current facilities, new social enterprises, design and construction of extension to Village Centre).

Issues and challenges to be considered by the Board and management team of DBVC CLG will be set out under the following headings:

- **Views and perspectives on the work being carried out by DBVC CLG**
- **Current work being undertaken by DBVC CLG**
- **Local and regional focuses of DBVC CLG's work**
- **Reconfiguration of spaces within Darndale Belcamp Village Centre**
- **Further development and expansion of Village Centre**
- **New projects and initiatives**
- **Profile and awareness of work and activities of DBVC CLG**
- **Partnership and collaboration with other organisations**
- **Relationships with key agencies**
- **Community development and community leadership**

4.2. VIEWS AND PERSPECTIVES ON THE WORK BEING CARRIED OUT BY DBVC CLG

There were many positive views and comments expressed by those people who participated in the strategic planning process in relation to the work and activities of DBVC CLG. Local residents who completed the surveys and people interviewed by Stephen Rourke said that DBVC CLG are doing a very good job of maintaining and looking after the upkeep of the Village

Centre complex in Darndale; that the Golden Years and Handy Helpers social enterprises are doing very valuable work with older people; and that DBVC CLG provides many employment and training opportunities for local residents. The positivity towards DBVC CLG is reflected in the outcomes of the survey of 145 local residents. In this survey, 127 people (88%) said that DBVC CLG is doing very good work, 6 people (4%) said it is not and 12 people (8%) are not sure. Many local residents commented upon the maintenance and upkeep of the Village Centre and the work being carried out by Golden Years and Handy Helpers (many of the survey respondents had direct experience, either themselves or family members, of these older persons services).

There was also a view that DBVC CLG could do more to develop its relationships with local residents and groups in the local area. It is recognised that the main building in which DBVC CLG activities take place (the Bell Building) is not the type of community facility within which people can wander around as they go from room to room for different purposes (e.g. to an activity room, to the local cafe, to a youth activity area). Rather, the Bell Building is largely comprised of organisations who are providing services and who have long-term rental arrangements on their spaces (e.g. Discovery Training Centre, Preparing for Life). Therefore, the Bell Building is not a drop-in, walk-in type of community facility (as one interviewee said *'you go there to access services and not for general non-specific purposes'*) and this has resulted in DBVC CLG not being as connected with the local community as would be the case with more open access community facilities. One of the challenges for DBVC CLG over the next number of years is to build up understanding and connections with local communities - perhaps through opening up its facilities for more community events and activities.

4.3. CURRENT WORK BEING UNDERTAKEN BY DBVC CLG

There is a strong view amongst people consulted during the strategic planning process that DBVC CLG should continue to focus on the three main work areas that have formed the bulk of its work programmes over the last 20 years. These work areas are facilities management; sponsorship and management of Government employment programmes; and development of social enterprises. All of these work areas are both necessary and ongoing (they are not time limited with a beginning and end date) and should form essential elements of future work programmes for DBVC CLG. It is also recognised, however, that there are different and diverse ways in which DBVC CLG might progress its main work areas over the next five years

e.g. it might take on new facilities, it might broaden the geographical scope of its sponsorship of employment programmes.

In relation to facilities management, DBVC CLG should continue to manage, maintain and secure the existing facilities at the Village Centre - both the buildings (such as the Bell Building and the Jigsaw Centre) and the open spaces (such as the Square/Plaza and car parking spaces). It has also been proposed that the facilities development and management role of DBVC CLG might also involve a major landscaping and greening project for the Square/Plaza which would provide many more opportunities for local residents to meet and to mingle in a very attractive setting - the Square/Plaza would not just be a place you go through but will become a destination to spend time in. The other major development relates to a possible Phase 2 of the Village Centre and this could involve new buildings being constructed at the back end of the current site or at another local site close to the Village Centre.

The future facilities management role of DBVC CLG needs to take cognisance of the fact that there is a possibility of this facilities management role being put out to public tender. There is an increasing pattern of work that had been reserved for particular organisations being put out to tender through a public procurement process e.g. tendering for Local Development Companies (SICAP) and for Local/Regional Employment Services. In this context, DBVC CLG needs to prepare for the possibility that the facilities management contract for the Village Centre might involve a competitive tendering process. In preparation, DBVC CLG should highlight the efficient and effective work it has done over the last 20 years and the distinctions between the integrated range of services it provides and the more limited services to be provided by a purely commercial facilities management company (who would not get involved in projects which impinge upon their bottom line and profit margin e.g. landscaping project, art gallery, community support for marginalised and vulnerable people).

There is a strong view that DBVC CLG should continue its sponsorship of Government employment programmes. It is recognised that sponsorship of Job Initiative will come to an end as participants reach their retirement age (this is a scheme where existing participants are not replaced by new participants). DBVC CLG should maintain its involvement in the Community Services Programme (which helps to fund key staff positions) and in the sponsorship of Community Employment schemes. Whilst it is accepted that responding to the needs of some Community Employment participants can be quite labour intensive and

difficult, there is also recognition that many hundreds of previously unemployed people have benefited enormously through their involvement in Community Employment with impressive progression rates for these participants

DBVC CLG has been a professional and effective sponsor of Government employment programmes and it is unlikely that any other organisation in the Darndale Belcamp area would have the capacity and resources to be able to manage over 100 people at any one time on these employment programmes. When asked to extend its geographical reach beyond Darndale Belcamp, DBVC CLG agreed to take on additional CE places in Donaghmede and Kilbarrack. On the basis of its proven track record it might be the case that DBVC CLG may be asked by DSP to take on additional places or might volunteer to become more of a regional sponsor of employment programmes. The Board of DBVC CLG, as part of its ongoing strategic planning process, will decide if it is interested in becoming a regional (rather than local) sponsor of Government employment programmes.

In relation to social enterprises, DBVC CLG should continue to explore new social enterprises which it could establish and develop (in addition to Golden Years and Handy Helpers). This may involve identifying outstanding community needs in Darndale Belcamp which are not currently being met and which could form the basis for new social enterprises. This could, for example, involve a ramping up of the existing environmental improvement works being undertaken by DBVC CLG (in Moyross in Limerick, a local social enterprise looks after all of the green areas in Moyross on an annual contract from Limerick City and County Council). There may also be possibilities for DBVC CLG in the provision of social housing (with a particular focus on communal housing for older people). There could well be opportunities to develop other social enterprises which provide both community services and employment for local people.

4.4. LOCAL AND REGIONAL FOCUSES OF DBVC CLG'S WORK

The primary focus of DBVC CLG's work should be on responding to local needs within the Darndale, Belcamp, Moatview (DBM) area. Whilst there is also potential in an expanded Village Centre becoming a type of regional centre for some services and activities in the north Dublin region (it is conveniently located close to key transport routes and is accessible to many communities in north Dublin) most interviewees felt that the main priority for DBVC CLG and the Village Centre (now and in the future) should be upon improving life prospects

and life opportunities for people living in the DBM area. It was pointed out that the population of the DBM area is 6,245 people (similar to towns such as Ballinasloe, Fermoy, Westport, Roscommon) and that this population needs the types of local services which could be provided through an organisation such as DBVC CLG and a facility such as the Village Centre at Darndale.

Although a significant amount has been achieved by DBVC CLG and by other organisations in close proximity to the Village Centre it is also recognised that much more needs to be done to support and assist local people living in DBM. The rates of long term unemployment and early school leaving are much higher in DBM than in other parts of Dublin City and Ireland; addiction levels are disturbingly high in DBM; there are relatively high levels of criminality and anti-social behaviour in DBM; and there are serious issues around littering and the state of the environment. These are all issues and concerns referenced in Dr. Jack Nolan's Socio-Economic and Community Plan for Darndale (Darndale – A Long View of an Enduring Challenge) and would indicate that there is still a major job of work to be carried out in assisting and supporting people in the DBM area. Hence, the view that for the foreseeable future the major focus of the DBVC's facilities management work and of any expansion of community facilities at the Village Centre should be firmly concentrated on people living in the DBM area.

4.5. RECONFIGURATION OF SPACES WITHIN DARNDALE BELCAMP VILLAGE CENTRE

There were a number of references by people consulted during the strategic planning process as to ways in which existing spaces within the Village Centre could be reconfigured and used more efficiently into the future. Some people said that the reception area in the Bell Building could become more of a public amenity which might incorporate a coffee dock type facility for the hundreds of people who pass through the Village Centre each day. Interviewees and survey respondents also mentioned developing the Plaza/Square area in the middle of the Village Centre into a much more attractive landscaped part of the Village Centre (72% of survey respondents were in favour of this option). There were also references to utilising the canteen/cafe facility within Discovery Training Centre and redeveloping the back end of the Village Centre complex (which currently houses a number of temporary portacabin structures).

These types of developments would lead to a greater sense of connection, affection and solidarity between DBVC CLG and the local communities which it serves. If, for example, many more people linger for a cup of tea coffee or for a chat in a coffee dock facility in the Bell Building or in a newly landscaped Plaza/Square area, the more that they will appreciate and admire the good work being carried out by DBVC CLG (and by the partner organisations such as Dublin City Council). There are opportunities within the current buildings being used and/or maintained by DBVC CLG to make the Village Centre more relevant and to provide opportunities for the hundreds of people who passed through the Village Centre each day (on their way to and from schools, HSE Health Centre, shops, Jigsaw Centre etc) to linger, to meet each other and to have some fun rather than just passing through the Village Centre on their way to and from where they live.

Comments about services and activities to be provided at the Village Centre

‘More community services like adult literacy, hobby courses like local or family history, calligraphy. Regular displays of local artists’

‘A drop-in cafe in the reception area of the Bell Building or a coffee box in the Plaza/Square’

‘Maybe inform people about what actually goes on in the building and then it can be decided what else is needed’

‘More activities to get community out and kids occupied. The 5K run was a great idea’

‘More services for young people such as music projects, recording studios, acting classes etc.’

‘A sensory garden for local autistic kids to access’

‘A post office would be great and maybe a hairdressers or beauticians for some of the young women doing courses in the Bell Building’

‘Afternoon teas, dances, music lessons, arts and crafts, photography classes - in the evenings and at weekends’

‘Social club for middle-aged groups’.

4.6. FURTHER DEVELOPMENT AND EXPANSION OF VILLAGE CENTRE

At present, the Village Centre in Darndale is operating at virtually full capacity. All of the buildings within the Village Centre are occupied i.e. Jigsaw Centre, HSE Centre, retail units, Bell Building. Many of the tenant organisations have been in situ for many years and are likely

to remain so for the foreseeable future. Yet, at the same time, there is an ongoing demand for space and facilities within the Village Centre both from local organisations within Darndale Belcamp and other organisations providing more of a regional service. DBVC CLG is not in a position to respond to requests for long term lettings and leases because the existing spaces are currently being occupied. In this context, DBVC CLG undertook a feasibility study in 2021 and 2022 to explore the levels of interest in expanding the services at the Village Centre and to assess the potential for building another phase or extension to the current Village Centre.

The outcomes from this Feasibility Study are positively disposed towards developing further space for various activities and services to take place at the Village Centre. There is interest, for example, in setting up an Arts and Cultural Centre, an Adult/Community Education Centre, a purpose built Day Centre for older people, a family centre (with loads of play areas and spaces), new services for people affected by drugs/addiction and other improved and expanded health services. The Village Centre could become a more significant campus or complex within which many new services could be provided - Money Advice and Budgeting Services (MABS), An Garda Síochána and City of Dublin Education and Training Board (CDETb) are all interested in availing of any additional space which may become available in the Village Centre. Together with an extension of opening hours in the evenings and at weekends, the future development and expansion of the Village Centre presents significant opportunities for DBVC CLG, together with other agencies and organisations, to improve the range of services and activities being provided at the Village Centre.

4.7. NEW PROJECTS AND INITIATIVES

A number of significant developments are currently taking place in the DBM area. An inter-agency Implementation Oversight Group has been established recently to progress recommendations set out in Dr. Jack Nolan's comprehensive profile and analysis of Darndale which was produced in 2020. This group is being chaired by Dr. Jack Nolan. A further significant development is the Creative Places Darndale initiative. This is a consortium of 16 organisations which put in a successful bid for a national arts funding programme and this bid has resulted in an approval of €450,000 (€150,000 x 3 years) to support activities which will increase participation in the arts and foster arts practices in DBM. A third significant initiative is the Place Based Leadership Programme which is being developed by the Department of Rural and Community Development and the Northside Partnership and will involve 24 people

living in DBM participating in an extensive and comprehensive community leadership programme. A further recent development is the establishment of a team of youth outreach workers to engage with hard-to-reach young people in the DBM area.

Therefore, it is evident that a number of noteworthy developments are aligning and coming together at around the same time. A further positive development would be an expansion of the Village Centre in Darndale so as to enable many more services to be provided in the area and for new facilities to be established (e.g. Adult Education Centre, Arts and Culture Centre). Together with the Implementation Oversight Group, Creative Places Darndale, the Place Based Leadership Programme, Healthy Communities – Empowering Communities and the newly formed Youth Outreach Team, Phase 2 of the Village Centre could have a transformative impact on the lives of many people living in the DBM area. It is likely that there will be a great deal of synergy and ongoing interaction between the various initiatives with, for example, a range of different gatherings and meetings of the Implementation Oversight Group, Creative Places Darndale and the Place Based Leadership Programme taking place within the Village Centre. DBVC CLG will need to determine the level and extent of its involvement and engagement with new projects and initiatives being set up in the area - it is recognised that DBVC CLG is a member of the Implementation Oversight Group.

4.8. PROFILE AND AWARENESS OF WORK AND ACTIVITIES OF DBVC CLG

DBVC CLG aims to be as transparent as possible about its work and activities. This is reflected in its Annual Reports which are publicly available online and in hard copy, in the ways that it presents its financial accounts (in compliance with the SORP – Statement of Recommended Practice guidelines), in its social media presence (in 2020 a total of 198,042 people engaged with DBVC CLG through social media), in its website and in its newsletters and text services. Whilst it is clear that DBVC CLG operates on a number of communications platforms, there is still some further work to be done in informing people about the roles, functions and activities of DBVC CLG (and the social enterprise commercial business model it operates i.e. it has to pay its way and raise income). The need for an ongoing focus on communications is reflected in some of the responses to the strategic planning survey e.g. only 25% of respondents felt that they knew a lot about what happens in the Village Centre, 76% of respondents said that they would like to know more about what happens in the Village Centre, and 59% of

respondents believe that Dublin City Council manages the Village Centre (which is actually managed by the multi-agency independent DBVC CLG).

DBVC CLG should aim to inform different audiences of the work, activities and achievements of DBVC CLG. These audiences include local residents, partner agencies and organisations, the business community in north Dublin, actual and potential funders. The story of the evolution and development of the Village Centre is remarkable – one of the finest community services complexes in Ireland which is based in the middle of an area which has received huge notoriety and negative press coverage over many years. Yet, at the same time, it could be argued that DBVC CLG has been understated and modest in communicating and celebrating its significant achievements. People consulted during the strategic planning process suggested that DBVC CLG could do some more work in explaining who it is (i.e. independent company comprised of Board members from diverse backgrounds and interests) and what it does (i.e. in addition to running and managing the Village Centre it is also involved in delivering eldercare and environmental improvement services).

DBVC CLG should continue to focus on developing its social media platforms and outlets, on continually updating its website, on open days to enable visitors to see the various parts of the Village Centre complex, on organising information sessions for niche audiences such as business leaders and community leaders which would communicate particular messages focused on these audiences. The promotion of the Village Centre needs to be viewed in the context of the intention of DBVC CLG to attract more traded income through greater usage of the Village Centre (especially in the evenings and at weekends) and through a potential expansion of the square footage and buildings at the Village Centre.

4.9. PARTNERSHIP AND COLLABORATION WITH OTHER ORGANISATIONS

There are a significant number of agencies, organisations and groups operating within the DBM area. Many of these organisations are service providers and are involved in delivering important community services around education, training, healthcare, eldercare, drug treatment and rehabilitation, family support etc. Many of the existing services are located within that part of Darndale which includes the Village Centre, Sphere 17, New Life Centre, DCC Recreation Centre and local schools. All of these facilities are within a few minutes walk of one another and would appear to present excellent opportunities for closer inter-agency co-operation and co-ordination e.g. the location of early years services and schools close to

the local Health Centre in Darndale should make it easier for children and families attending childcare and educational services to access healthcare services. An expanded Village Centre with more service provider organisations and more services being delivered should create more possibilities for various agencies and organisations to collaborate and to coordinate their services.

Whilst a number of services are physically located close to one another, there is a view amongst some interviewees that agencies and organisations could be working more closely together in the best interests of individuals and families living within the DBM area. In the situation of people who are in contact with a number of different services, questions were asked about the extent to which these services are talking to each other, sharing information and putting together an integrated and collaborative approach which will achieve the best possible outcomes for people living in the DBM area.

Whilst it is recognised that the Board of DBVC CLG comprises representatives from a number of key agencies and that the inter-agency Implementation Oversight Group for DBM has recently been established there is still a view that more co-operation and co-ordination could take place between service provider organisations in DBM. This may involve the managers of the various organisations located around the Village Centre meeting together on a more regular basis (i.e. a Managers Forum) and organisations working more closely together on various projects and initiatives. Involvement in local forums and networks can sometimes be time-consuming and DBVC CLG will need to determine its level of involvement in these forums/networks vis-a-vis the ongoing management and delivery of its own services and projects.

4.10. RELATIONSHIPS WITH KEY AGENCIES

DBVC CLG needs to maintain a good, constructive and positive relationship with Dublin City Council (DCC). DCC owns the lands and buildings at the Village Centre in Darndale. DBVC CLG has a lease arrangement with DCC in relation to the Bell Building at the Village Centre (the Bell Building is the main facility within which DBVC CLG operates) and has a management agreement with DCC in relation to the maintenance and upkeep of the buildings and open spaces at the Village Centre (including the Plaza/Square area and car parks). It is important that DBVC CLG and DCC are absolutely clear about respective roles in relation to improvements and new developments proposed for the Village Centre. For example if plans

are being put in place for the Plaza/Square area (such as the proposed landscaping/greening project) or for a purpose built Golden Years Day Centre, both DBVC CLG and DCC will need to be very clear and sure about what consultations and approvals need to be provided in order for these projects to proceed to implementation stage.

It should be recognised that DBVC CLG provides a lot more social, community and non-commercial supports and assistance than would normally be the case with a pure commercial, profit-driven private sector management company. In addition to its key relationship with DCC, DBVC CLG also strives to improve relationships with service provider organisations who are located within the Village Centre.

4.11. COMMUNITY DEVELOPMENT AND COMMUNITY LEADERSHIP

The need for more community development work and more community leadership in Darndale Belcamp was mentioned by a number of people consulted during this strategic planning work for DBVC CLG. There is disappointment that younger people (i.e. under the age of 40) are not becoming more involved in community activities in Darndale Belcamp. Whilst new initiatives have been set up over the last year or so, it appears that community representation on these initiatives primarily comprises of older community stalwarts who have been involved for a fairly long time in community activities. There are various reasons put forward for the lack of community involvement (e.g. fear, intimidation, apathy) and it would be useful for DBVC CLG to explore ways in which it could support community leadership and community development initiatives into the future. Whilst it is accepted that DBVC CLG is not primarily a community development organisation (i.e. it does not employ paid community workers) it can still play an important role in facilitating and enabling community development and community leadership work to take place in the DBM area.

This could involve, for instance, making spaces available for community events and activities to take place; playing lead role in the organisation of these events (e.g. at Christmas, Halloween); supporting community leadership education and training courses within the rooms in the Bell Building; identifying potential community leaders who may be participants on DBVC CLG's employment programmes. Over the last year or so there seems to be a renewed sense of hope and optimism that things may be getting better in the DBM area and calming down a bit in relation to criminality and anti-social behaviour. At the same time there are a number of interesting and exciting initiatives which have been put in place over the last

few years (e.g. Creative Places Darndale, Darndale Together, more youth/drugs outreach workers, more work with hard-to-reach young people). It is anticipated that DBVC CLG will continue to support these positive and progressive developments with all relevant agencies and organisations working together to make the DBM area a better and safer place for people to live.

5. FUTURE PRIORITIES AND STRATEGIC OBJECTIVES FOR DARNDALE BELCAMP VILLAGE CENTRE CLG, 2023-2027

5.1. VISION STATEMENT

We have a vision of our community where the physical environment is safe, secure and clean, where the local economy is strong and provides jobs and opportunities for local people, where people have confidence and a sense of pride in their community and where our services operate effectively for the good of all.

5.2. MISSION STATEMENT

Darndale Belcamp Village Centre CLG aims to provide high quality facilities and relevant services to local residents living in those communities close to the Village Centre and in adjoining areas. This aim will be achieved through excellent facilities management and maintenance of properties and spaces within the Village Centre; and through the provision and development of key services for local residents and groups.

5.3. OUR VALUES

- Working towards our vision in a way that tackles causes as well as alleviates symptoms
- Seeking to break negative cycles through early intervention
- Working in partnership with others to identify needs and deliver solutions either ourselves or with/through our partners
- Providing leadership for positive change and supporting leadership in others
- Being innovative and creative in our search for solutions to local problems
- Being rooted in, listening, challenged and responding to the local community.

5.4. STRATEGIC OBJECTIVES

5.4.1. To maintain and upgrade the buildings and open spaces at the Village Centre complex at Darndale to the highest possible standards.

Context/Rationale

Since its establishment in 2001, the Village Centre has been recognised as one of the finest community facilities in Ireland. The Bell Building and the adjoining spaces/buildings which comprise the Village Centre enable a variety of groups, organisations and businesses to provide services to local residents and people from further afield. There is a high level of satisfaction with how the Village Centre is maintained and looked after (nearly 90% of people

who participated in the community survey saying that they were pleased with the ways in which it is managed). DBVC CLG will continue this good work over the next 5 years and will aim to significantly enhance the spaces/rooms available for a variety of different community and educational activities.

Strategies, actions and interventions to achieve this strategic objective will include the following:

- To continue to maintain the buildings and open spaces within the Village Centre to a very high standard
- To ensure that the buildings and spaces within the Village Centre are safe and secure both for staff employed by service providers and for service users and visitors
- To develop more flexible rooms within the Village Centre (for meetings, for education, for training, for community events etc.) by exploring ways in which the scale and scope of the Village Centre might be expanded and extended
- To extend the opening hours for certain buildings within the Village Centre and especially to maximise the usage of the Bell Building in the evenings and at weekends
- To develop new spaces and opportunities (e.g. development of Plaza/Square, purpose built facility for Golden Years) in conjunction with agencies such as Dublin City Council and the HSE.

5.4.2. To maintain the range of services and supports being provided to older people living in Darndale, Belcamp, Moatview and its environs.

Context/Rationale

Over the last few years, one of the outstanding achievements of DBVC CLG has related to the establishment of the Golden Years and Handy Helpers services for older residents from the local area and for older people from further afield. There are currently over 1,000 older people who are members of the Golden Years services and Handy Helpers completed 891 maintenance/repair jobs and installed 1,146 social alarms between 2018 and 2022. Over the course of the next 5 years, the number of older people aged 55 and over is going to increase as the people who moved into the area in the 1970s in their 20s are now in their late 50s and 60s. In response to these demographic changes, DBVC CLG will extend and broaden the services which it provides to older people in the area.

Strategies, actions and interventions to achieve this strategic objective will include the following:

- DBVC CLG will continue to operate a high quality Day Centre for older people (Golden Years Centre)
- The Handy Helpers home maintenance and repairs service for older people who require maintenance/repair work carried on in their house/apartment will be extended to other communities in the north east of Dublin City
- In relation to issues around well-being, safety and security Golden Years will continue to engage in outreach visits, in care calls, in the installation of social alarms and in visits to hospitals and nursing homes
- DBVC CLG will seek to develop and construct a permanent Golden Years Centre (so as to replace the temporary portacabin structure)
- DBVC CLG will support older people in areas of education, wellness and well-being
- Social outings and events will be organised for members of Golden Years Centre

5.4.3. To sponsor and manage Government employment programmes in a professional, efficient and community focused manner.

Context/Rationale

Since the time of the production of the previous Strategic Plan in 2018, DBVC CLG has become the formal sponsor of two Government employment programmes - Community Employment (CE) (with DBVC CLG sponsoring 90 places across a range of locations) and Job Initiative (JI) (there are currently 17 people on DBVC CLG's Job Initiative scheme). DBVC CLG is one of the largest sponsors of employment programmes in north Dublin and significant benefit is derived from these programmes by participants, by the community based groups who utilised CE/JI workers and by the communities where the CE/JI workers are providing services. There are significant management and administrative tasks involved in sponsoring employment programmes and DBVC CLG will endeavour to fulfil its duties and responsibilities in the most effective way possible.

Strategies, actions and interventions to achieve this strategic objective will include the following:

- Through its Community Employment and Job Initiative managers and supervisors, DBVC CLG will liaise with CE/JI workers on a regular and ongoing basis to assess training needs, and career development opportunities so as to enhance their employability
- DBVC CLG will continue to have in place a Project Management Committee and a Participant Development Officer for its sponsorship of Community Employment schemes
- DBVC CLG, together with managers of other organisations availing of DBVC CLG Community Employment workers, will continue to produce Individual Learner Plans for each CE worker (which will be updated on a regular basis)
- DBVC CLG supervisors will meet with Community Employment sub-sponsor organisations 2-3 times each year and the DBVC CLG CEO will meet with them once a year to discuss issues of common interest and/or concern (sub-sponsor organisations are organisations which are allocated CE places/workers by DBVC CLG)
- Together with other Community Employment sponsors, DBVC CLG will work towards developing new understandings of progression for CE participants - understandings which take into account personal and emotional progression as well as labour market progression
- Give further consideration to liaising with other community organisations in the northside of Dublin and with the Department of Social Protection in relation to other new ways in which DBVC CLG might assist in sponsoring Community Employment schemes.

5.4.4. To assess the need for the development of new initiatives and projects which would enhance the Darndale, Belcamp and Moatview communities and create new opportunities to enhance the social and economic fabric.

Context/rationale

There have been a number of new projects and ventures set up in the Darndale Belcamp area over the last number of years involving arts/culture, education, youth outreach and case management workers. There are other new projects and initiatives which could be set up over the next five years and some of these could benefit from DBVC CLG playing a lead role e.g. in work areas within which DBVC CLG have a proven track record e.g. facilities management, social enterprises, sponsorship of employment programmes. DBVC CLG, together with other

key agencies such as Dublin City Council, should continue to explore ways in which it might best contribute to the economic, social, cultural and educational development of the Darndale Belcamp area.

Strategies, actions and interventions to achieve this strategic objective will include the following:

- DBVC CLG will work in partnership with other agencies and organisations involved in delivering services and in setting up new initiatives in the Darndale Belcamp area. These organisations include the Northside Partnership and the Darndale Implementation Oversight Group
- DBVC CLG will seek to identify new social enterprises to be developed and progressed (these could be around the areas of older people, Travellers and people with disabilities)
- Further consultation and implementation work will take place in relation to ways in which the physical infrastructure at the Village Centre can be improved and expanded.

5.4.5. To ensure that DBVC CLG is a sustainable and viable organisation.

Context/Rationale

It is critical that DBVC CLG remains a viable entity and that it is able to generate enough income to cover its costs and pay the wages of its staff and to meet the overheads and other bills which have to be paid. At present DBVC CLG generates income from Government grants, Government employment programmes, trading social enterprises, philanthropic money and non-governmental income (through self-balancing service charges, rents, hiring out of rooms/spaces). It is a positive development that DBVC CLG generates much of its turnover from traded income (which is ultimately more sustainable than depending on Government grants which might or might not be approved from year to year). There is a need to continually review issues around costs, expenses and income with a view to ensuring that DBVC CLG is able to break even each year (and perhaps to realise a surplus which can then be re-invested in the Village Centre and social enterprises or contribute to the accumulation of a reserve for the company).

Strategies, actions and interventions to achieve this strategic objective will include the following:

- DBVC CLG will continue to put effective and robust systems in place for monitoring and reviewing the finances of the organisation on a regular and ongoing basis (e.g. management accounts, Board sub-groups, audited accounts)
- DBVC CLG will seek to enter into more service level agreements and contracts with relevant statutory agencies for work which is essential to the welfare, well-being and quality of life for local residents (e.g. environmental works contracts with Dublin City Council, care of older persons contracts with the HSE)
- DBVC CLG will aim to generate additional traded income from expanding the use of the physical spaces which it manages, from longer opening hours (especially at evenings and weekends) and from marketing the Village Centre to organisations and agencies which may be interested in renting out rooms within the Village Centre
- DBVC CLG will carry out annual reviews of service charges and rental arrangements with the service provider organisations and businesses which are paid to DBVC CLG. These reviews will involve comparisons with the service charges and rents being charged in similar complexes within Dublin City
- DBVC CLG will continue to make applications to funding sources which may be interested in funding certain aspects of the work which takes place within the Village Centre (these will include philanthropic, charitable, statutory and private funders).

5.4.6. To provide a positive and enriching working environment for all staff who contribute to the work of DBVC CLG and to organisations which are based in the Village Centre.

Context/Rationale

The outstanding success and achievements of DBVC CLG since its establishment in 2001 are largely due to the staff and volunteers who have been involved in providing services and carrying out work for DBVC over the last 21 years. There is a deep level of commitment from DBVC CLG staff and volunteers to the work and activities of DBVC CLG and this is reflected in the very positive feedback received about the Village Centre in the community survey which formed part of the strategic planning process. Over the course of the next 5 years, DBVC CLG will endeavour to ensure that maintains and enhances a safe, happy and satisfying work environment for its employees, for its volunteers, for its service provider organisations and for its service users.

Strategies, actions and interventions to achieve this strategic objective will include the following:

- DBVC CLG will strive to ensure that it has all of the best practice HR policies and procedures in place in relation to the welfare, well-being and safety of staff, volunteers and service users
- DBVC CLG will place a strong focus on collegiality and teambuilding within its staff and volunteers and will organise events, activities and projects which promote and support positive working relationships amongst colleagues within the organisation
- DBVC CLG will continue its development of core staff to maintain and evolve their skills, knowledge, experience and understanding
- DBVC CLG aims to ensure that each worker within the organisation receives adequate levels of support and supervision and that mechanisms for performance review and annual appraisals are in place
- DBVC CLG will conduct regular Staff Satisfaction Surveys in order to gauge staff satisfaction within the organisation and to indicate where improvements in work practices might need to be made
- DBVC CLG will continually monitor information systems within DBVC CLG so as to enable employees and volunteers to link into information about what is happening within the company (thereby making them feel more of a member of a collective team which is receiving ongoing and regular information concerning DBVC CLG).

6. GOVERNANCE, IMPLEMENTATION AND MANAGEMENT

6.1. GOVERNANCE

DBVC CLG will continue to adhere to, and comply with, the highest standards of corporate governance. This will be achieved through a range of actions which include the following:

- The Board of Directors for DBVC CLG will meet on a minimum of 6 occasions each year
- At Board meetings, Board members will declare any conflicts of interest in relation to agenda items and will be aware that their primary responsibility whilst attending Board meetings is towards the well-being and sustainability of the organisation of which they are a Director (i.e. DBVC CLG) rather than to their employing organisation
- The Board is clear that its main roles and functions relate to governance, oversight, accountability and satisfactory implementation of the Strategic Plan rather than day-to-day operational matters (which are handled by the CEO and her management team)
- A Corporate Governance and Strategic Planning Sub-Group of the DBVC CLG Board is responsible for ensuring that DBVC CLG continues to be in full compliance with the Charities Governance Code, that it continues to meet the requirements of the Charities Regulator, that it updates its Risk Register and that it meets other governance guidelines and standards
- DBVC CLG is audited annually by an external auditor from the National Standards Authority of Ireland so as to ensure that it continues to meet the requirements of the ISO 9001:2015 quality assurance standard
- DBVC CLG has in place a Risk Management Assessment System which is reviewed regularly by its three Sub-groups: Audit, Finance and HR; Corporate Governance and Strategic; Planning and Communities and Communications
- The Audit, Finance and HR Sub-Group is charged with monitoring and ensuring financial accountability, transparency and accuracy. This Sub-Group meets at least on a quarterly basis with the CEO and Accounts Manager and on an annual basis with the external auditors
- DBVC CLG carries out regular appraisals of the Board of DBVC CLG with the assistance of an external facilitator.

6.2. IMPLEMENTATION OF 2023-2027 STRATEGIC PLAN

The 2023-2027 Strategic Plan provides a framework and a basis for DBVC CLG to prioritise and to focus its work and activities in the period from 2023 to 2027. It is recognised that the Strategic Plan needs to be complemented and supported by other more detailed plans which will set out the ways in which the strategic objectives and strategies described in the previous section of the Strategic Plan are going to be implemented and delivered. The implementation schedule or process for the 2023-2027 Strategic Plan will include the following:

- There will be an action plan for each of the 31 strategies set out in the previous section of this document. These action plans will detail the particular actions which will need to be carried out for the 31 strategies, the timelines for actions to be completed and the person(s) responsible for implementing the actions
- Key Performance Indicators (KPIs) will be drawn up for the agreed strategies and these KPIs will provide a basis for reviewing performance and achievements
- The Board and Management of DBVC CLG will produce annual Business Plans which will set out which actions within each of the 31 strategies are to be implemented during each year of the 5 year Strategic Plan
- The CEO of DBVC CLG will produce quarterly updates for the DBVC CLG Board on the progress which is being made in the implementation and delivery of the Strategic Plan
- In addition to normal Board meetings, DBVC CLG will also organise regular review and planning meetings at which progress in relation to the implementation of the Strategic Plan in the previous year will be reviewed and plans will be made for priority strategies and actions in the forthcoming year

6.3. MANAGEMENT

- The CEO of DBVC CLG will continue to meet on a monthly basis with the managers from each team (i.e. Facilities Management, HR, Finance, Golden Years Service, Handy Helpers Service, Housekeeping, Public Relations, Quality Management) and to agree action points which are minuted for each manager
- Annual management planning meetings will review the implementation of the previous year's workplan and plan ahead for the next year

- DBVC CLG's Quality Manager will continue to carry out regular audits with each team/department to ensure compliance with good practice guidelines and regulations (e.g. ISO 9001:2008).
- Annual performance appraisals of managers within DBVC CLG will continue to be carried out by the CEO and the appraisal of the CEO will continue to be carried out by the Chairperson.

7. CONCLUSIONS

DBVC CLG has achieved a significant amount since its establishment in 2001. It has developed one of the most impressive community facilities in Ireland at the Village Centre at Darndale, it has created spaces and amenities for the delivery of a wide range of important community services, it has enabled and facilitated the employment of 270 people within the Village Centre at any one time, it has set up important community services in the areas of older persons care and home and environmental improvements, and it has complied with the highest standards of corporate governance and quality assurance. In a period of time when the Darndale/Belcamp area has been subjected to a high level of bad publicity, the Village Centre has been an outstanding success in the services which it provides, the ways in which it is maintained and looked after, and in the employment and training opportunities which it has helped to create and support.

In recent years it also managed to survive the COVID-19 pandemic and operated in a flexible and adaptable manner to provide community services and supports during the times of pandemic restrictions and lockdowns.

DBVC CLG will continue to contribute to the social, economic, environmental and community development of Darndale Belcamp over the lifespan of the 2023-2027 Strategic Plan. It is a time of some hope and optimism within the local area (based on the feedback and comments from people who participated in the strategic planning process) and there are a number of new projects and initiatives which have been set up in the area in the last few years. DBVC CLG will continue to work with all relevant agencies and organisations to help put in place the services and supports which are most required in the area - this may involve some extension or expansion of the work of DBVC CLG (e.g. extended opening hours, building new facilities on vacant land within the area). DBVC CLG will continue to do all that it can to support local residents and groups, to provide new and enhanced developmental opportunities and to improve the quality of life and future life prospects for local residents.

APPENDIX 1

ISSUES AND QUESTIONS TO BE DISCUSSED DURING STRATEGIC PLANNING INTERVIEWS AND CONSULTATIONS

In the course of the interviews and consultations which took place during the strategic planning project there are a number of key issues which were discussed and considered. These issues, and associated questions, are as follows:

(i) Views and perceptions of DBVC CLG

- How much do you know about the work that takes place in Darndale Belcamp Village Centre?
- What are your views about the services and facilities being provided by DBVC CLG?
- What have been the main achievements of DBVC CLG over the last number of years and would you have any criticisms of DBVC CLG?

(ii) Roles and functions of DBVC CLG

- Are you aware of the facilities management role of DBVC CLG and, if so, are they doing well in fulfilling this role?
- Are you aware of the role of DBVC CLG in managing social enterprises (e.g. Handy Helpers, Golden Years) and, if so, how well are they doing in this role?
- Do you know that DBVC CLG sponsors employment programmes such as Community Employment (CE) and Jobs Initiative (JI) and that this role involves supporting a number of other organisations to benefit from CE and JI workers?

(iii) Hopes and concerns for Darndale Belcamp

- Are you hopeful for the future of the Darndale Belcamp area?
- What are your main concerns for the Darndale Belcamp area?
- What needs to happen to make the Darndale Belcamp area a better place to live?

(iv) Service provision in the Darndale Belcamp area

- What are your views about the current range of services being provided to local people living in the Darndale Belcamp area?
- Are there particular gaps in service provision which could be met by DBVC CLG and/or other organisations and agencies?

- How informed are local residents about the range of services which are being provided within the Village Centre and other locations in Darndale?

(v) Inter-agency collaboration and co-operation

- What are your views about the current levels of collaboration and co-operation between organisations and groups which are providing services in the Darndale Belcamp area?
- Do you think that there could be improvements in inter-organisational co-operation and, if so, do you have any ideas about improvements which might take place?
- Would it be useful to set up some type of overarching Regeneration Board/Forum for the Darndale Belcamp area (perhaps along the lines of the recently established Darndale Implementation Oversight Group)

(vi) Future development of Darndale Belcamp Village Centre CLG

- What are the main issues and challenges facing DBVC CLG over the next five years?
- Are there any new services, projects or initiatives which should be set up by DBVC CLG?
- What do you think should be the future roles and work priorities for DBVC CLG in the period from 2023 to 2027?