

DARNDALE BELCAMP
VILLAGE CENTRE CLG

Strategic Plan
2018 - 2021



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Darndale Belcamp Village Centre CLG (DBVC CLG) is one of the most successful social enterprises in Ireland. Established in 2001, DBVC manages and maintains a very significant complex called the Village Centre which comprises 4,485 square metres of buildings; 1,488 square metres of communal open space (the Village Square); and 2,806 square metres of car parks.

The complex, which is managed and maintained by DBVC CLG in the Darndale area of north Dublin, provides accommodation and facilities for a number of significant statutory agencies and voluntary organisations. In addition to the provision of spaces, supports and facilities to these agencies and organisations, DBVC CLG also delivers its own services around care of the elderly, environmental works and precinct improvements.

BACKGROUND:

Since its establishment, DBVC CLG has supported and facilitated the employment, training and development of thousands of local people living in Darndale, Belcamp, Moatview and adjoining areas. At any one time, there are over 390 people engaged in activities taking place at the Village Centre, both through work being undertaken by organisations renting/leasing space from DBVC CLG (e.g. Jigsaw Childcare Centre, Discovery Community Training Centre) and through workers directly employed by DBVC. The active engagement of over 390 people each day in employment, training, education and personal development is a tremendous achievement in an area which has been empirically defined as one of the most disadvantaged areas in Ireland (based on indicators relating to unemployment, early school leaving, participation in third level education etc.)

2018 – 2021 STRATEGIC PLAN:

The Board and management of DBVC CLG wish to build on the fine work which has been carried out by DBVC between 2001 and 2018. Whilst it is recognised that DBVC CLG has succeeded in putting together a very substantial, well-maintained and visually attractive facility in the heart of Darndale, there is also a clear understanding about the levels of socio-economic disadvantage and social exclusion which still exist in Darndale, Belcamp, Moatview and adjoining areas. DBVC CLG will continue to provide positive and practical responses to the needs and requirements of local communities and local residents. In order to assist DBVC CLG identify the most effective ways in which it can support the development of local residents/communities, it embarked on a strategic planning process in the second half of 2017 and in early 2018. This strategic planning process had a number of inter-related strands and elements and has helped to ensure that this Strategic Plan for 2018 to 2021 has a strong and robust evidence base, i.e. that it has been formulated after a wide-ranging consultation and information gathering process. The following strategic planning tasks took place between August 2017 and February 2018, tasks which have directly informed the compilation and production of the 2018–2021 Strategic Plan for DBVC CLG: A detailed analysis took place of the 2016 Census of Population. Within this analysis there was a particular focus on the 19 Small Areas (with populations of between 164 people and 503 people) which comprise the main catchment area for DBVC CLG. Consultations took place with local residents, primarily through a questionnaire which was completed by 115 people (the main focuses of the questionnaire were on needs within the area and the work of DBVC CLG). Consultations and interviews took place with staff employed by DBVC CLG. Consultations and interviews took place with service provider organisations which are utilising space within the Village Centre and which have a commercial lease

and/or service charge arrangement with DBVC CLG interviews took place with representatives of key statutory agencies and voluntary organisations in order to get their views and ideas about the future roles and functions of DBVC CLG. The Board of DBVC CLG held two lengthy strategic planning meetings to discuss outcomes, messages and ideas which were emerging from the various strategic planning activities. DBVC engaged an experienced external consultant, Stephen Rourke, to carry out many of the strategic planning tasks which took place between August 2017 and February 2018. This helped to ensure that the strategic planning process was objective and that people had the opportunity to be as open and honest as they wanted to be (which may have been more difficult if interviews and consultations were being undertaken by DBVC CLG staff and Board members). A total of 170 people participated in the various strategic planning tasks that have culminated in the production of the 2018–2021 Strategic Plan for DBVC – with 115 people completing questionnaires and 55 other people being involved in consultation meetings and interviews.

STRUCTURE OF STRATEGIC PLAN:

This introductory section of the Strategic Plan will be followed by a description of the work, activities and achievements of DBVC CLG (Section 2). Section 3 of the document will consider key issues and challenges for DBVC CLG over the next 3 year period. Section 4 will set out future objectives, focuses and priorities for DBVC CLG between 2018 and 2021. Section 5 of the Strategic Plan will address matters relating to governance, implementation and management and to the ways in which DBVC can most effectively achieve its various objectives, targets and goals.

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 is managed and maintained by a limited company called Darndale Belcamp Village Centre 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.

The key catalyst for the establishment of the Village Centre was the EU URBAN programme which operated across EU countries from 1990 to 1993 and from 1997 to 1999. Darndale was one of the pilot areas selected for support and assistance through the second URBAN programme (1997 to 1999) and the main focus of the work in Darndale was on the development of a multi-purpose, integrated community services complex which would provide significant employment, training and developmental opportunities within an area which had extremely high levels of socio-economic disadvantage.

The EU URBAN programme in Darndale was managed by a local consortium of key agencies and organisations and financial support from these agencies, together with the EU URBAN funding, led to the construction of the Village Centre. The Village Centre, which is owned by Dublin City Council and managed by DBVC CLG (which has a 25 year lease on the complex), opened in October 2001. 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.

In relation to the issue of corporate governance and organisational good practice DBVC CLG has always endeavoured to achieve high standards set by various regulators and quality assurance institutes and organisations. This desire to meet the highest standards of corporate governance is demonstrated in securing the ISO 9001: 2015 accreditation for Quality Management, in being fully registered with the Charities Regulator, in being in full compliance with the Governance Code and in being fully compliant with the SORP (Statement of Recommended Practice) guidelines for financial reporting and presentation of accounts.

WORK AND ACTIVITIES OF DBVC CLG:

The primary work of DBVC CLG relates to the management, upkeep, maintenance and appearance of the buildings and lands which comprise the Village Centre complex in Darndale in north Dublin. This complex contains a number of buildings that are set out in a circular design around an open public area called the Village Square. DBVC CLG is also responsible for the maintenance of adjoining car parking spaces. In total the Village Centre covers an area of 8,779 square metres or 28,802 square feet. The largest single building within the Village Centre is the Bell Building which incorporates a range of spaces which are rented out to service provider organisations on a long-term basis and other spaces which are more flexible and can be used for activities such as meetings and training courses. One of the main tasks of DBVC CLG relates to the ongoing maintenance (boilers, lifts, CCTV systems, fire safety equipment, waste management etc.), upkeep, security, refurbishment and development of the buildings and of the open spaces within the Village Centre.

The Village Centre provides accommodation to many key service providers and it is evident that, in the absence of the Village Centre, many of these service providers would not have located in Darndale (there is no alternative complex or facility similar to the Village Centre) nor would they have benefited from being located in a complex where there is such an integrated, concentrated and complementary range of community services. This integrated range of community services also has benefits for local residents in that a number of key services are based in the same complex at the Village Centre. The integrated nature of the Village Centre, and the relevance of those services, is demonstrated in the following listing of organisations which are located at the Village Centre:

The Jigsaw Childcare Centre

Provides quality childcare for up to 260 children per day.

Dublin City Council

Local housing office is based in the Village Centre.

Discovery Community Training Centre

Provides training and education opportunities for 16 – 21 year old early school leavers.

The HSE Primary Care Unit

Provides services around community physiotherapy, adult mental health, social workers, public health nurses, speech and language therapy, doctors, dentists, child and adolescent mental health.

Northside Partnership Preparing for Life Programme

Is an early intervention programme which offers a home visiting and parenting support service from pregnancy to when a child begins school.

Suaimhneas Clubhouse

Is a programme of support for individuals involved in a journey through mental health recovery.

Retail Outlets

There are four retail outlets within the Village Centre and these provide important services for local residents (i.e. pharmacy, café/takeaway, newsagents and holistic healing centre).

In addition to the provision of space and the maintenance and upkeep of the properties being used by these groups/organisations and businesses, DBVC CLG is also involved in the direct delivery of services within Darndale, Belcamp and adjoining areas. The services and projects being directly delivered by DBVC CLG are as follows:

Eldercare services

The Golden Years services for older people were set up in 2008 with the provision of free home maintenance (known as Care and Repair). Services to older people have developed subsequently with outreach visits to people in their own homes and in hospitals, with the installation of Social Alarms and with daily phone calls to make sure that the members of the Golden Years services are alright. In May 2014, DBVC CLG opened the Golden Years Centre within the Village Centre complex. This Centre provides full daycare, activity groups and access to services such as chiropody, hair care, alternative therapies and wellness programmes. There are over 1,000 members availing of Golden Years services being provided by DBVC CLG.

Environmental improvements

DBVC CLG has worked closely with key agencies such as Dublin City Council to improve the state of the environment and open/green spaces within the Darndale/Belcamp area. This community environmental initiative, known as the Community Pride Project, was set up in 2010 and has involved DBVC CLG workers removing rubbish and large items that have been illegally dumped, removing graffiti, maintaining open/green areas and enhancing community amenities such as Darndale Park. The Community Pride Project works with residents and local groups in identifying ways in which the physical appearance of the area might be improved and in organising events such as community clean-up days. It also works with children, through their teachers and schools, on education in relation to environmental issues such as litter control, waste recycling and instilling a sense of pride in your own place.

The Bell Art Gallery

The Bell Art Gallery is located on the ground floor of the Bell Building which is the largest building within the Village Centre complex. The development of the Bell Art Gallery is a direct response to the creativity which exists within the local area and to the desire from visual artists for an outlet within which they could display and sell their works of art. The Bell Art Gallery, which was officially opened by the Lord Mayor of Dublin (Cllr. Criona Ní Dhálaigh) in April 2016, is a unique venture in Ireland within a community services facility such as the Village Centre. It does serve to enhance the attractiveness of the facility whilst also providing opportunities for local artists to present their works (there are over 300 works on display), to network with each other and to earn some income from the sale of their works.

HANDY HELPERS

Handy Helpers provide professional maintenance and cleaning services for older people living in the northside of Dublin City. Services provided by Handy Helpers include home maintenance needs assessments, security needs assessments, project management work with contractors, guidance on obtaining grants, painting and decorating, flooring, removal of furniture, gardening, installation of social alarms. Handy Helpers provide direct services and also refer older people to appropriate, qualified and affordable tradespeople and contractors. Since Handy Helpers is a community based, not-for-profit social enterprise and since it is a venture/project developed by a trusted organisation such as DBVC CLG, older people tend to place a good deal of trust in the professionalism, reliability and honesty of the workers employed by Handy Helpers.

ACHIEVEMENTS AND IMPACT OF WORK UNDERTAKEN BY DBVC CLG:

In the period from its establishment in 2001, DBVC CLG has developed a type of social enterprise or community business which has particularly important characteristics. It has a strong focus on traded/commercial income in addition to grants and subsidies, it has a primary involvement in the management and maintenance of buildings and facilities, it provides services and supports to statutory agencies, it is the lead organisation in facilitating the delivery of many important community services (and without the existence of the Village Centre these services would not be delivered in such a localised and integrated manner).

Pobal has identified the Village Centre as one of the top five community facilities/buildings in Ireland. The development of the Village Centre by DBVC CLG has made a significant difference to the quality of life for people living in Darndale, Belcamp and adjoining communities. Prior to the establishment of the Village Centre in 2001, there was no hub or centre for community life in Darndale – there were just lots of houses without any services, shops, facilities etc. The development of the Village Centre has transformed the situation and has resulted in healthcare services, childcare services, education/training services and local shops now being located in the heart of the local community. Whilst problems and difficulties still exist in Darndale and Belcamp, it is considered that the Village Centre has played an important role in creating new opportunities and access to key services for hundreds of local residents. The numerical and quantitative outcomes and outputs from the work of DBVC CLG are both noteworthy and impressive.

These include the following:

Each day, 390 people are working, training, being educated or involved in some other form of self-development within the Village Centre.

In 2016, there were 13,630 participants and/or visitors to activities taking place in the Village Centre.

In 2016, staff of DBVC CLG carried out 18,678 hours of maintenance work on buildings and facilities at the Village Centre.

In 2016, staff of DBVC CLG carried out 2,057 hours of environmental work on improving and enhancing the physical environment in Darndale and Belcamp.

In 2016, the Golden Years services of DBVC CLG carried out 2,141 outreach visits to older people, made 2,152 care phone calls to older people and worked on close to 2,000 hours on Care and Repairs maintenance jobs in the homes of older people.

The work that takes place within the Village Centre has created many opportunities for local people to progress, to develop new skills and competencies, to gain meaningful employment. It is estimated that over 390 people each day participate in employment, training and education within the Village Centre, either as direct employees of DBVC CLG or of the other organisations which utilise space within the Village Centre.

Occupants of the Village Centre are the largest employers in this particular part of Dublin and this is a significant fact in an area with very high levels of unemployment and early school leaving. If it were not for the Village Centre and the 390 people each day who participate in employment and training/education within the Village Centre, the socio-economic situation in Darndale and surrounding areas would be much worse with far fewer opportunities for self-development and growth.

DBVC CLG has developed close working relationships and partnerships with a whole range of statutory agencies, voluntary organisations and community based groups. To a large extent, DBVC CLG is a partnership rather than a stand-alone entity. This partnership is reflected in the consortium which came together to establish the Village Centre in the late 1990s, in the multi-agency composition of the DBVC CLG Board of Directors, in the funding mix involved in the operations of the Village Centre (i.e. traded income, Government employment programmes, grants from statutory agencies and philanthropic sources), in the development of new projects and initiatives.

Virtually all of DBVC's work takes place with one or a number of partner organisations and it is clear, on the basis of consultations during the strategic planning process, that these organisations have a high level of trust in DBVC CLG to implement projects and activities which they are funding and/or have some type of direct involvement.

DBVC CLG is both pleased and proud of the work and the achievements which have taken place in the Village Centre since it opened in 2001 and in the eldercare and environmental services which it delivers to local residents. The Village Centre has had virtually full occupancy over the last 17 years; there are high standards of maintenance and security provided by DBVC CLG at the Village Centre; there is a range of critical community and public services being provided through the Village Centre; and there is a high level of satisfaction with the ways in which DBVC CLG looks after the Village Centre (with 91% of the 115 consulted during the strategic planning process saying that DBVC CLG do 'good work in looking after the buildings and open spaces which it manages'). DBVC CLG now intends to continue this work over the next few years within the Village Centre and in the delivery of important and relevant community services.

The various strategic planning activities which took place in the second half of 2017 and the first few months of 2018 have given DBVC CLG a very good sense of the key issues and challenges for local communities around the Village Centre and of the main priorities and focuses for DBVC CLG over the next three year period.

The large majority of people consulted (through interviews, group meetings, questionnaires) are of the opinion that DBVC CLG should continue the work in which it is currently involved (i.e. facilities management of the Village Centre, eldercare Golden Years service, environmental improvements Community Pride) whilst also exploring and developing new areas of work which will assist in the economic, social, educational and personal development and well-being of local residents living in communities adjacent to the Village Centre.

This section of the 2018 – 2021 Strategic Plan will consider a number of key issues and challenges which emerged from the strategic planning consultations, issues/challenges which have a direct link to the main strategic objectives, goals and actions which are set out in the next section of the Strategic Plan. Consideration of key issues and challenges provide the rationale for the actions and activities to be implemented by DBVC CLG between 2018 and 2021.

These issues and challenges are as follows:

DBVC CLG should have a clear understanding of circumstances, needs and requirements within the communities in which it is most closely involved (i.e. communities adjacent to the Village Centre).

DBVC CLG should continually identify ways in which it can improve and enhance the current range of services and supports which it provides to people from local communities and further afield.

DBVC CLG should explore new ways in which it can, together with other relevant organisations, develop new projects and initiatives which will improve the quality of life and well-being of local residents.

DBVC CLG should strive to build partnerships and other forms of collaboration with the large number of agencies, organisations and community-based groups which are providing services in the Dublin 17 postal area.

DBVC CLG needs to give constant and ongoing attention to issues around funding, viability and sustainability and ensure that it takes maximum advantage of available funding opportunities.

DBVC CLG should aim to ensure that it communicates its work, activities and achievements in a clear and user-friendly way to different audiences which include local residents/groups, funders and other partner organisations.

UNDERSTANDING OF NEEDS AND CIRCUMSTANCES WITHIN LOCAL COMMUNITIES:

Earlier references have been made in this Strategic Plan to the contributions which DBVC CLG has made to the socio-economic development of local communities around the Village Centre. Geographically, these are the communities which fall within the following boundaries or parameters: Priorswood Road to the south, Clonshaugh Drive and Belcamp Park to the west, the R139 Road to the north and the Malahide Road to the east. This geographical area encompasses the communities of Darndale, Belcamp and Moatview and it has a population of 6,245 people (Source: 2016 Census of Population). Since its establishment in 2001, DBVC CLG has provided direct employment to many local people whilst many other local residents have benefited through services which are located within the Village Centre (e.g. Jigsaw Childcare Centre, Discovery Community Training Centre).

Whilst DBVC CLG is pleased that close to 400 people are being gainfully employed within the facilities and services that are located at the Village Centre and are benefiting through training programmes and early years care and education, it is also important to recognise that there is much more work to be done in improving the lives of local residents in Dublin 17 and the areas in close proximity to the Village Centre. Evidence and research would indicate that these are amongst the most socio-economically disadvantaged areas in Ireland and this is reflected in the following outputs from the 2016 Census of Population:

Amongst those people who are economically active there is an unemployment rate of 36% in the main DBVC CLG catchment area of 6,245 people (this compares to a national equivalent figure of 13% and a Dublin City figure of 13%)

23% of people in the DBVC CLG catchment area ceased their education at under 15 years of age (compared to a national figure of 9% and a Dublin City figure of 10%)

10% of people in the DBVC CLG catchment area remained in full-time education until 20 years of age (compared to a national figure of 41% and a Dublin City figure of 49%)

29% of people living in the DBVC CLG catchment area have no formal education or primary education only (compared to a national figure of 13% and a Dublin City figure of 14%)

10% of people living in the DBVC CLG catchment area have a third level degree/diploma (compared to a national figure of 36% and a Dublin City figure of 41%)

48% of households in the DBVC CLG catchment area do not have a car (compared to a national figure of 16% and a Dublin City figure of 36%).

48% of households in the DBVC CLG catchment area have a personal computer (compared to a national figure of 71% and a Dublin City figure of 70%)

Therefore, it is evident that local communities around the Village Centre fare poorly in relation to key employment, education and economic indicators and that organisations such as DBVC CLG do need to prioritise work around providing employment, encouraging young people to remain at school and to provide second chance and adult education for people who left school early and are interested in returning to education. This process could well involve the extension and expansion of the current facilities being provided at the Village Centre so as to enable DBVC CLG and other providers to increase the range of services and programmes which they deliver to local communities.

In addition to relatively high levels of socio-economic disadvantage it is also recognised that Darndale and adjoining areas have received some very negative publicity and media attention over the last few decades and that organisations such as DBVC CLG should be working towards presenting a more positive and vibrant picture of the very good work and the activities which are taking place in Darndale and adjoining communities.

Local residents consulted during the strategic planning process did recognise the fact that there are issues around criminality, anti-social behaviour and the physical appearance and upkeep of the area which do need to be addressed by relevant agencies and organisations and by the general population living in local communities. At the same time, however, it is a settled area (with 86% of questionnaire respondents having lived in their current homes for over 20 years) and there is also a fairly high level of positivity and hope about the future with 81% of questionnaire respondents saying that they like living in their area and a similar figure of 81% being hopeful for the future of their area. When asked for reasons for their hopefulness about the future the following represent some of the answers:

"Very happy with childcare centre, New Life Centre and school."

"Nice community to live in and very friendly people."

"Lot of amenities and facilities, especially around the Village Centre."

"Because it seems to be getting better all of the time."

"Young people are becoming more educated and more self-confident."

"The spaces around the Village Centre and the church are being looked after very well."

"There have been huge improvements in Darndale since the 1980's."

"Lovely community spirit. Everybody pulls together at times of need."

"We have good children growing up in the area and these will be our hope and our leaders going into the future. We have to be hopeful."

"There is always hope for an area if people are willing to make changes and to work together."

"Things have improved overall in the area over the last few years. Change takes time and comes slowly."

"You can only hope for the best but it is up to the people living in the area to make it a better place."

"We are a good community. It is just that bad news travels further."

"If people looked after their own spaces around their houses, the place would be lovely."

"There are so many nice and honest and decent people living here. It can only get better."

"Darndale Belcamp has great people living in the area. These people need to work together to strengthen the community."

"I would just hope that the area can keep focusing on the majority of good people and not just the minority."

IMPROVEMENT AND ENHANCEMENT OF EXISTING SERVICES AND FACILITIES:

There is generally a high level of satisfaction with the ways in which DBVC CLG looks after the facilities, buildings and open spaces within the Village Centre; and in the contributions which DBVC CLG make towards eldercare and environmental improvements within its local catchment area. There is a strong view that it is most important for DBVC CLG to continue to do what it is doing well at present (with 91% of residents consulted during the strategic planning process saying that it is doing a very good job looking after the Village Centre) and that DBVC CLG should not get too distracted by taking on new ventures to the detriment of existing work and services. Whilst it is possible to manage existing work in a competent and professional manner and also to take on new projects and initiatives there is a feeling that the most important thing is to preserve and enhance the current work and, in particular, the maintenance and upkeep of the buildings and the open spaces at the Village Centre.

There are opportunities for growth and development in relation to all aspects of DBVC CLG's existing work. The Village Centre could be utilised more in the evenings and the weekends; it could become a Regional Centre for north Dublin (in addition to being a Local Hub within Dublin 17 and in Darndale and adjoining areas); it could extend its square footage by building up or building out; it could provide more flexible spaces for training courses, educational programmes and meetings (much of the existing space is rented out on medium-to-long term leases to service provider organisations); it could develop into a model for a community owned facilities/buildings management company which might be replicated in other places (with, perhaps, DBVC CLG holding the franchise and/or providing the guidance and advice about setting up a facilities/buildings management company).

These represent ways in which DBVC CLG can build upon and consolidate the core aspects of its work over the next number of years. This can be an exciting and ambitious process and does not mean that DBVC CLG will stand still and do nothing new between 2018 and 2021. Rather, consolidation would mean DBVC CLG maintaining a clear focus on facilities/buildings management and doing new, innovative and creative work within this core element of its business model. The same type of approach could be adopted in relation to the other two elements of DBVC CLG's current work i.e. eldercare, environmental improvements. For eldercare DBVC CLG could work towards a purpose built Golden Years Centre (rather than the current portakabin structure) and develop new services for older people (around healthcare, alternative therapies, socialisation etc.). For environmental improvements, DBVC CLG could seek to secure contracts for environmental/landscap-

ing work and continue to play an important role in the development of Darndale Park.

For the next 3 years, there will probably be sufficient work for DBVC CLG in bringing its hopes and ambitions for the Village Centre, for its eldercare activities and for its environmental and estate improvement work to their next developmental stages. This could involve significant on-site work at the Village Centre campus as new buildings are developed (e.g. new Golden Years building, provision of more training rooms and meeting rooms) and new services are provided within existing buildings and new buildings. It will also probably involve greater utilisation of current resources, promoting the Village Centre more widely across the northside of Dublin and generating more income from businesses and organisations which may wish to hire/rent spaces at times when the Village Centre is not working to full capacity (e.g. in evenings, at weekends).

DEVELOPMENT OF NEW PROJECTS, INITIATIVES AND SERVICES:

Since its establishment in 2001, DBVC CLG has become an ever-increasingly important provider and enabler of community and public services in the Dublin 17 area – a provider through its direct service provision work in the areas of eldercare and environmental improvements and an enabler through managing and maintaining the facilities at the Village Centre so that they can be used by other organisations to deliver services around childcare and skills training for unemployed young people. As an important part of the community infrastructure in north Dublin, DBVC CLG can also help to create the positivity and the mood or the vibe which would encourage other organisations and agencies to deliver services and to set up projects in Darndale and adjoining areas.

In the course of the strategic planning consultations a number of new potential growth areas were mentioned in relation to future roles and functions for DBVC CLG. These included social housing (with significant housing shortages and adult children of local residents wanting to remain in the area); adult and continuing education (with no adult education centre in an area with high levels of educational disadvantage); and provision of healthcare facilities for older people (there were suggestions around a respite centre and dementia centre). Whilst there can be little doubt about the desirability of these services, a key question relates to whether they should be provided by DBVC CLG or by other agencies and organisations.

On account of the specialisms involved in the aforementioned ventures it is probably appropriate that the lead agency would be an organisation with skills, experiences and a track record around issues such as housing, education and healthcare. However, DBVC CLG could also play an important role in encouraging relevant agencies and organisations to set up activities and projects within the local area. Firstly, DBVC CLG could help to dispel negative perceptions about the area by sharing information and news about the very positive developments which are taking place within the Village Centre and in adjoining facilities (e.g. Sphere 17, New Life Centre, local school). This might assuage the concerns of some organisations about moving into an area like Darndale. Secondly, DBVC CLG could become a local partner for national and regional organisations (e.g. Approved Housing Bodies, Education and Training Board, Local Development Company, HSE) who might be interested in developing activities and projects in Dublin 17.

In these situations, DBVC CLG would not be the direct provider but would be an important enabler and facilitator in helping other organisations to set up new projects and new services within the local area. This type of model would also apply to providing services focused on people with disabilities and on Travellers – 16.9% of people within DBVC CLG’s catchment area have a disability compared to a national average of 13.5% whilst 7% of people in the catchment area are Travellers compared to a national figure of 0.7%. There is a clear need to focus on the needs of people with disabilities and of Travellers and DBVC CLG should do all that it can do to support projects and activities which are being put in place by relevant Traveller organisations and disability/healthcare organisations.

DEVELOPMENT OF PARTNERSHIPS AND OTHER COLLABORATIVE ARRANGEMENTS:

Since its establishment in 2001, DBVC CLG has always been a collaborative organisation since its Board of Directors comprises representation from a range of different interests (e.g. statutory agencies, service provider organisations, local residents) and since it has to develop relationships with organisations that are in regular and ongoing contact with DBVC CLG (e.g. organisations using space within the Village Centre, funders, local development companies). Some of the feedback received during the strategic planning consultations would suggest that DBVC CLG should place more emphasis on partnership and collaboration over the next few years since it appears that Government Departments and statutory agencies seem to be encouraging organisations and groups to come together rather than working in isolation from each other. This increased focus on collaboration is reflected in some of the guidelines produced for government funding schemes and programmes in recent times.

Whilst recognising that DBVC CLG already has a track record and a belief in the value of inter-agency collaboration, it also needs to decide how much time it wishes to invest in partnership and collaboration work over the next few years and what should be the balance between this type of work and the direct delivery of services within the Village Centre and within the areas of eldercare and environmental improvements. This will require DBVC CLG to be strategic and pragmatic and to clearly identify which types of partnerships, alliances and inter-agency structures will best serve the overall objectives and purpose of DBVC CLG.

DBVC CLG should view this challenge from a national, regional (i.e. north Dublin) and local (i.e. catchment area of DBVC CLG) perspective. At the national level, are there particular networks or fora with whom it would be useful to be associated or connected in pursuit of the main strategic objectives of DBVC CLG? At the regional level and in encouraging more agencies, organisations and businesses to become more involved with DBVC CLG are there key partnerships that need to be developed and nurtured (e.g. with the Northside Partnership, with north Dublin Chamber of Commerce)? At the local level would there be mutual benefits in DBVC CLG meeting more regularly with other providers of space/services such as Sphere 17, New Life Centre and Darndale Belcamp Recreation Centre to identify potential opportunities for collaboration and partnership.

A further benefit of organisations working together is that it lessens the likelihood of tensions building up between agencies and organisations who might be involved in similar types of work and who may feel threatened by the plans of other organisations. In this type of context, good inter-agency co-operation can help to defuse potentially difficult situations and agreements can be worked out concerning the respective roles of individual organisations within a project or initiative that involves a number of different players. Whilst much will depend on the relationships and the chemistry between individual people it might also be useful for DBVC CLG to consider the types of inter-agency structures (both existing and potential) which would be most helpful in assisting DBVC CLG to achieve the strategic objectives set out in the next section of the Strategic Plan.

ISSUES AROUND FUNDING, VIABILITY AND SUSTAINABILITY:

There were a number of positive comments made during the strategic planning process about the ways in which DBVC CLG has managed to stay in business from 2001 up to the present day. In particular, people were complimentary about how DBVC CLG survived the severe economic crash/recession which engulfed Ireland from 2008 to 2013/14. It is clear that DBVC CLG has managed its financial affairs in a prudent manner and that it has put together a financial model which is not too dependent on any one source of funding. Rather, DBVC CLG derives its income from a number of funding sources which include rent and service charges, government employment programmes/schemes, grants from philanthropic foundations.

There is a view that DBVC CLG should aim to increase its traded income over the next few years, thereby lessening any reliance on government money which could plummet quite quickly if there is another financial crash or recession. If DBVC CLG does manage to expand its opening times and promote its facilities to organisations and businesses across north Dublin there is every reason to believe that this could lead to a decent increase in traded income from businesses and organisations who wish to rent/lease spaces within the Village Centre. This process will also require DBVC CLG to invest in the upkeep and fabric of its buildings and facilities so as to make them as attractive as possible to potential service providers and service users.

It is suggested that DBVC CLG also needs to put a process in place for agreeing fair and reasonable service charges for the organisations and businesses within the Village Centre which pay service charges to DBVC CLG (for maintenance, upkeep, security etc.). It is recognised that the issue of service charges has been a source of tension and disagreement between DBVC CLG and some service providers for a number of years and this has had an adverse impact on relationships and partnership work within the Village Centre. This situation should not be allowed to continue into the future and some agreed systems needs to be put in place (perhaps using comparators with other complexes and/or linking into other indices or benchmarks) so as to ensure that discussions and disagreements about service charges do not become an annual struggle or confrontation.

DBVC CLG should also aim to increase its revenue and its ultimate sustainability by sourcing and securing commercial contracts for its work around eldercare and environmental improvements. There are many examples in Ireland of community based organisations providing services on a commercially contracted basis to local authorities. DBVC CLG should aim to raise revenue being sourced through service level agreements and contracts in respect of work which has to take place in the delivery of community services (and, which in the absence of a community based provider, would probably be undertaken by private contractors).

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 2016 DBVC CLG reached 127,056 comments on Facebook), in its website (in 2016 there were a total of 15,212 visits to the 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 questionnaire e.g. only 27% 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 45% 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 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. As one interviewee said ‘the Village Centre is a beacon of light and a beacon of hope for our community’. 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.

In relation to profile and public awareness there is probably a need to develop more of a distinction between Darndale Belcamp Village Centre CLG and Darndale Belcamp Village Centre. DBVC CLG is the legal entity which is responsible for the Village Centre, for the employment of workers, for the delivery of community services around eldercare and environmental improvements. DBVC, on the other hand, is the physical complex which is the Village Centre in Darndale.

Some people consulted during the strategic planning process said that it can be a bit confusing at times when references are made to Darndale Belcamp Village Centre and as to whether these references are to the legal/employer entity (i.e. DBVC CLG) or to the physical complex (i.e. the Village Centre).

Whilst it is not a big issue it might be useful for DBVC CLG to consider the best ways of branding itself and perhaps of creating clearer distinctions between DBVC CLG and the Village Centre.

VISION AND MISSION

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.

MISSION STATEMENT:

Darndale Belcamp Village Centre CLG aims to provide the highest possible levels of services and facilities to local residents living in those communities closest 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.

OBJECTIVE 1: To maintain, develop and upgrade the buildings and open spaces at the Village Centre complex/campus 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, with over 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 3 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:

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 an education and training facility in conjunction with City of Dublin ETB and other education and training providers with a particular focus on adult learners (so as to provide second chance education opportunities for the large number of local people who did not complete their secondary education and/or have not participated in higher education).

OBJECTIVE 2: To enhance and improve the open and built environment through an integrated and comprehensive programme of estate management and environmental improvements.

CONTEXT/RATIONALE:

In the survey of local residents and in other community surveys conducted in the Darndale Belcamp area over the last 8 years the two outstanding issues and concerns referenced on numerous occasions by locals concerned (i) criminality and anti-social behaviour and (ii) the poor state and appearance of some parts of the area (due to rubbish/garbage being strewn around the place). Whilst it is recognised that DBVC CLG has done an excellent job in looking after the area around the Village Centre and in maintaining green/open spaces in other parts of Darndale Belcamp, it is intended that DBVC CLG will do much more work concerning environmental improvements over the next 3 years. It will extend its environmental reach and it will provide a more significant range of environmental services in conjunction with Dublin City Council.

STRATEGIES, ACTIONS AND INTERVENTIONS TO ACHIEVE THIS STRATEGIC OBJECTIVE:

DBVC CLG, together with Dublin City Council and other relevant organisations, will maintain the open/green spaces in areas around the Village Centre to the highest possible standards.

DBVC CLG will promote and develop a service which will seek to locate larger pieces of rubbish (e.g. white goods such as fridges and cookers, dumped cars) and dispose of these in an environmentally friendly manner.

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.

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.

In collaboration with other bodies (especially Dublin City Council), DBVC will assist in developing Darndale Park into a high class amenity and facility for local residents and groups

OBJECTIVE 3: To develop the range of services and supports being provided to older people living in areas close to the Village Centre and further afield.

CONTEXT/RATIONALE:

Over the last few years, one of the outstanding achievements of DBVC CLG has related to the establishment of the Golden Years services for older residents from the local area and for older people from further afield who attend the Golden Years Day Centre. There are currently over 1,000 older people who are members of the Golden Years services and who receive support and assistance through Golden Years. Over the course of the next 3 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:

DBVC CLG will continue to operate a high quality Day Centre for older people.

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 all communities in the north east of Dublin City.

In relation to issues around well-being, safety and security DBVC CLG/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 portakabin structure).

DBVC CLG will explore organisational options concerning the future of the Golden Years services (options which will include Golden Years becoming an independent limited company).

Social outings and events will be organised for older people living in Darndale, Belcamp and Moatview.

OBJECTIVE 4: To facilitate and enable the establishment and development of important community and social services to be developed and delivered within the community.

CONTEXT/RATIONALE:

It is clear that there are still a number of outstanding community needs and requirements which are currently not being met or provided. These include additional housing (especially for the children and next generation of families who moved into the area in the 1970s and 1980s), services for older people (such as respite care and supports for people with dementia) and services for Travellers (which comprise around 7% of the population of the area). It is not envisaged that DBVC CLG would become the lead agency in the provision of these types of services because they are quite specialist and often involve significant start-up/capital costs nor will DBVC CLG duplicate or compete with existing services. However, DBVC CLG can play a critical role in creating the type of profile and context/rationale which would encourage and enable relevant providers from the statutory and private sectors to decide to locate services into the area.

STRATEGIES, ACTIONS AND INTERVENTIONS TO ACHIEVE THIS STRATEGIC OBJECTIVE:

DBVC CLG 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.

In relation to social housing, DBVC CLG will liaise with Dublin City Council and relevant Approved Housing Bodies with a view to increasing housing stock in the area.

In relation to healthcare services for older people, DBVC CLG will liaise with the HSE and relevant voluntary organisations with a view to improving services around dementia, minor injuries/falls, respite care etc.

In relation to the development of services and supports for Travellers, DBVC CLG will liaise with relevant statutory agencies and with Traveller organisations 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 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 Recreation Centre) in order to jointly identify and develop projects and initiatives which will benefit local residents and groups.

OBJECTIVE 5: To aim to ensure that DBVC CLG is a sustainable and viable organisation and that issues relating to income, costs and expenses are monitored and reviewed on a regular and ongoing basis.

CONTEXT/RATIONALE:

It is critical that DBVC CLG is 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, philanthropic money and non-governmental income (through 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 or contribute to the accumulation of a reserve for the company).

STRATEGIES, ACTIONS AND INTERVENTIONS TO ACHIEVE THIS STRATEGIC OBJECTIVE:

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-committees, 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 the elderly contracts with the HSE).

DBVC will aim to generate additional traded income from expanding 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 pay money to DBVC CLG. These reviews will involve comparisons with the service charges and rents being charged in similar complexes within Dublin City.

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)

OBJECTIVE 6: To provide a positive and enriching working environment for the paid staff and for the volunteers 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 17 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 Square in the community survey which formed part of the strategic planning process. Over the course of the next 3 years, DBVC CLG will endeavour to ensure that it creates and delivers 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:

DBVC CLG 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.

DBVC 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 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)

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 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 on a two monthly basis by both Audit and Finance Sub-Group and by the Governance and Strategic Management Sub-Group.

The Audit and Finance Sub-Group is charged with monitoring and ensuring financial accountability, transparency and accuracy. This Sub-Group meets on a quarterly basis with the CEO and Accounts Manager and on an annual basis with the external auditors.

DBVC CLG carries out annual performance appraisals of the Board of DBVC CLG with the assistance of an external facilitator.

IMPLEMENTATION OF 2018–2021 STRATEGIC PLAN:

The 2018–2021 Strategic Plan provides a framework and a basis for DBVC CLG to prioritise and to focus its work and activities in the period from 2018 to 2021. 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 2018–2021 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 Implementation Plans which will set out which actions within each of the 32 strategies are to be implemented during each year of the 3 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 annual 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.

MANAGEMENT OF 2018 – 2021 STRATEGIC PLAN:

The CEO of DBVC CLG will continue to meet on a monthly basis with the managers from each team (i.e. Maintenance, HR, Finance, Golden Years, Housekeeping, Public Relations, Quality Management) and to agree action points which are minuted and sent to 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 carries 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 are carried out by the CEO and the appraisal of the CEO is carried out by the chairperson and one other Board member.

Consideration will be given to the establishment of an Executive Management Team (comprised of CEO, chairperson and 1-2 other Board members) who will support the CEO and have some delegated responsibility to make certain decisions on behalf of DBVC CLG between formal Board meetings.

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 390 people within the Village Centre at any one time, it has set up important community services in the areas of eldercare and environmental improvements, 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.

DBVC CLG now intends to build on the work and achievements of the last 17 years. Over the course of the next 3 years DBVC CLG hopes to expand the spaces and facilities available at the Village Centre, to refresh and refurbish existing spaces, to attract organisations and companies which have not previously used the Village Centre, to increase the services being provided to older people in the community and to significantly improve the state and appearance of the local area. All of this work will be carried out in conjunction with relevant agencies and organisations and DBVC CLG believes that it has the potential to make the area a much more attractive place in which to live, to work, to be trained, to visit. DBVC CLG will aim to ensure that through the management of the Village Centre and the delivery of important community services it will continue to make its contribution to the social, economic, cultural and educational development of the community which it serves.



Darndale Belcamp Village Centre CLG

The Link Road

Darndale

D17E027

Tel: (01) 8771600

Email: info@villagecentre.ie

Web: www.darndalebelcampvc.ie

Text Service: +353 (0)87 400 9118



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

An Roinn
Grótháil Fostalochta agus Coimirce Sóisialaí
Department of
Employment Affairs and Social Protection

