



Strategic Plan 2022-2027

Newbridge Family Resource Centre CLG

COMPANY NO: 352737

CHARITY REGULATOR NO: 20053086

CHY NO: 15409

Acknowledgement

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TÚSLA

An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency



An Roinn Leanaí, Comhionannais,
Míchumais, Lánpháirtíochta agus Oige
Department of Children, Equality,
Disability, Integration and Youth



An Roinn Leanaí
agus Gnóthas Oige
Department of Children
and Youth Affairs



Supporting communities



National
CHILD CARE
Scheme
Early Learning & Care



Rialtas
na hÉireann
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2040

Funded by the Department of Rural and
Community Development



"The European Agricultural Fund
for Rural Development: Europe
investing in rural areas."



Kildare County Council
Comhairle Contae Chill Dara



Comhairle Contae Chill Dara
Kildare Local Community Development
Committee



The Newbridge Family Resource (NFRC) team and its Voluntary Board of Management (VBOM) are pleased to present the Newbridge Family Resource Centre Strategic Plan 2022-2027. This Strategic Plan, outlining our aims over the next five years, is underpinned by our values of being

Community-led, Welcoming, Trusting, Non-Judgmental, Empathetic and Collaborative.

Newbridge FRC has been working with the community of Newbridge since 1984. There is no doubt that this strategic plan comes at a very unique time for Newbridge, with the continuing growth of the population, the arrival of new communities into our area as well as continuing the journey of recovery from the Covid-19 Pandemic. These all require our services to grow.

To ensure that this Plan is as meaningful and relevant as possible, supported by our consultants, 2Into3, we engaged in a consultation process with the community of Newbridge, our funding partners and other support agencies working in the Newbridge area. As part of the process, we also engaged a student from the Department of Applied Social Studies in Maynooth University to carry out a research project on identifying the needs of our community under the three strands of Childcare, Community Development and Healthy Towns (Appendix 1). The results and finding of the consultations and research shaped the development of the updated Vision and Mission Statements as well as the development of our *Priorities and Strategic Goals* to cover the next 5 years.

Whilst fully committed to the development of our campus in Dara Park, the Plan recognises and allows for the growing needs of our community in Newbridge. Therefore we will plan for the provision of support facilities and services in the areas of the town where the new housing growth is. We know that there are significant challenges in reaching this wider community, not least being the securing of increased funding to provide these additional facilities and services.

The success of this plan will be measured by NFRC facilitating the community to work together, being open to new ideas, and being quickly able to identify weaknesses and to resolve them. We have many of the ingredients for success! We have a dedicated team and a Voluntary Board of Management supporting it. We have a long-standing relationship with a supportive and caring community of volunteers. We have strong partnerships with colleagues across the public, voluntary and commercial sectors.

We are fully committed to implementing this Plan, driving the growth in Community Development, Family Support programmes, Childcare and Therapeutic Services for the children, adults and families living in the Newbridge area.

We recognise that tackling these challenges will not be easy, but this strategic plan provides us with the platform to do so and to implement our vision of ***creating a better life for individuals, families, and communities in Newbridge.***

Ellen Duggan
Manager
Newbridge Family Resource Centre

Brian McQuaid
Chairperson
Voluntary Board of Management

The Voluntary Board of Management was established in 1984 and its dedication and commitment to the community and to the developments of the Newbridge FRC has been consistent and instrumental in providing the ongoing continued professional services to the community of Newbridge.

Current Voluntary Board of Management are:

Brian McQuaid	Chair	Esther Crilly	Director
Peggy O’Dwyer	Secretary	Fionnuala Neylon	Director
Morgan McQuaid	Treasurer	Joe Burke	Director
Anne Murphy	Director	Paddy Purcell	Director
Chris Pender	Director	Teresa Keogh	Director
Eileen O’Riordan	Director		

Our Mission:

“Newbridge Family Resource Centre empowers and promotes the growth, development and independence of individuals, families and all communities within the Newbridge region by providing access to resources, confidential services, and supports”

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Introduction

Background

Newbridge Family Resource Centre (NFRC) is a non-profit organisation, with charitable status, that has worked with the local community since 1984. It provides a range of community development and family support programmes for children, adults and families living in the Newbridge area.

NFRC is part of a network of 121 Family Resource Centres (FRC) across Ireland, Ireland's largest family support programme¹. Operating under the oversight of TUSLA, the aim of the FRC Programme is to "combat disadvantage and improve the functioning of the family unit" in collaboration with individuals, families, communities, statutory bodies and other civil society organisations. A central feature of Irish FRCs is the "involvement of local people in identifying needs and developing needs-led responses. FRCs are participative and empowering organisations that support families while building the capacity and leadership of local communities²".

Newbridge FRC Today

Service Offering

Newbridge FRC manages a number of initiatives aimed at helping families to meet the day-to-day challenges of everyday life. These include a wide range of structured supports such as early years support and the Strengthening Families programme, education courses and training opportunities, counselling services and wellbeing activities. NFRC acts as host to a range of community groups on-site at their current premises including the Golden Girls, the Men's Group and a Homework Club for children. Other supports offered on-site include a recently completed Sensory Garden and access for the community to practical facilities such as printing and photocopying. In addition to this on-site work, NFRC acts as an awareness-raising organisation, disseminating information and advocating for the Newbridge community as needed.

Service Users

NFRC's work supports a wide range of groups, families and individuals in the area. Students, children, care-givers, parents and guardians, and local community groups, as well as vulnerable and marginalised groups, benefit from the programmes and supports delivered and hosted by NFRC. The organisation serves a diverse range of communities in an area with a rapidly expanding population. See Figure 1 below.

¹ TUSLA <https://www.tusla.ie/services/family-community-support/family-resource-centres/>

² Family Resource National Forum <https://www.familyresource.ie/>



Figure 1 Newbridge Family Resource Centre Service Users

Social Context

The FRC Programme was established in 1994³ and has since expanded to become Ireland's largest National Family and Community-based support programme⁴; today, NFRC is one of 121 FRCs operating across the country. FRCs have a number of common defining features: all FRCs are governed by local voluntary management committees to ensure meaningful participation within

³ The Family & Community Services Resource Centre Programme, SPEAK FRC Report 2011

⁴ <https://www.familyresource.ie/>, January 2022

communities and local accountability; all FRCs have an open-door policy and a community development approach is at the heart of their work⁵. As such, the work of FRCs is needs-led, contingent on the involvement of local people in identifying their priorities such that communities can build capacity long-term.

NFRC is located in Newbridge town, County Kildare. Newbridge town has a population of 22,742⁶ as of 2016, seeing a 5,615 increase since 2011. The wider municipal district of Kildare/Newbridge has a population of 52,718. Though located in Newbridge town, NFRC has remit in this wider area with its catchment area loosely defined as the two Electoral Districts Droichead Nua (Newbridge) Urban and Morrinstownbiller. County Kildare is a significant population base within Ireland (2016 population 4.7% of State total), constituting the fifth highest population in the State with only Dublin City, Cork County, Fingal and South Dublin holding higher populations. This population is rapidly growing: the population of County Kildare increased by 19.4% over the period 2006-2016, the fourth highest growth rate in the country over this period. This growth is explained by both a high birth rate (the birth rate in County Kildare exceeds the national birth rate) and high levels of net migration into the county.⁶ Regarding population, County Kildare is a diverse county in terms of population density, with a urban/rural mix. Approximately 72% of the county's population live on 5% of the county's total land area, with urban centres such as Newbridge holding large proportions of the total population.

County Kildare has a young population (the highest rate of young people aged 0-24 years in the state), with high levels of youth dependency and a high number of lone parent families with children under 15 years of age (5th highest in the state⁷). Regarding minority populations, County Kildare has lower than national and regional rates of Travellers, though that being said Traveller populations in the county are concentrated in urban areas including Newbridge. The largest non-national community living on Kildare is that of Polish nationals who represent 30% of all non-nationals in the county and 3.3% of the total county population. There are two Asylum Seeker Direct Provision Centres in County Kildare, one of which (Eyre Powell Direct Provision Centre) is located in Newbridge. County Kildare has the 6th highest number of people with a disability in the country, with a 13% increase in this figure between 2011-2016⁸.

⁵ Strategic Framework for Family Support within the Family and Community Services Resource Centre Programme. Family Support Agency Revised Edition 2013

⁶ CSO 2016

⁷ See footnote 6

⁸ See footnote 5

A number of social and economic characteristics of Newbridge and its county can be attributed to its proximity to Dublin. As summarized in ‘A Cultural & Civic Quarter for Newbridge: Strategies for Enhancing Public Life⁹’:

“This current demographic reality presents a picture of urban-rural complexities in a fast-changing cultural environment. The County is part of the Greater Dublin Area yet conversely, much of the County boundary is shared with Counties that are part of the objective One BMW [Border, Midland and Western] region. The North East is influenced heavily by its proximity to Dublin while the West and South is more rural.”

The catchment area of NFRC, defined above, is central within the county and therefore encompasses a range of complicated urban-rural dynamics and a range of communities with diverse needs.

Economic Context

Newbridge has a rich industrial history, which has seen significant change over the last number of years. Traditionally the area was known for industries including rope-making, carpet-manufacturing and cutlery, with Newbridge Silverware still based in the town. With the closure in recent years of a number of significant factories, as well as the de-carbonisation of Bord na Mona (traditionally a large employer in the Midlands), the area has undergone significant changes in the types of local employment available. Today, Newbridge is home to new types of industry including a number of major pharmaceutical companies such as Pfizer and Oral-B and, as Bord na Mona works to find its place in a greener economy, the employment landscape in both Newbridge and County Kildare is still undergoing significant change.

In the period between 2011-2016, unemployment in County Kildare decreased by 34%, with employment rates increasing by 12.1%¹⁰. Due to the county’s proximity to Dublin, there is a large population of commuters both in and out of the county. As of 2016, 43.8% of Kildare residents work in the county (whilst 39.2% work outside of the county) and, of the 63,000 jobs in Kildare, 66.3% are held by Kildare residents. The next Census is likely to show more changes still to the job market in Kildare, informed in part by the rapid digitalisation of jobs in recent years, accelerated by the pandemic. The shift from ‘blue-collar’ to ‘white-collar’ emphases in employment, whilst positive for many, will have differential impacts on different communities and individuals in the area. Access to technology, and digital resources and skills, is fast becoming a wider issue as those resources are increasingly required to participate not just in the labour market but also in day-to-day life.

⁹ “A Cultural & Civic Quarter for Newbridge: Strategies for Enhancing Public Life” 2018 report by Metropolitan Workshop in collaboration with Aecom, David Slattery, Mac Cabe Durney Barnes

¹⁰ CSO 2016

Kildare has a well-educated population, with 36.3% of the population holding a third level degree or higher¹¹. Approximately 9.25% of the Kildare population is living in areas classified as disadvantaged, very disadvantaged or extremely disadvantaged. A number of these small areas are located within the catchment area of NFRC, as demonstrated in Figure 2 below.

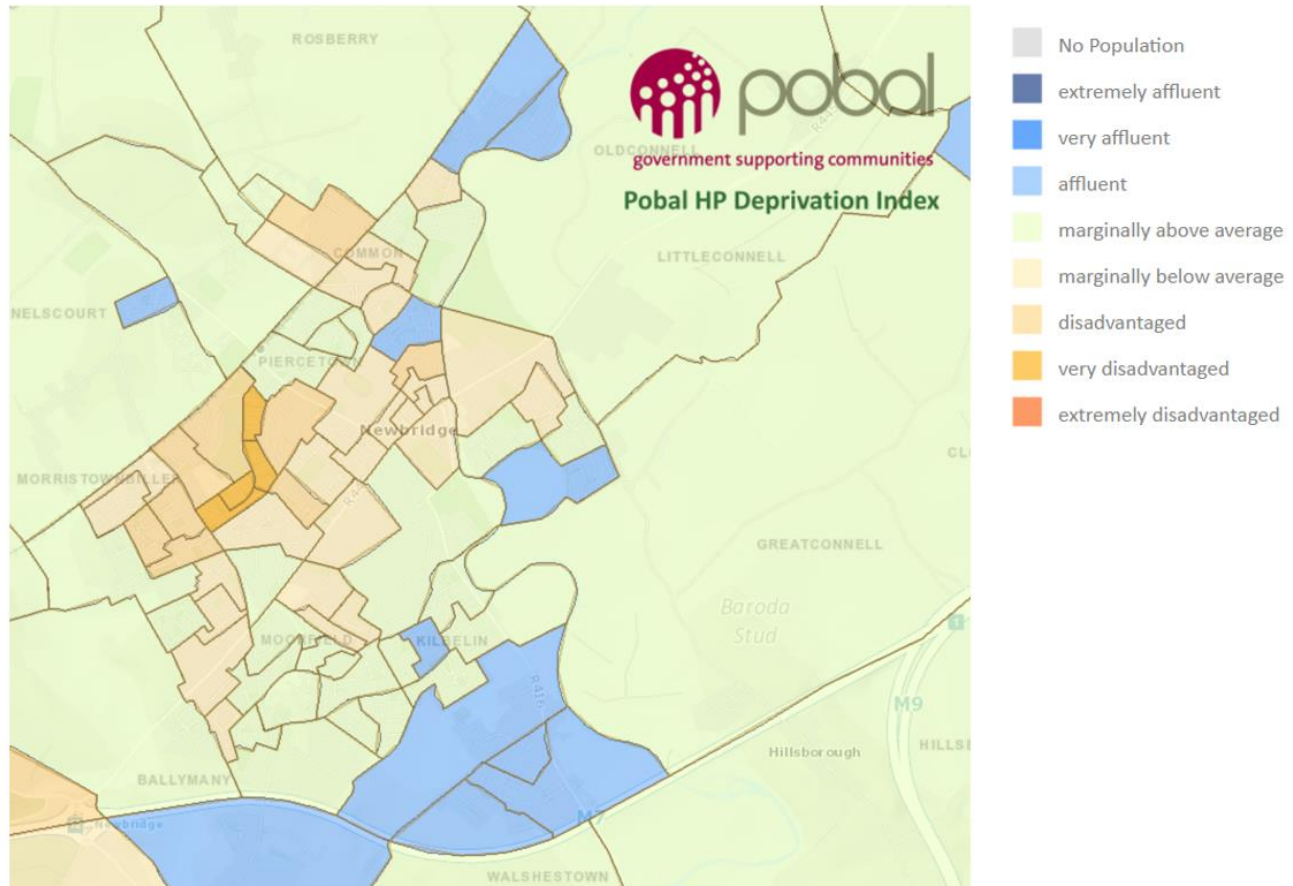


Figure 2 Newbridge and environs small area classification according to POBAL Deprivation Index (2016 CSO data)

Policy Context

In addition to the nuanced social and economic contexts in which NFRC operates it must consider the complex and evolving regulatory environment as well as geographical and topical policy landscapes. As NFRC plans for the future it must therefore hold awareness of policy measures both relating to its activities and its position in County Kildare. The Kildare County Development Plan for the next strategic period is currently in draft stage; the future direction for the county must therefore be held in mind, as must the potential opportunity for NFRC to act as a voice for the Newbridge area in representing the community’s best interests as the new plan is drafted.

¹¹ CSO 2016

NFRC works under the remit of the national FRC Programme. In order to receive core funding, all FRCs must have the legal structure of a CLG, whose board should be drawn predominantly from the community which it serves, including those who have first-hand experience of poverty and disadvantage in their own lives¹². NFRC receives its core funding from TUSLA, so the services it provides must be aligned with the core objectives of TUSLA, such that TUSLA can fulfil its statutory duty to achieve better outcomes for children and young people. In order to achieve this, there has in recent years been a shift towards a cyclical, outcomes-based model whereby communities' needs and strengths are identified and responded to in a cost-effective, evidence-informed, and evidence-based manner¹³.

Due to the nature of NFRC's activities, which can involve working with potentially vulnerable groups, safeguarding, health and safety, good governance and transparency are paramount. Recent years have seen regulatory burdens increase significantly. While increased transparency and accountability are positive developments for the voluntary and community sector in Ireland, such administrative requirements can be burdensome to the efficient operation of an organisation. NFRC works with and reports to a number of regulatory and funding bodies in addition to its core funder TUSLA, including the Charities Regulator, the Department of Children and Youth Affairs, Kildare County Council, Pobal and County Kildare LEADER Partnership. More widely, the influence of the EU has contributed to the adoption of a commissioning model of public tendering by the state. This shift, along with the State's increasing placement of a monetary value on social impact, threatens to de-stabilise nonprofits, and highlights the need for sustainability of funding and a shift towards social enterprise models.

Operations

In recent years, NFRC's financial performance has been relatively stable, with a small, consistent surplus and modest amount of assets (see Figure 1 below). The organisation's income had been growing since 2015, peaking in 2019 before the onset of Covid-19. In 2020, 86% of the NFRC's income was from state sources.

Shortly before the start of the pandemic, NFRC underwent significant management changeovers. The pandemic brought with it a new set of challenges, and the new management team proved its ability to adapt and respond quickly, with a rapid shift from predominantly face-to-face work to provision of comprehensive online services. The adaptations undertaken by the organisation have led to long-term capacity building, through the upskilling of staff and the innovative approaches taken to maintaining the FRC's open-door policy. The community, in turn, responded to the clear commitment NFRC showed in addressing new challenges, and over the Christmas period in 2020 a record-breaking

¹² Family Support Agency & Family Resource Centre contract 2012-2014. Appendix 3: Funding Policy in relation to the Family and Community Services Resource Centre Programme

¹³ TUSLA Commissioning Strategy 2019-2023

amount of donations were received from community members, businesses and other agencies involved with NFRC.

Moving forwards, NFRC must continue to respond to the ever-changing landscape within which it operates. As the population in Newbridge and the surrounding areas begins to grow, the organisation must consider how best to build capacity in order to continue to serve the community.

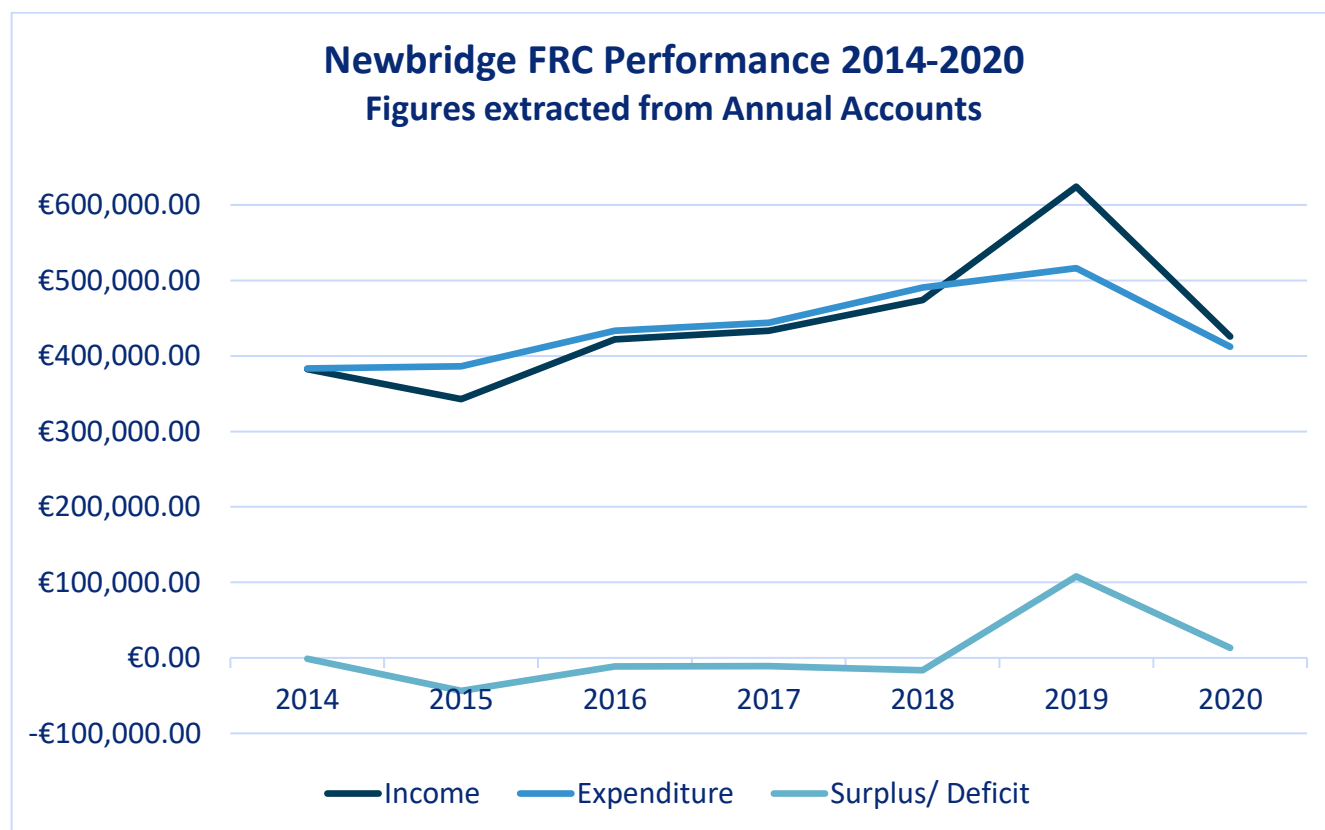


Figure 3 Newbridge FRC Income, Expenditure as per filed annual accounts

Additional Needs Analysis: Childcare Provision

As the strategic planning process reached its midpoint, the area of childcare services quickly presented itself as a key focus due to overwhelming need in the area that was not being met by current service provision.

As outlined above, Kildare has a young population with high levels of youth dependency and a high number of lone parent families with children under 15 years of age. Indeed, Kildare has the highest rate of young people aged 0-24 years in the State; the population aged 0-24 years residing in the county was, in 2016, 81,517, representing 36.6% of the population¹⁴. Under 18 year-olds make up

¹⁴ Kildare Census 2016 Profile: Demographics, All Island Research Observatory

28% of the county’s population, the third highest rate of all local authorities in Ireland. The breakdown of the youth population in the area served by NFRC (Droichead Nua (Newbridge) Urban and Morristownbiller Electoral Districts) is shown in Figure 4 below. This breakdown skews towards the younger end of this range, suggesting that the profile of Kildare’s population has not yet peaked and the demand for services for children and young people is set to continue to grow.

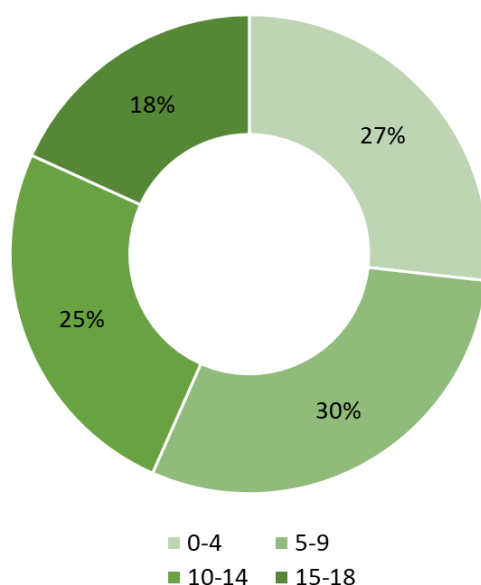


Figure 4 Breakdown of youth population in Droichead Nua (Newbridge) Urban and Morristownbiller, Pobal Deprivation Index 2016

Although there are a number of private childcare facilities in the area, NFRC is the only community or voluntary childcare facility the Droichead Nua Urban and Morristownbiller catchment area. A visualisation of this distribution can be seen below in Figure 5. The need for additional community childcare facilities is well documented, and the 2019 report ‘Needs Analysis of Early Years Childcare in County Kildare’, Ann Clarke, commissioned by the Kildare County Childcare Committee (KCCC), summarises:

*“Gaps in childcare services were particularly evident in the commuter belt of north Kildare, **where the growth in a wide range of services, including childcare has not kept pace with population growth.** Community childcare is under-represented in the County and opportunities to develop it as an option that will address gaps in provision should be explored.*

*[..] **Given the importance of the private sector, it needs to be included in any interagency approaches to addressing needs in the County.**”¹⁵*

¹⁵ ‘Needs Analysis of Early Years Childcare in County Kildare’, Ann Clarke, 2019, commissioned by KCCC

This KCCC report was produced in consultation with a range of stakeholders, and examines childcare needs from the perspective of children, parents, childcare services and childminders, highlighting areas of demand across the county.

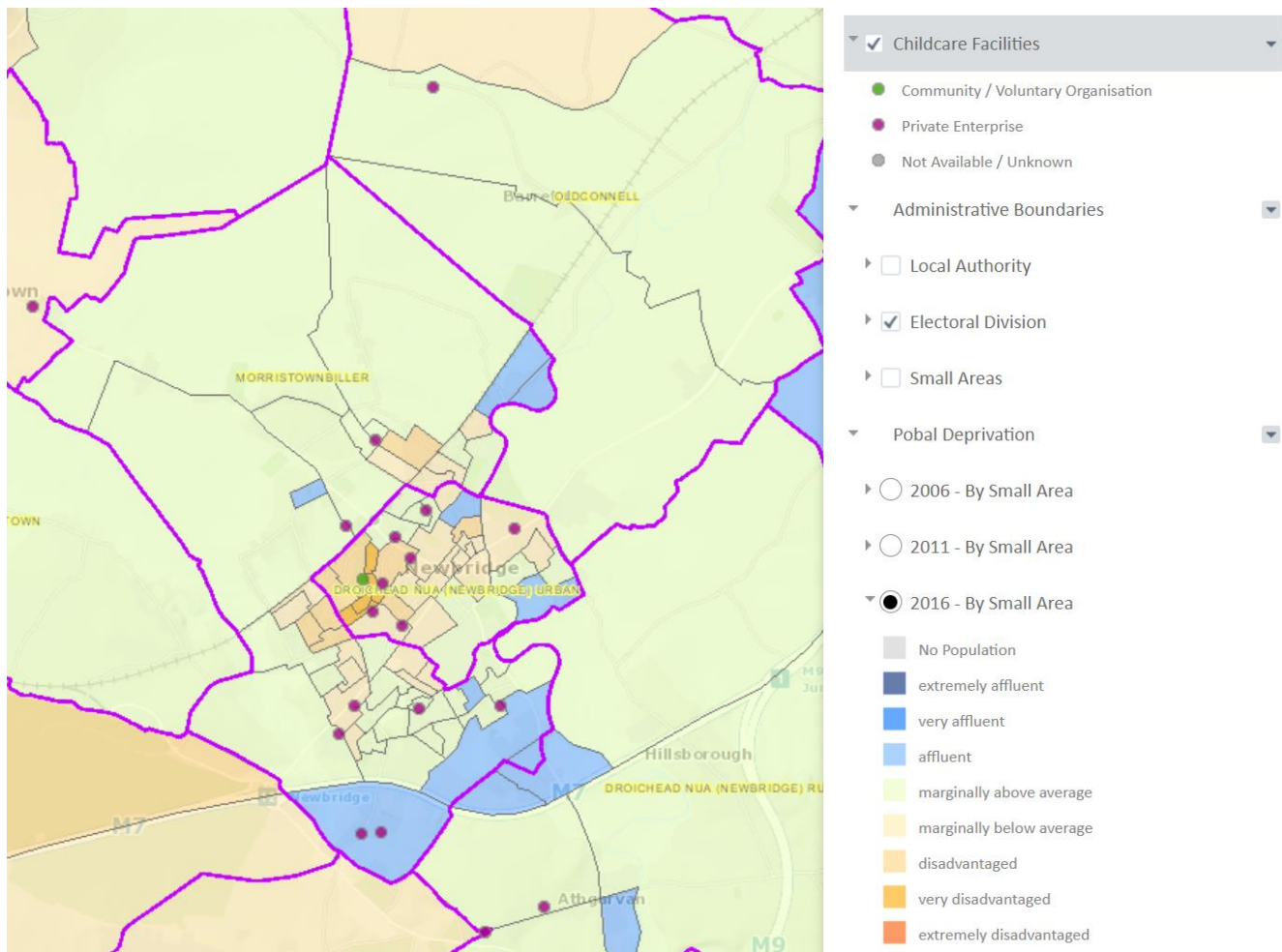


Figure 5 Deprivation index and childcare facilities for Electoral Districts served by NFRC (NFRC is the only community/ voluntary childcare facility in catchment area)

Strategic Development Process

A plan for strategic development is crucial to ensure the sustainability and continued growth of an organisation. NFRC engaged the consultancy, 2into3, to facilitate the development of a six-year Strategic Plan which would consider the evolving policy and funding environments within which the organisation operates, as well as to adequately involve key stakeholders. With 2into3's support, and funding provided by County Kildare LEADER Partnership, NFRC undertook a highly participative process that strove to recognise the commitment and mission-driven nature of the organisation's activities, as well as the core reasons for NFRC's existence. The strategic planning process ensured representation from internal and external stakeholders, including those who avail of NFRC's services. A Steering Group was established to oversee the strategic planning process and ensure its full

implementation. This group consisted of members of NFRC’s Board of Directors and Management Team. Five workshops were interspersed with Steering Group meetings during the undertaking of the strategic planning process.

The process is visualised in Figure 4 below, beginning with broad input from a wide range of stakeholder groups and becoming more focused as the strategic planning progressed. The process sought to bring to the fore the strengths of NFRC’s work while identifying and learning from the key limitations and challenges facing its ability to operate efficiently and sustainably. Beginning in July 2021, the process was completed with a presentation made to the Board of Directors in February 2022.



Figure 4 Visualisation of strategic development process undertaken by NFRC and 2into3

NFRC's Strategic Plan 2022-2027: Introduction

The Strategic Plan encompasses NFRC's newly stated Vision, Mission and Values, a set of overarching Priorities and measurable Strategic Goals, and the individual strategies to achieve them.

The Strategic Plan encompasses NFRC's ambitions for the future of the organisation and exists to provide direction forward over the next several years which ensures that NFRC can continue to grow sustainably, respond to the growing needs of the community, and deliver services that positively impact its service-users.

NFRC's Vision, Mission and Values

Vision

Stakeholders engaged in discussions to arrive at a Vision statement for NFRC. The Vision statement aims to encapsulate an idealistic expression of what kind of the future the organisation wishes to work toward. NFRC's agreed Vision is:

"To create a better life for individuals, families and communities in Newbridge"

Mission

Finally, stakeholders contributed to the development of an ambitious Mission statement that laid out a roadmap toward NFRC's Vision. This Mission forms the cornerstone of NFRC's future development and for the rest of the strategic plan. Much care was taken to ensure a statement that accurately reflected the aims of NFRC and the nature of its work. NFRC's agreed Mission is:

"Newbridge Family Resource Centre empowers and promotes the growth, development and independence of individuals, families and all communities within the Newbridge region by providing access to resources, confidential services, and supports"

Values

Following a broad consultation with almost 50 key stakeholders, a set of Values were selected for NFRC. This selection was based on consensus and a desire to convey the ethos of NFRC while defining the way in which NFRC is committed to working. These words are intended to guide and inspire the organisation, and complement the Mission and Vision. Great care was taken in the selection of these words, and were iterated throughout the strategic planning process.

NFRC's agreed Values are:

*Community-led,
Welcoming,
Trust,
Non-judgment,
Empathy,
Collaboration*

Diagnostic: Key Limitations and Opportunities

During the consultation phase of the strategic development process, stakeholders were invited to take part in a series of diagnostic exercises using a SWOT analysis framework. Participants discussed the strengths, weaknesses, opportunities and threats facing NFRC in the areas of Organisational Capacity, Funding Model, Performance and Facilities. The major points arising from these discussions then informed the Objectives and Strategic Goals subsequently identified. Below are the key limitations and opportunities identified by stakeholders, as these are considered the most 'actionable'.

Organisational Capacity

This exercise saw participants discuss the key challenges and opportunities facing NFRC in terms of its people, specifically relating to capacity, capabilities, governance and other structures insofar as they might impact NFRC's ability to successfully deliver on its mission.

Key Limitations

- Size of the premises too small for the team.
- Volunteer capacity.
- Limited marketing / PR capacity to get the word out.
- Lack of funding to increase staff capacity.
- COVID:
 - Impact on staff safety, ability to work together.
 - Impact on staff's ability to deliver services.
- Growth of Newbridge outpacing capacity of the team.

Key Opportunities

- Team assets to capitalise on:
 - Range of skills, experience, qualifications.

- Embodiment of the values.
- Staff and volunteers are from the community.
- Good at maximising resources – little waste.
- Creation of outreach hubs so staff more accessible across Newbridge.
- Partnering with other organisations who offer different skills / experience.

Funding Model

This exercise asked participants to consider the factors impacting NFRC's financial viability, both in the long- and immediate-term.

Key Limitations

- Not all activities have guaranteed funding.
- Restricted funding is inflexible.
- Competing for small pots of money is time-consuming and resource-intensive.
- Difficult to plan long-term, including for staff posts.
- Insurance costs and levies (esp COVID, childcare).
- Newbridge not prioritised by certain agencies because viewed as an affluent town.

Key Opportunities

- Security from core funding:
 - Tusla, National Lottery, Pobal.
 - Childcare funding is guaranteed.
- Strengths to capitalise on:
 - Staff have good knowledge of fundraising.
 - Registered charity with good governance and financial track record.
- Leveraging the volunteer Fundraising Committee.
- Bringing in more fundraising capacity / expertise.
- Many big companies have offices in Newbridge – opportunity to ask for support.

Performance

This exercise sought to address the challenges and opportunities pertaining to NFRC's ability to serve the community and deliver effective and relevant supports. Participants were asked to consider NFRC's range of services, its service users' experiences, and overall responsiveness to the communities' needs.

Key Limitations

- Size of the premises affecting services and childcare.

- Some gaps e.g. where certain groups need proactive approach (e.g. travelling community, Roma).
- Not all services moved online, e.g. reduction in drop in support, Adult Education paused.
- Burden of risk assessments with COVID.
- Perception that it serves Lakeside, Highfield and Dara Park (LHD), not all of Newbridge.
- Not open at the weekends.
- Limited PR / marketing capacity to spread the word.
- Growth of Newbridge outpacing capacity.

Key Opportunities

- Strengths to capitalise upon:
 - Good range of effective programmes.
 - Community-based and responsive to its needs.
 - Accessible and accountable - proactive about getting feedback from the community.
 - Adapted quickly to COVID; gradual return to face-to-face.
 - Caring – kept in touch with groups during COVID.
 - Only Summer Camp in Kildare in 2021.
- The potential for opening hubs around Newbridge.
- Online services – can increase reach.
- Advertising / marketing services.

Facilities

This final exercise sought to address the challenges and opportunities pertaining to NFRC's current facilities in LHD, and how these affect NFRC's ability to deliver on its mission. Participants were asked to consider NFRC's current premises location, its capacity and adaptability.

Key Limitations

- Needs and size of community outgrown the space.
- COVID restrictions limit group sizes.
- COVID restrictions affect staff hours.
- Difficult to host multiple groups at once.
- Wear and tear: kitchen, portacabins.
- Limited confidential spaces.
- Distance from town centre affecting accessibility.
- Compliance with others' COVID policies affects ability to use their facilities.
- Growing demand on counselling services.
- Lack of funding to improve facilities.
- Lack of funding to address any emergency repairs.

Key Opportunities

- Strengths to capitalise upon:
 - Located in the community and community-led.
 - Childcare on premises.
 - Sensory Garden is great resource (including for hosting outdoor activities).
 - Parking facilities and public transport links.
 - Leased from the Council.
- Potential for partnerships with GAA, schools, libraries.
- Opening hubs around Newbridge.
- Repair and expansion of the building on the current site.

NFRC's Priorities and Strategic Goals 2022-2027

Through workshops and small group discussions, nine specific and measurable Strategic Goals were identified which NFRC wishes to achieve by the end of 2027. The Goals have been categorised into three overarching Priority areas, and the Strategies necessary to achieve them have also been identified.

The Goals proposed are focused on addressing the growth trends appearing in the Newbridge area and the associated needs of the community, with the aim of:

SERVICES

REACH

FINANCES

'Meeting the growing needs of families in a growing Newbridge'

Priority 1: Services

SERVICES

The Strategic Goals identified under *Services* are oriented around strengthening and expanding NFRC's core offering to the communities, families and individuals that it serves, and seek to ensure that NFRC is able to keep pace with growing demand in Newbridge.

Goals

1	Develop service delivery plan by end 2022
2	Grow staff capacity in core Family services year-on-year (in line with delivery plan)
3	Grow NFRC's childcare services, facilities and capacity by end 2023
4	Double volunteer engagement across Newbridge by 2024

Strategies

- Conduct needs analysis focused on Family supports needed by the community and map against services provided by NFRC's wider network (link to premises mapping).
- Review areas where staff capacity most stretched, and identify whether can be filled or supported by additional staff and/or volunteer capacity.
- Approve service delivery plan and agree new posts / programmes to prioritise each year.
- Identifying (new) sources of income for priority posts e.g. Slaintecare, Healthy Ireland, DCYA.
- Establish link with Kildare Volunteer Bureau.
- Secure funding for Volunteer Coordinator role (tie in with Fundraising Coordinator?).
- Develop Volunteer JDs, and recruit against them.
- Develop Volunteering Policy and Code of Practice.
- Provide Volunteer induction and training.
- Develop succession plan for NFRC Board.

Priority 2: Reach

REACH

The Goals identified under *Reach* seek to make NFRC more accessible for, and connected to, people across Newbridge, including those not in the vicinity of its current premises in LHD. They also seek to address the limitations of the current premises, and provide more facilities for an expanded service.

Goals

5	Develop business plan for growing NFRC's reach by end 2022
6	Implement NFRC hub expansion in line with business plan by end 2023
7	Implement Dara Park re-development by end 2023

Strategies

- Prepare brief for intern/graduate to lead research work and recruit them (e.g via Maynooth university).
- Conduct research: mapping of existing potential premises and spaces around Newbridge – community needs – potential activities and programmes – resourcing needs (link to service delivery plan) (e.g. Dara Park to focus on childcare).
- Develop business plan (referring to other business plans, previous Dara Park development plan and Council conditions for redevelopments).
- Secure planning permission for Dara Park.
- Start negotiations on new premises.

Priority 3: Finances

FINANCES

Recognising that increased financing is a key enabler for delivery of NFRC’s ambitions and this Strategic Plan, the Goals identified under *Finances* focus on growing and diversifying NFRC’s funding, particularly from non-state sources.

Goals

8	Increase philanthropic income by 15% by 2027
9	Increase earned income by 15% by 2027 (e.g. from premises, onsite retail, activities)

Strategies

- Revive the Fundraising Group / Development Committee.
- Secure funding for Fundraising lead / coordinator role (tie in with Volunteer Coordinator?).
- Identify and target potential sources of capital funding (multi-year Community Capital Fund, Kildare Childcare Committee, National Lottery, LEADER, local builders, Dept of Children, Clann Credo, corporates with CSR link to NFRC’s mission, local philanthropists).
- Seek expert advice and training for staff and board re fundraising (e.g. Riverbank Group, Muintir Na Tire, The Wheel).
- Recruit a volunteer Marketing Lead.
- Develop fundraising / marketing materials (e.g. Case for Support).
- Develop earned income plan (e.g. coffee trailers, community counselling) (link to service delivery plan & business plan).
- Seek expert advice and training for staff and board re social enterprise (e.g. via County Kildare LEADER Partnership).

Appendix 1

Newbridge Family Resource Centre Research Project 2022

Prepared by:

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NEWBRIDGE
FAMILY
RESOURCE
CENTRE

RESEARCH
PROJECT 2022

PURPOSE

The purpose of this research project is to feed into the Strategic Plans of the Newbridge Family Resource Centre by identifying the needs of the Community under three strands :

- Childcare Community Development Healthy Towns

STRATEGIES



The strategies employed for the survey provided a detailed qualitative research method for gathering data. The findings of the study will feed into the strategic plans of the Newbridge Family Resource Centre (NFRC).

In creating the backdrop to demonstrate how the NFRC can support the needs of the Community, questionnaires, semi-structured interviews and focus groups were carried out with various participants (members of the community).

PROFILES OF THE RESEARCH PARTICIPANTS

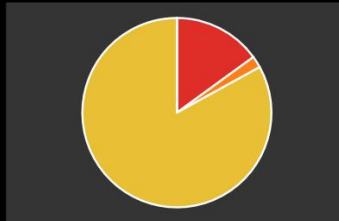
Age Groups

- Females over the age of 70 years = 15
- Females over the age of 60 years = 17
- Females between 25 & 40 years = 15
- Females under 25 years = 13
- Males over the age of 25 years = 28
- Males over 25 years = 12



Ethnicity

- 15% of people interviewed were of Polish nationality =
- 2% of questionnaires were completed by Latvian nationality =
- 83% of participants who took part in questionnaires, interviews and focus groups were of Irish nationality =



Gender

- Over half of the questionnaires were completed by females
- The remainder of the questionnaires were completed by males,



ANALYSIS & EMERGING THEMES



A thematic analysis (i.e. a method for analyzing qualitative data that entails searching across a data set to identify, analyze and report repeated patterns) was employed to identify what themes emerged from the raw data.

Four themes that identified as priority are as follows:

Theme 1: Visibility

Theme 2: Accessibility

Theme 3: Space

Theme 4: Needs

PRESENTATION OF THEMATIC ANALYSIS

The themes that emerged under these headings for the three strands: Community Development, Childcare Needs, Healthy Towns are as follows:

Theme 1: Visibility (e.g., advertising, social media, meetings, information workshops to support Childcare schemes, more inclusive community involvement, accessing information)

Theme 2: Accessibility (especially under Health) Access to health services and GP's. Access to Dentists who accept medical cards. Access to health information. Stop smoking and healthy eating programmes, housing clinics, recovery support group, more access to local theatre, no shared spaces, public transport to local towns)

Theme 3: Space (e.g., to cater for group activities, physical exercise, yoga, chair yoga for elderly and aerobic area. Affordable community coffee shop, adult education training programmes, creative art and hobbies space, summer camps, full day childcare, breakfast clubs)

Theme 4: Needs (e.g., youth clubs, activities for teenagers and younger adults, afterschool care, sensory rooms, mental health and wellbeing groups, counselling for all ages, more volunteers, support and inclusion for adult literacy)



THEME 1- VISIBILITY

Visibility was the first theme emerging from the data analysis.

Childcare discussed the lack of information from government sources to support the childcare schemes. What emerged was that participants had a very vague understanding or did not know anything about the National Childcare Scheme or in fact how to access the funding. Some participants stated that they did not know anything about it;

“ I don’t know what it is”

while others believed that it was in relation to childcare spaces

“it’s about more space for children with high needs

“I have no information or understanding on this scheme”

Community Development discussed that one of the main issues related to the lack of the NFRC’s visibility for the elderly outside social media.

“I’m not on social media so I don’t get the latest updates of what’s happening. Advertising in local newspapers, churches and flyers”

“I think a regular newsletter through the door would work. It would let people know about the NFRC”

“Posters around the Community to let people know”.

Healthy Towns identified how some participants felt that there were difficulties in accessing information with regard to HSE information in general.

“I find it difficult to get information online. I usually have to depend on family or friends to tell me what to do”

“I never use the internet because I don’t know where to look”

THEME 2 - ACCESSIBILITY

Accessibility was the second theme emerging from the data analysis.

Childcare issues related to parents/guardians insufficient access to Childcare Facilities. Some participants disclosed that the lack of access to affordable childcare and childcare places excludes them from the workforce.

"I would like to work but I cannot afford childcare"

"The cost of childcare is crazy in this country. I can't afford to work with 4 children".

"There's not enough places that offer full day care"

Community Development issues discussed by the younger participants was limited access to local theatres, creative art and activities.

"Not enough shared spaces for children and young people that are not into sporting activities"

"Groups/facilities for people from 16-24 (most are tailored towards younger and older individuals)"

Healthy Towns issues demonstrated that over 24% of participants were unhappy with the length of time spent on waiting lists. Other participants stated that there was no access to GP's availability and over 30% of participants wanted more continuity with their GP (i.e., face-to-face appointment).

"They're only doing phone appointments but no one answers the phone at present. Message says to call an ambulance or K-Doc"

"It takes too long, they forget who you are"

"face-to-face it took 6 months"

"the waiting list is ridiculous if you don't have a medical card"

THEME 3 - SPACE

Space was the third theme to emerge from the data analysis.

Childcare discussed space requirements for more childcare programmes and for children with additional needs. Participants also shared an opinion that space for full day childcare is required.

"A sensory room would be fantastic"

"Sensory room that parents/families in community could avail of for children with additional needs"

"More programmes for older children, not just for pre-school. Expand age group of care"

Community Development showed participants divulging that they required more space for children over 16 years of age for the provision of drama, music and dance, summer camps, breakfast clubs

"There is nothing for children over 12 in Newbridge"

"More groups and facilities are badly needed for the youth in Newbridge"

"Workshops for teenagers as there is no activities other than sports for that age group"



THEME 3 - SPACE (CONTD.,)

Healthy Towns showed participants stating that they wished to see the NFRC cater for group activities, physical exercise, yoga, chair yoga for elderly and aerobic area. Affordable community coffee shop, adult education training programmes and creative art and hobbies space for all groups, with particular emphasis on the elderly.

“More social groups of people my age to have the space to mix and socialise would help my mental health”

“More classes in the NFRC would bring out the positiveness in people”

“I love attending my group and you all do a great job, but I would like to see more groups running because it is really nice to have people to talk to and a place to go”



THEME 4 - NEEDS

Needs was the fourth theme to emerge from the data analysis.

Childcare discussions related to the provision of afterschool clubs and not just homework, and a wider variety for childcare not just preschool.

“Having a wider variety of childcare and advertising it to all surrounding areas as it is not LHD anymore”

“I currently feel that at a local level, our local community is providing excellent support with childcare needs and will hopefully continue doing so with regards to our towns ongoing rapid expansion”

“Ongoing increase in special need supports are also a top priority to support inclusion within our community”

Community Development participants pointed to more programmes, more evenings for youth clubs, and shared spaces. Workshops should be rolled out for teenagers. The needs for young single unemployed people require more programmes to upskill in relation housing clinics, job interviews and preparation for joining the workforce.

“I feel quite excluded at my age ‘cos I can’t access any supports that would help me to get out of my rut”

“Different approaches to supporting people to find their own voices at the moment are very limited”

“A hub to tackle bullying and a place young teenagers could get advice on how to deal with their life situations”

THEME 4 - NEEDS (CONTD.,)

Healthy Towns showed how over 75% of the participants who took part in this study discussed how they felt unhealthy. This related to diet and lack of exercise. They added that group activities incorporating physical exercise, yoga, chair yoga for elderly and aerobic area would greatly improve and inspire their overall mental and physical health and well-being.

"I would like to see more services in keep-fit classes where I could partake with my friends"

"It would be great to see a walking group set up and an affordable community coffee shop where we could all meet up afterwards and have a chat"

"A book club would be a great addition to the NFRC "