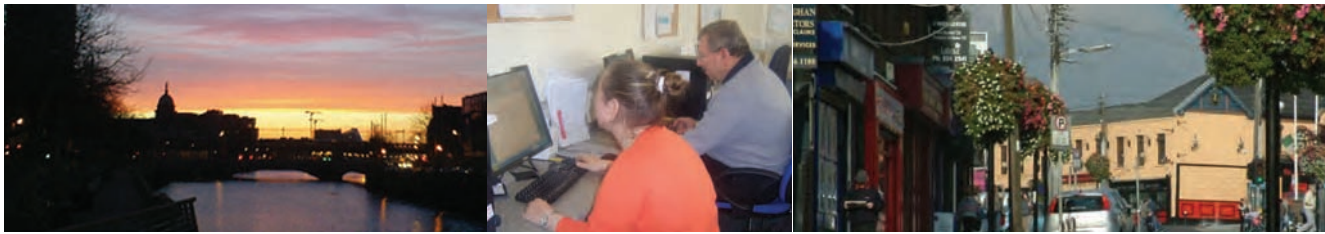




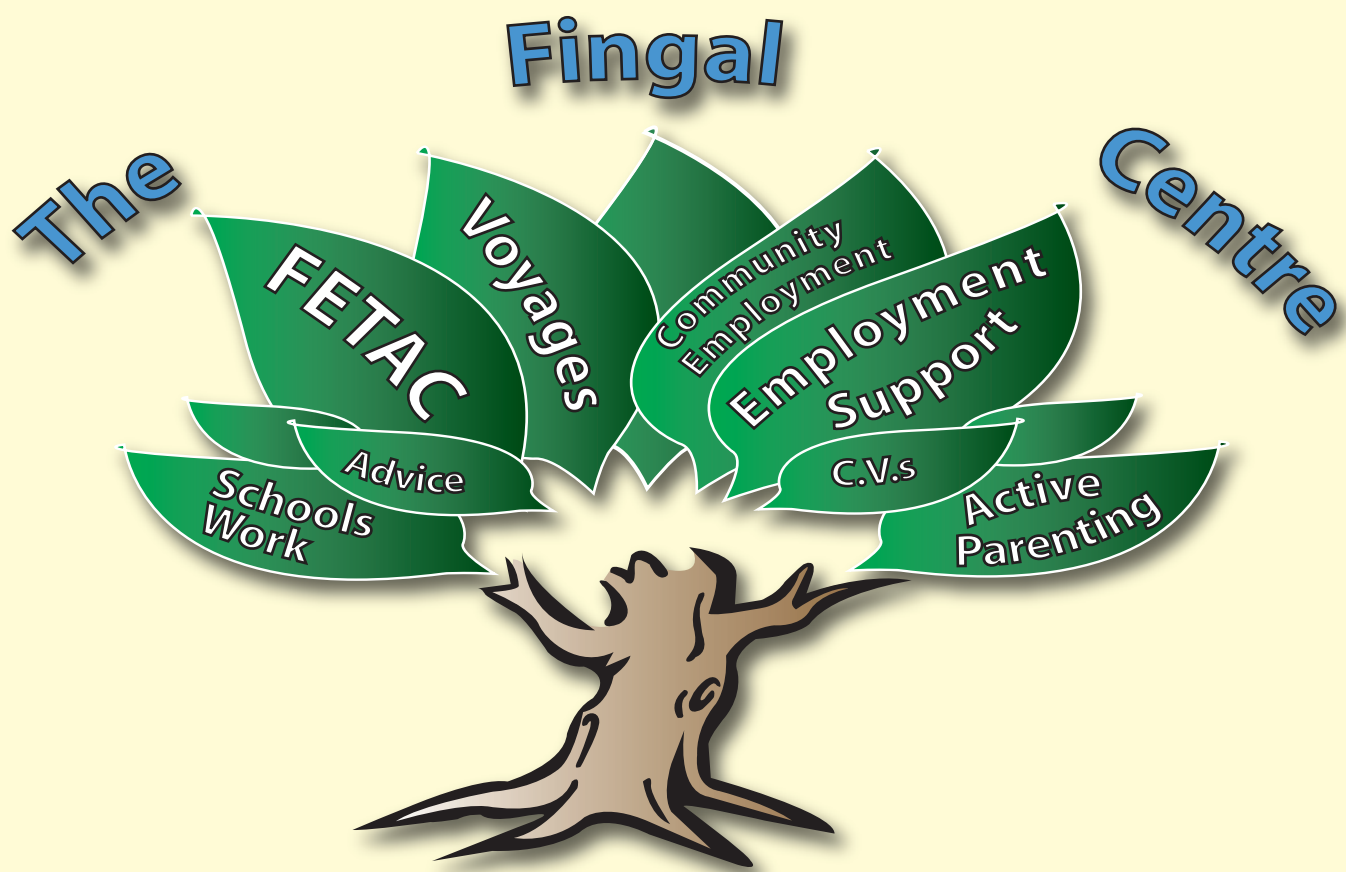
The Fingal Centre

Strategic Plan 2010-2013



Equality and Empowerment through Excellence





Equality • Empowerment • Excellence

Welcome,

I am delighted to present you with The Fingal Centre's Strategic Plan for 2010-2013. Over the past 25 years we at The Fingal Centre have worked to respond to the educational, training and employment needs of the people of Finglas and the surrounding areas. We promote equality and welcome men and women of all ages, religions, cultures and ethnicities. We welcome people with disabilities, gay and hetro-sexual people and people of all socio- economic backgrounds. Now in Cardiffsbridge Road, we would like to invite our local community to participate in the on going development of our work.

Writing in late 2009, the challenge of finding work is all too real. The national economic crisis means that social welfare is being cut and local services are being curtailed or closed down. Unemployment has doubled in the last year.

Now more than ever the Fingal Centre continues to work towards the removal of barriers to education, training and employment for the communities of Finglas and its environs.

I would like to pay special tribute to the Board of Management which operates entirely on a voluntary basis and to the dedicated staff of the Centre who work hard to design and deliver quality services and programmes for their local community. The staff of The Fingal Centre will continue to provide a high quality service, as outlined in the following Strategic Plan.

Kind regards,

Mary Murphy
Chairperson
Board of Management

The Fingal Centre

Our Vision

That there will no longer be any barriers to education, training or employment for the communities of Finglas and surrounding areas.

Our Mission

The Fingal Centre is committed to the empowerment of the community of Finglas and surrounding areas in combating all forms of poverty and social exclusion.

Our Values

Equality

The Fingal Centre promotes equality and celebrates diversity in the community and believes that an inter-cultural society is based on equality for all.

Empowerment

The Fingal Centre is committed to building capacity and providing opportunities that will empower the community in making informed choices about their own education, training and employment needs.

Excellence

The Fingal Centre provides the highest standard of quality in all its services and programmes through ongoing consultation, planning, training, evaluation and reflection

The Target Groups we support are:

- Unemployed*
- Underemployed*
- People at risk of social exclusion*
- Families*
- Minority ethnic groups*
- People in recovery from drug addiction*
- People with literacy and numeracy needs*

The Fingal Centre is committed to a whole-organisation approach to literacy and numeracy.

The Fingal Centre promotes equality, values diversity and combats discrimination

AIM 1:

AIM 1

To work with targeted groups removing as many barriers as possible to education, training and employment, and promoting full access, participation and outcome.

OBJECTIVE A

To provide a high quality and diverse Community Employment (C.E.) programme which aims to achieve a progression rate of 75%.

ACTIONS

1

Develop inclusive strategies which will welcome a diverse range of people to C.E.

2

Through consultation identify the needs of all participants and put in place appropriate training plans.

3

Provide access to FETAC and accredited further education and training.

4

Provide work roles and training which focus on the development of transferable skills.

5

Provide relevant support for CE staff on completion of their scheme and for a further 3 month period.

OBJECTIVE B

To identify and provide programmes and services which aim to meet the needs of our target groups within the community

ACTIONS

1

Ongoing needs analysis of gaps in service and programme provision.

2

Delivery of planned programmes to identified targeted groups.

3

To ensure the highest standard of service provision and programme delivery by engaging in an ongoing process of evaluation and consultation with target groups.

4

To support and encourage the delivery of FETAC accredited courses .

OBJECTIVE C

To provide training to a team of staff who will disseminate Equality Awareness Training.

ACTIONS

1

Ongoing engagement with the community through services, programmes and outreach work.

2

Networking with other agencies through membership of steering groups and committees.

3

Inter agency delivery of programmes and services.

4

Secure funding to deliver the programmes and services.

AIM 2:

AIM 2:

To raise the profile of The Fingal Centre.

OBJECTIVE A

To create a sustainable advertising and awareness campaign, that informs the community of the programmes and services provided by The Fingal Centre.

ACTIONS

1

To produce literacy- friendly promotional material including fliers and brochures.

2

To design, launch and maintain The Fingal Centre website.
www.thefingalcentre.ie

3

Launch of the Fingal Centre Strategic Plan 2010 – 2013.

4

Celebrate 25 years of service provision.

5

To actively participate in local and National debate including developing links with the media.

OBJECTIVE B

To actively participate in relevant inter-agency forums, committees, joint initiatives and networks.

ACTIONS

1

Review and evaluate existing participation ensuring effectiveness of that participation.

2

The Fingal Centre will strive to be a lead organisation where gaps have been recognised.

3

Keep equality, diversity and combating discrimination on the agenda at all times.

AIM 3

AIM 3

Actively advocate and campaign for change to policy, in collaboration with the local community.

OBJECTIVE A

To lobby at local and national level for adequate funding to ensure the delivery of essential services and programmes.

ACTIONS

1

Identify required funding for all new programmes and activities.

2

Develop programme proposals for potential funders.

3

Prepare funding applications in accordance with specific funding criteria.

4

Ensure appropriate financial and administrative accounting procedures are in place throughout the organisation.

OBJECTIVE B

To campaign with and on behalf of individuals and groups experiencing social exclusion.

ACTIONS

1

Devise regular strategic campaigns to fight for social justice and inclusion.

2

Develop the community's capacity to respond to specific issues.

3

Provide rights-based education and training for members of staff and all programme participants to encourage active citizenship.

4

As a member of The Congress Centres Network and as an affiliate member to many organisations which work for social justice we will endeavour to support all relevant national campaigns.

AIM 4:

To develop the culture of The Fingal Centre by promoting innovation and ownership while encouraging participation and motivation throughout the organisation

OBJECTIVE A

To proactively work with the Board of Management to ensure that the strategic objectives of The Fingal Centre are achieved.

ACTIONS

1

Increase Board membership and participation.

2

Quarterly work reports to Board Of Management.

3

Ensure staff representation at all Board Of Management meetings.

4

To develop internal working groups or committees ensuring diversity of representation.

OBJECTIVE B

To ensure that all staff have a clear understanding of their role within the organisation and that their individual skills and strengths are identified, nurtured and developed.

ACTIONS

1

To further develop the communication processes within the organisation.

2

Encourage all staff to be involved in improving the quality standards within the Centre.

3

To engage with NALA (National Adult Learning Agency) promoting a whole organisation approach to literacy.



We wish to acknowledge the on-going support of Eileen Lally, Michael O’Riordan and the staff of FÁS, John Bennett and the staff of the Finglas / Cabra Local Drugs Task Force, Michael Bowe, Paul Rogers and the staff of the Tolka Area Partnership, Brendan Gribben and the staff of the CDYSB and Brian Byrne and the staff of Dublin City Council.



We would like to sincerely thank our Board of Management without whom our work would not be possible, Mary Murphy, Orla O’Connor, John Stewart, Patricia Tobin, Paul Rogers, Ann Keating, Cora Rafter and Micheal Creedon.

Most of all, we wish to thank the community of Finglas for their support over the past 25 years.

We look forward to another 25 years of working well together in playing our part to tackle disadvantage and inequality.

On behalf of The Fingal Centre,

Mary Ryan,
Director



Appendix

AIM 1

To work with targeted groups removing as many barriers as possible to education, training and employment, and promoting full access, participation and outcome.

OBJECTIVE A

To provide a high quality and diverse community programme which aims to achieve a progression rate of 75%.

Actions	Responsible	Resources Required	Timeline
Develop inclusive strategies which will welcome a diverse range of people to C.E.	CE Supervisor X 2.	Continued FÁS funding in order to maintain current CE participant levels.	Ongoing.
Through consultation identify the needs of all participants and put in place appropriate training plans.	CE Staff & CE Supervisor X 2.	CE Supervisors X 2. Co-operation with external organisations	Ongoing.
Provide access to FETAC and accredited further education and training.	All Centre Staff & External Agencies.	External facilitators/tutors. Internal Centre support.	Ongoing.
Provide work roles and training which focus on the development of transferable skills.	CE Supervisor X 2.	All staff.	Ongoing.
Provide relevant support for CE staff on completion of their scheme and for a further 3 month period.	CE Supervisors X 2 & all staff.	All staff.	Ongoing.

OBJECTIVE B

To identify and provide programmes and services which aim to meet the needs of our target groups within the community.

Ongoing needs analysis of target groups.	Board of Management & all staff.	Board of Management, all staff, local community, & participants.	Ongoing.
Delivery of planned programmes to identified targeted groups.	Centre staff & external facilitators/tutors.	Programme budgets & facilities.	Ongoing.
To ensure the highest standard of service provisions by engaging in an ongoing process of evaluation in consultation with target groups.	Board of Management, all staff, participants and external organisations eg. FETAC and NALA.	Continued FETAC accreditation of the Fingal Centre.	Ongoing.
To support and encourage the delivery of FETAC accredited courses.	Cumas CE Supervisor. FETAC Administrator.	Centre staff & external facilitators/tutors.	Ongoing – As per FETAC registration dates.

OBJECTIVE C

To provide training to a team of staff who will disseminate Equality Awareness Training.

Ongoing engagement with the community through services, programmes and outreach work.	Board of Management & all staff.	Community, external agencies & participants.	Ongoing.
Networking with other agencies through membership of steering groups and committees.	All staff.	Community, external agencies & participants.	Ongoing.
Interagency delivery of programmes and services.	Centre staff.	Community, external agencies & participants.	Ongoing.
Secure funding to deliver the programmes.	Board of Management & Centre staff.	Funding from external agencies.	Ongoing.

APPENDIX

AIM 2		To raise the profile of The Fingal Centre.	
OBJECTIVE A		To create a sustainable advertising & awareness campaign, that informs the community of the programmes & services provided by the Fingal Centre.	
Actions	Responsible	Resources Required	Timeline
To produce literacy- friendly promotional material including fliers and brochures.	All staff.	Budget.	Ongoing
To design and launch and maintain the Fingal Centre website.	All staff.	I.T./Communications staff.	March 2010.
Launch of The Fingal Centre's Strategic Plan 2010-2013.	Board of Management & all staff.	Budget, dedicated staff committee, food facilities, media and media training	March 2010.
Celebrate 25 years of service provision.	Board of Management & all staff.	Budget, dedicated staff committee, food facilities, media and media training.	Summer 2010.
To actively participate in local and national debate including developing links with the media.	Board of Management & Director.	Centre Director.	Ongoing.

OBJECTIVE B		To actively participate in relevant inter-agency forums, committees, joint initiatives & networks.	
Review and evaluate existing participation and identify gaps and effectiveness of that participation.	Board of Management, Director, all staff and external organisations.	All staff. External organisations.	April 2010.
Where gaps have been identified the Fingal Centre will strive to be a lead organisation in bridging those gaps	Centre Director, all centre staff and external organisations.	All staff. External organisations.	Ongoing.
Keep equality, diversity and combating discrimination on the agenda at all times.	Board of Management, Director, all staff, equality officer.	All staff, equality officer.	Ongoing.

AIM 3		Actively advocate and campaign for change to policy, in collaboration with the local community.	
OBJECTIVE A		To lobby at local and national level for adequate funding to ensure the delivery of essential services and programmes.	
Actions	Responsible	Resources Required	Timeline
Identify required funding for all new programmes and activities.	Director, programme staff.	Funding, programme staff, programme support staff.	Ongoing.
Develop programme proposals for potential funders with the agreement of the Board of Management.	Director, programme staff.	Programme staff. Training.	Ongoing.
Prepare funding applications in accordance with specific funding criteria.	Director, programme staff.	Programme staff. Training.	Ongoing.
Ensure appropriate financial and administrative accounting procedures are in place throughout the organisation.	Board of Management, director, Financial Controller, Financial Administrator, accounts staff & programme staff.	Funding, Financial Administrator, Accounts Staff, training.	Ongoing.

OBJECTIVE B

To campaign with and on behalf of the most vulnerable within the wider community and seek positive social change.

Actions	Responsible	Resources Required	Timeline
Devise regular strategic campaigns to fight for social justice and inclusion.	Board of Management, Director & all staff.	All staff. Media training.	Ongoing.
Develop the community's capacity to respond to specific issues.	Director & all staff.	Funding. Facilitators/tutors	Ongoing.
Provide rights based education and training for all members of staff and all programme participants to encourage active citizenship.	Director & all staff.	Community, staff, external facilitators/tutors, funding.	Ongoing.
As a member of The Congress Centres network & as an affiliate member to many organisations which work for social justice we will endeavour to support all relevant national campaigns.	All staff	External organisations, staff, community.	Ongoing.

AIM 4

To develop the culture of The Fingal Centre by promoting innovation and ownership while encouraging participation and motivation throughout the organisation

OBJECTIVE A

To proactively engage with the Board of Management in ensuring that the strategic objectives of the Fingal Centre are achieved.

Actions	Responsible	Resources Required	Timeline
Increase Board membership and participation.	Board of Management & Director.	Board of Management.	2010 & ongoing.
Quarterly work reports to Board of Management.	Director & all staff.	Director. Staff.	2010 & ongoing.
Ensure staff representation at all Board of Management meetings.	Director & all staff.	Staff. Facilities.	Ongoing.
To develop internal working groups or committees ensuring diversity of representation.	Director & all staff.	Staff.	Ongoing.

OBJECTIVE B

To ensure that all staff have a clear understanding of their role within the organisation and that their individual skills and strengths are identified, nurtured and developed.

To further develop the communication processes within the organisation.	Board of Management, Director & all staff.	Staff.	Ongoing.
Encourage all staff to be involved in improving the quality standards within the Centre.	Director & all staff.	Staff. FETAC.	Ongoing.
To engage with NALA (National Adult Learning Agency) promoting a whole organisation approach to literacy.	All staff.	All staff & NALA.	2010 & ongoing.

The Fingal Centre

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Mary Ryan - Director

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