



**Dublin
South City
Partnership**

STRATEGIC PLAN 2022-2026



Transforming
Not-for-Profits

Prepared by **2into3**

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Foreword

Welcome to our Strategic Plan 2022-2027

Dublin South City Partnership's Strategic Plan outlines our mission, values, and strategic priorities in promoting social inclusion in the south city area over the next 5 years. Our vision is one where all people feel that they belong, where they have equal access to economic and social opportunities, and where the benefits of economic and social development are experienced by all people and communities. Our overall mission is to work in partnership with key stakeholders across the community, statutory, and local government sectors to promote social and economic inclusion and to improve quality of life for all our communities. This Strategic Plan sets our proposal to work in three overarching strategic objective areas; strengthening our communities, our partnerships and our organisation.

Throughout the next five years, our work will be underpinned by our commitments to community empowerment and participation; to bringing different communities and sectors together; to organisational development and learning; to demonstrating best practice and innovation; and to high standards of transparency and accountability. This strategy sets out ambitious goals to ensure that we continue to deliver excellent programmes and development opportunities for the individuals and communities we work with.

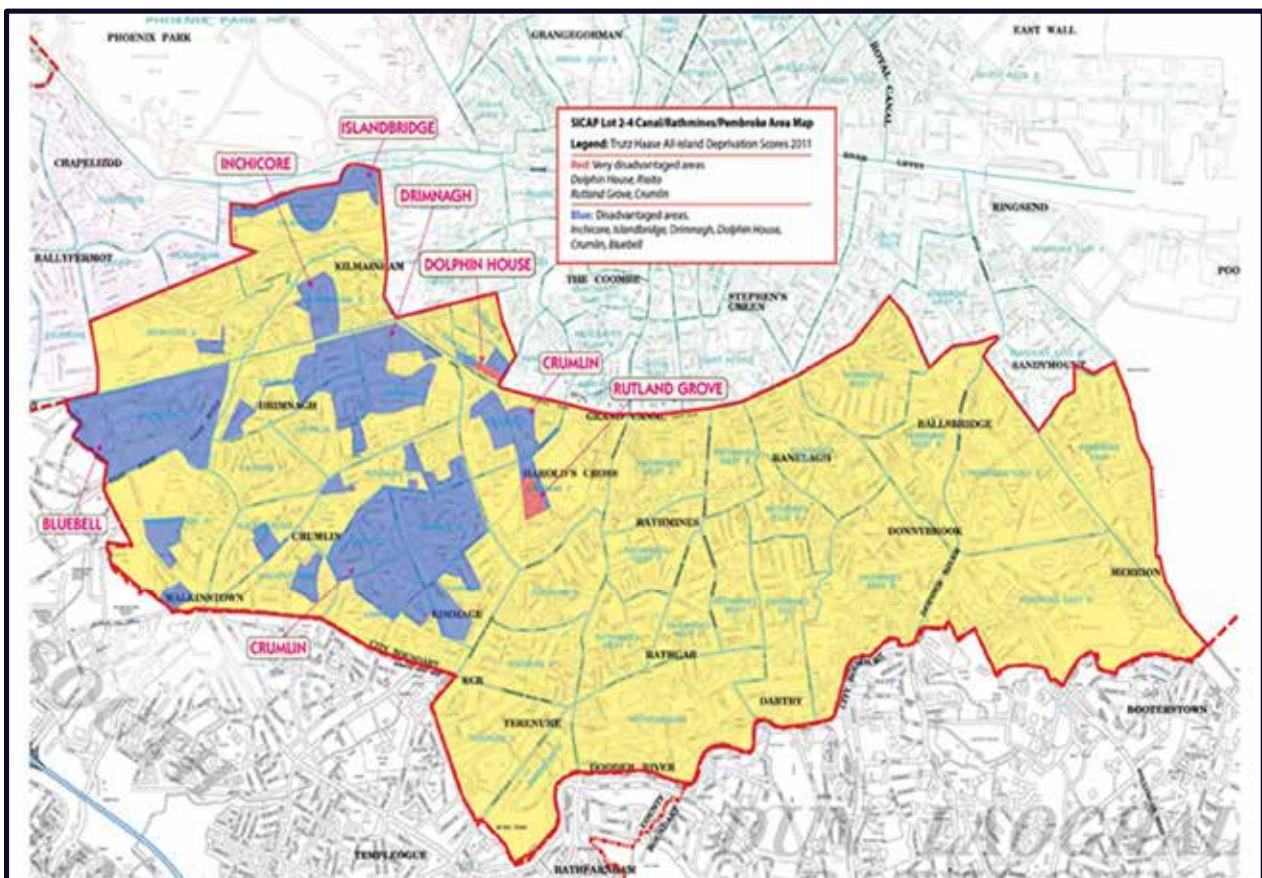
The work of Board and staff in producing this strategy needs to be acknowledged and appreciated. We would also like to thank our community partners and statutory organisations who contributed to the process. We look forward to a continued collaboration and to the implementation of this plan over the next five years.

The Board and Staff of Dublin South City Partnership CLG

Introduction

Background

Dublin South City Partnership (DSCP) is a local development company and registered charity which works to address disadvantage, unemployment and social exclusion in Dublin South City. The organisation works for positive change in the South Dublin City area, supporting individuals and local communities to achieve better outcomes through a number of initiatives. The organisation manages the Social Inclusion and Community Activation Programme (SICAP), Local Employment Service, Ability+ and Tus Programmes on behalf of the government. DSCP must continually adapt to meet the demands associated with supporting urban communities and local development, given the evolving nature of the social, policy and funding environments that impact the organisation’s work. In light of this, it is vital that these contexts be adequately considered, in particular as they relate to the programmes DSCP manages for various government departments.



Dublin South City Partnership Today

Service Offering

As previously stated, Dublin South City Partnership manages a number of initiatives aimed at improving outcomes in social inclusion, employment, education and other contributing factors to individual and community wellbeing. These include SICAP programme areas like Community Development, Lifelong Learning, Employment and Enterprise and also Local Employment Service supports and training, as well as the Tús and Ability+ Programmes.



Service Users

DSCP's work supports a wide range of groups, families and individuals in the area. Students, children, care givers, guardians, employers, and local service providers, representatives from the public, private and voluntary sectors, as well as vulnerable and marginalized groups, benefit from DSCP-run initiatives in Dublin South City. The organisation serves a diverse range of communities with a population of over 125,000 people.





Social Context

Dublin South City Partnership is a local development organisation which operates within a demographically diverse catchment area encompassing parts of Dublin 4, Dublin 6, Dublin 6W, Dublin 8 and Dublin 12. DSCP is situated within a rapidly growing and evolving Irish society that poses new challenges to inclusion and wellbeing. While the current population of the Greater Dublin Area is 1.9 million, this figure is set to grow to 2.2 million by 2031, indicating that demand for community supports will continue to grow. Ireland's ageing population may mean an increasing demand for provisions for the older person, with older people forming a key group impacted by social exclusion with The Irish Longitudinal Study on Ageing (TILDA) predicting that one in five people living in Ireland will be aged 65 or older by 2030. Meanwhile, homelessness in Ireland has reached crisis levels, with the number of families experiencing homelessness increasing by over 200% since 2014¹. Almost 20% of those residing in Dublin are considered to be 'new Irish', contributing to increasing cultural and ethnic diversity across the county.² In Dublin South City, both extreme affluence and disadvantage can be found. While some of the most prestigious schools are in the area, several schools are DEIS-designated, traditionally associated with higher levels of disadvantage. The area is comprised of a mix of families with and without children, lone parent families and single households, across age ranges. Linked to deprivation some parts of the area are levels of dependency and addiction, as well as other challenges to wellbeing, which require appropriate community response. Additionally, the Covid-19 pandemic has posed great obstacles for communities seeking to come together since March 2020. The pandemic has contributed to increased isolation due to the halting of community activity. Despite challenges to DSCP's activities due to Covid-19, a significant response has been provided to a variety of social issues impacting the community.

In the future, as Irish and indeed wider society continues to evolve, DSCP must increasingly prepare for, adapt and respond to novel challenges to wellbeing in Dublin South City. In the face of climate change, DSCP must situate itself within the Just Transition movement, advocating for fair and sustainable change. As the catchment area becomes increasingly multicultural, additional considerations must be made regarding the organisation's response to discrimination and role in affecting inclusive policy change. These are three of many environmental changes DSCP must account for in the coming years.

¹ Focus Ireland, 2021

² CSO, 2016

Economic Context

Dublin South City Partnership is one of some 49 partnerships in the Irish Local Development Network. As a Local Development Company (LDC), DSCP provides a bottom-up response to community development needs, promoting and supporting labour market activation, social inclusion, sustainable communities and social enterprise services. DSCP has a longstanding reputation in the community, with people of all ages and walks of life availing of the programmes and initiatives facilitated by the organisation. DSCP fills a significant need in the community, now more than ever. While unemployment was at 5.16% at the start of the pandemic, that figure rose to 21.9% by May 2021³. While the adoption of remote working has worked for many professions, and DSCP itself has been able to successfully adapt to a hybrid working model, many in the community do not have access to the technology necessary to continue to participate in both the labor market and in social life. Long-term unemployment remains an issue in pockets of the catchment area. DSCP faces considerable challenges as it moves into the future, including the recession brought about by Covid-19, potential knock-on economic effects from Brexit, and evolving public procurement processes. Though DSCP is a nonprofit, it relies on business acumen to ensure efficient operation. Therefore, the organisation must continue to seek sources of unrestricted funding which will enable DSCP to continue providing innovative and responsive solutions to needs arising in the community.

Policy Context

In addition to the nuanced social and economic contexts in which DSCP operates, it must consider the complex and evolving regulatory environment as well as local, regional and national policy landscapes. Due to the nature of DSCP's activity which involves working with potentially vulnerable groups and the public, 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 nonprofit sector in Ireland, such administrative burdens can be draining and even counterintuitive to the efficient operation of an organisation. DSCP reports to a number of public bodies, including the Charities Regulator, Department of Social Protections, Dublin City Council, Pobal, the HSE and Department of Rural and Community Development. Additionally, 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 privatization of

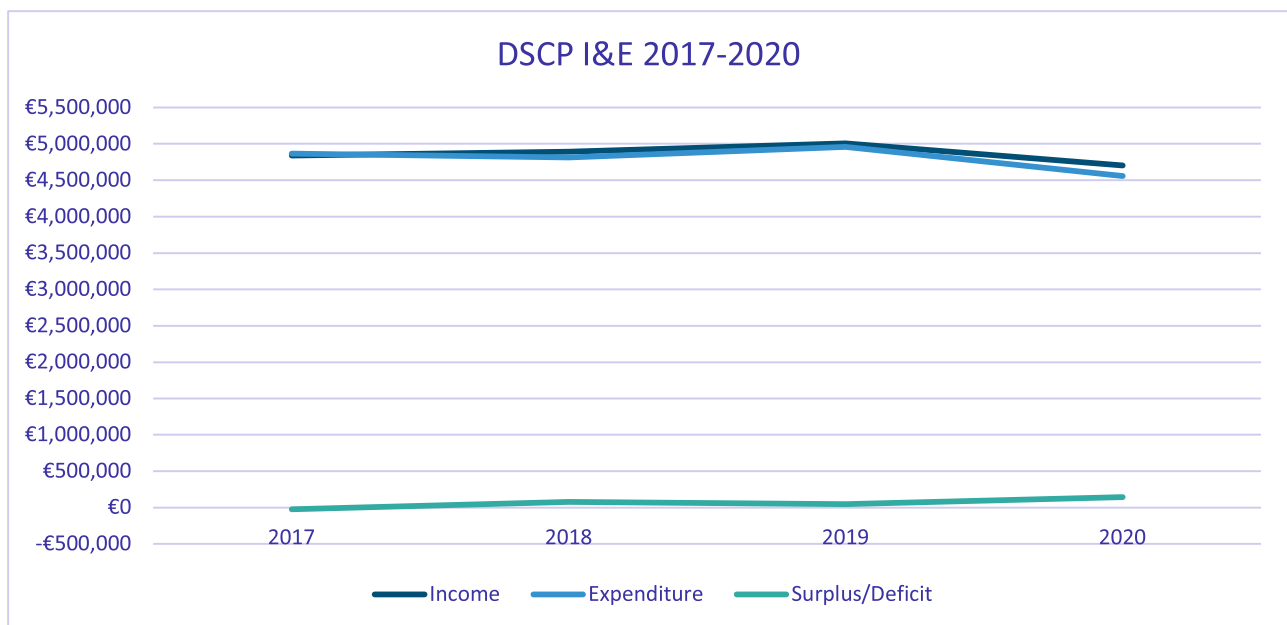


³ CSO, Monthly Unemployment Report May 2021

employment services and the State's increasing placement of a monetary value on social impact, threatens to destabilize nonprofits, making the future more uncertain.

Performance

In recent years, DSCP's performance has been strong and this performance has remained solid despite Covid-19. Over 1,000 individuals and families are reached by DSCP each year. In 2020, some 80 community groups received support and 304 individuals were assisted in securing quality employment, while attendance at training sessions, despite moving partly online, remained high. DSCP'S financial performance has been solid with a small, consistent surplus and modest reserves. DSCP has more than 50 core staff members and over 150 Tús participants. DSCP has withstood the effects of the pandemic through proactivity, remaining resilient and continuing to serve the community. Further adaption is now required, though as DSCP moves forward.



Strategic Development Process

A plan for strategic development is crucial to the sustainability and continued growth of an organisation. For DSCP, a strategic plan that gives structure and charts a clear course forward is vital. DSCP therefore engaged external consultancy, 2into3, to facilitate the development of a five-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, DSCP undertook a highly participative process that strove to recognise the commitment and mission-driven nature of the organisation's designated activities, as well as the core reasons for DSCP's existence. A Steering Group was established to oversee the strategic planning process and ensure its full

implementation. This group consisted of members of DSCP’s Board of Directors and Senior Leadership Team. The strategic planning process ensured representation from internal and external stakeholders, including those who avail of DSCP’s services. Five workshops were interspersed with Steering Group meetings during the undertaking of the strategic planning process.

The process took a funnel-like format, beginning with broad input from a wide range of stakeholder groups, becoming more focused as the strategic plan progressed. The strategic planning process sought to highlight the strengths of DSCP’s work while identifying the key limitations and challenges facing its ability to operate efficiently and sustainably. Beginning in June, the process was completed with a presentation made to the Board of Directors in November.



Summary

This Strategic Plan encompasses DSCP’s newly stated values, vision and mission, the results of several diagnostic exercises, a set of overarching strategic objectives, measurable goals and the individual strategies to achieve them. The Strategic Plan includes 5-year financial projections and identifies a recommended structure for DSCP, which, if adopted, will support its sustainable development. Finally, a draft operation plan is provided as a guide to the strategy’s implementation during an initial 12-month period. This strategic plan encompasses DSCP’s vision for the future of the organisation and exists to provide direction, charting a course forward over the next several years while ensuring that DSCP can continue to grow sustainably and deliver services that positively impact the communities in its remit.

Dublin South City Partnership Values, Vision & Mission

Values, Vision & Mission

Values

Following a broad consultation with almost 70 key stakeholders, a set of values were selected. This selection was based on consensus and a desire to convey the ethos of DSCP while defining the way in which DSCP 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 both the selection and sequence of these words. The values agreed were:

Inclusion, solidarity, equality, accountability, innovation, partnership

Vision

Stakeholders engaged in discussions to arrive at a vision statement for DSCP. The vision statement aims to encapsulate an idealistic expression of what kind of future the organisation wishes to work toward. This was:

“Striving to eliminate social exclusion by supporting and empowering individuals and communities to build a more equal, sustainable and vibrant society”

Mission

Finally, stakeholders contributed to the development of an ambitious mission statement that laid out a road map toward DSCP’s Vision. This mission statement forms the cornerstone of DSCP’s future development and provides a jumping off point for the rest of the strategic plan. Much care was taken to ensure a statement that accurately reflected the aims of DSCP and the nature of its work.

“To advance social inclusion and promote local and community development in Dublin South City by working in partnership with communities, individuals and stakeholders to support wellbeing, education, employment and enterprise”

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, in the form of a number of SWOT analyses, where workshop attendees discussed the strengths, weaknesses, opportunities and threats facing DSCP, in the areas of Organisational Capacity, Sustainability and Impact. The major points arising from these discussions then informed the strategic goals subsequently identified. Below are the key limitations and opportunities identified by stakeholders, as these are considered the most 'actionable'. Full SWOT analyses can be viewed in Appendix B.

Organisational Capacity

This exercise saw participants discuss the key challenges and opportunities facing DSCP in terms of its people, specifically relating to skillsets, competencies, governance and other structures necessary moving forward, which might impact DSCP's ability to successfully deliver on its mission.

Key Limitations

- Uncertainty and restricted funding and resources
- Siloisation across parts of the organisation
- Slightly disjointed public messaging/social media
- A lot expected of some of staff/team, wearing multiple hats
- Difficult to quantify the work being done (e.g., for funders)
- Staff so embedded/ingrained in communities could become blinkered in some instances
- DSCP not always able to 'get teeth into' community development work due to a target focus
- Underemphasis/leveraging of more affluent pockets of the catchment area?

Key Opportunities

- More one to one engagement between thematic areas of partnership – more collaboration
- More coherent, engaging and relevant messaging to communities and clients, better social media
- Covid & reemergence from the pandemic are seen as an opportunity to evolve and improve engagement, e.g. digital advances, and remaining relevant or increasing innovation
- Explore other areas of partnership in more affluent areas, potential to develop CSR there
- Develop quality management system across organisation (e.g. HR)

Sustainability

This exercise aimed to have participants consider the factors impacting DSCP's long-term financial viability.

Key Limitations

- Restricted funding which confines outcome and is results driven, end of cycle reporting can lose perspective on what's been achieved
- Tendering – time consuming, short-term, target focused, dictated by government of the day
- Little lead in time on grants/core funding to get things set up

Key Opportunities

- Programme innovation for eligibility to new grants, access new national funding to deliver locally
- Diversify funding sources away from reliance on state income
- Cohesive, strategic funding augmentation/diversification (EU funding, philanthropy)
- Collaboration with other organisations to secure funding DSCP wouldn't get on own
- Gain skillset around funding/development

Impact

This final exercise sought to address the challenges and opportunities pertaining to DSCP's ability to serve the community and deliver innovative, relevant supports. Participants were asked to consider DSCP's model, its service users' experiences, facilities and overall responsiveness to existing needs.

Key Limitations

- Covid restrictions limit scope for face-to-face engagement with isolated individuals
- Limitations that come with over the phone engagement
- Emotional labour and staff burnout can limit capacity to deliver impact
- Many don't know about DSCP and what they do – missing cohort of potential service users
- Those who drop out, don't take part in services aren't consulted negative feedback considered
- Some premises not fit for purpose or readily accessible (e.g., disability considerations)

Key Opportunities

- Review and evolve how to best serve clients' needs
- More digital engagement where suitable
- Review accessibility of facilities
- Increase cross company engagement
- New programmes
- Quality assurance
- Blending work practices for staff as well as service user

Objectives, Goals & Strategies

Through workshops and discussions, ten specific and measurable goals were identified, which the DSCP wishes to achieve by the end of 2026. The goals have been categorised into three overarching strategic objective areas, followed by the milestones and strategies necessary to achieve them. The objectives proposed are oriented around the concept of ‘strengthening’ all aspects of the organisation’s work, both externally and internally. DSCP seeks with this strategy to strengthen our communities, our partnerships, and our organisation. The skillsets and competencies identified in order to achieve these goals, as well as the proposed actions and timeline for the first 12 months follow below. When adopted, this strategic plan will precipitate considerable detailed work over the next twelve months.

Strengthening...

OUR COMMUNITIES

OUR PARTNERSHIPS

OUR ORGANISATION



Strengthening...

OUR COMMUNITIES

The goals identified under *Strengthening Our Communities* oriented around building capacity and ensuring positive outcomes for the communities, families and individuals DSCP serves. These goals seek to ensure that DSCP continues to deliver services that make an impact.

Goals

1

Support communities and individuals by developing existing programmes and piloting new initiatives by 2022

2

Examine and develop our role as a key actor in influencing policy at national, regional and local levels by 2025

3

Progress social inclusion in our area by developing and improving advocacy by 2022

Strategies

- Conduct needs analysis by reviewing recent client and stakeholder feedback and seeking any additional information to identify areas for development and gaps in service provision
- Consult with staff involved in delivery to capture potential programme areas to develop
- Agree key priorities for DSCP in policy and advocacy to challenge systemic inequalities
- Continue to implement best practice based on our experiences and learnings



Strengthening...

OUR PARTNERSHIPS

Goals identified under the *Strengthening Our Partnerships* seek to develop DSCP's community footprint through collaborations and cooperative initiatives as well as focusing on encouraging best practice through research.

Goals

4	Promote best practice in local and community development by contributing research that will foster dialogue on key issues affecting our communities by 2025
5	Deepen existing partnerships with private, public and voluntary actors and develop new connections to increase impact and strengthen the local economy by 2026
6	Explore CSR opportunities to enrich local support for communities and individuals by 2023

Strategies

- Review our criteria for partnerships and gather feedback from our partners to ensure expectations are being met and to inform future partnerships
- To promote and facilitate the role of communities and individuals to participate in direct decision-making through training and resourcing
- Consult with local enterprises, employers and business representatives to identify ways to strengthen the local economy
- Review professional body memberships
- Review our external profile in order to understand how the organisation represents itself to others
- Conduct research on Corporate Social Responsibility to identify potential connections and advantages such partnerships could have for the local community
- Develop a strategy to coordinate, deliver and disseminate research on key issues



Strengthening...

OUR ORGANISATION

Goals identified under *Strengthening Our Organisation* will focus on DSCP's internal processes and ensure that the organisation operates efficiently, transparently and accountably.

Goals

7	Develop a model for lateral working, learning and information sharing across our programme areas to better leverage existing resources and promote internal collaboration by 2023
8	Invest in our people and systems to increase organisational capacity by 2024
9	Increase our visibility by developing our organisational and digital presence by 2022
10	Identify and adapt a fit-for-purpose funding model by diversifying and augmenting funding streams by 2025

Strategies

- Establish working group to explore cross-organisation initiatives aimed at reducing siloisation
- Explore training opportunities for existing staff members to increase team capacity and expand collective skillset
- Develop and begin working towards DCSP's newly identified organisational structure
- Brief staff on any structural changes to ensure organisation-wide understanding and buy-in
- Invest in developing and relaunching the website for increased accessibility and clarity on DSCP's role to clients and funders
- Develop a strategy to coordinate social media and external communications
- Develop a funding strategy that introduces a planned fundraising approach and explores new earned and public income streams



Operational Plan

January 2022- December 2022

An Operational Plan spanning January - December 2022 has been included, in draft form, to serve as a guide during DSCP’s first year of the Strategic Plan. This Plan should be adapted and further shaped to support the implementation of the Strategic Plan over the first year. It should be updated at the end of each year through 2026. The Operational Plan may support the delineation of tasks across a timeline that will enable the Hall to deliver on the proposed goals and strategic objectives.

	Our Community	Our Partnerships	Our Organisation
Jan			<ul style="list-style-type: none"> Board approval of Strategic Plan and structural changes
Feb	<ul style="list-style-type: none"> Agree priority issues for DSCP in policy and advocacy 	<ul style="list-style-type: none"> Review professional body memberships 	<ul style="list-style-type: none"> Commence Governance review Brief staff on updates to structure Review key messaging for external profile Finalise redevelopment of website
Feb	<ul style="list-style-type: none"> Collate existing service user feedback and identify gaps in knowledge to inform further consultations 		<ul style="list-style-type: none"> Begin implementing structural changes: operations manager in situ
Mar	<ul style="list-style-type: none"> Consult with DSCP staff to identify priorities and gaps in existing programmes and for new initiatives 	<ul style="list-style-type: none"> Gather feedback from current partners to ensure expectations are being met and to inform future partnerships Review DSCP’s criteria for partnerships to ensure they are advantageous and relevant 	<ul style="list-style-type: none"> Explore training opportunities for existing staff members to increase team capacity and expand collective skillset Launch redeveloped website
Apr	<ul style="list-style-type: none"> Research emerging barriers to social inclusion and 		<ul style="list-style-type: none"> Establish working group to explore cross-organisation

	employment based on consultations and feedback		initiatives aimed at reducing siloisation
Apr		<ul style="list-style-type: none"> Consult with local enterprises, employers and business representatives to identify ways to strengthen the local economy 	<ul style="list-style-type: none"> Develop a strategy to coordinate social media and external communications
May			<ul style="list-style-type: none"> Develop funding strategy that introduces a planned fundraising approach and explores new earned and public income streams
Jun		<ul style="list-style-type: none"> Review DSCP's external profile in order to understand how the organisation represents itself to others 	
Jul		<ul style="list-style-type: none"> Conduct research on Corporate Social Responsibility to identify potential connections 	<ul style="list-style-type: none"> Begin to implement new funding strategy Develop funding case for support to attract prospective donors
Aug			
Sept		<ul style="list-style-type: none"> Develop a strategy to coordinate, deliver and disseminate research on key issues 	
Oct			<ul style="list-style-type: none"> Identify prospective donors and donor funds for DSCP
Nov	Commission an evaluation of our SICAP Goal work		
Dec			Hold an event for prospective donors

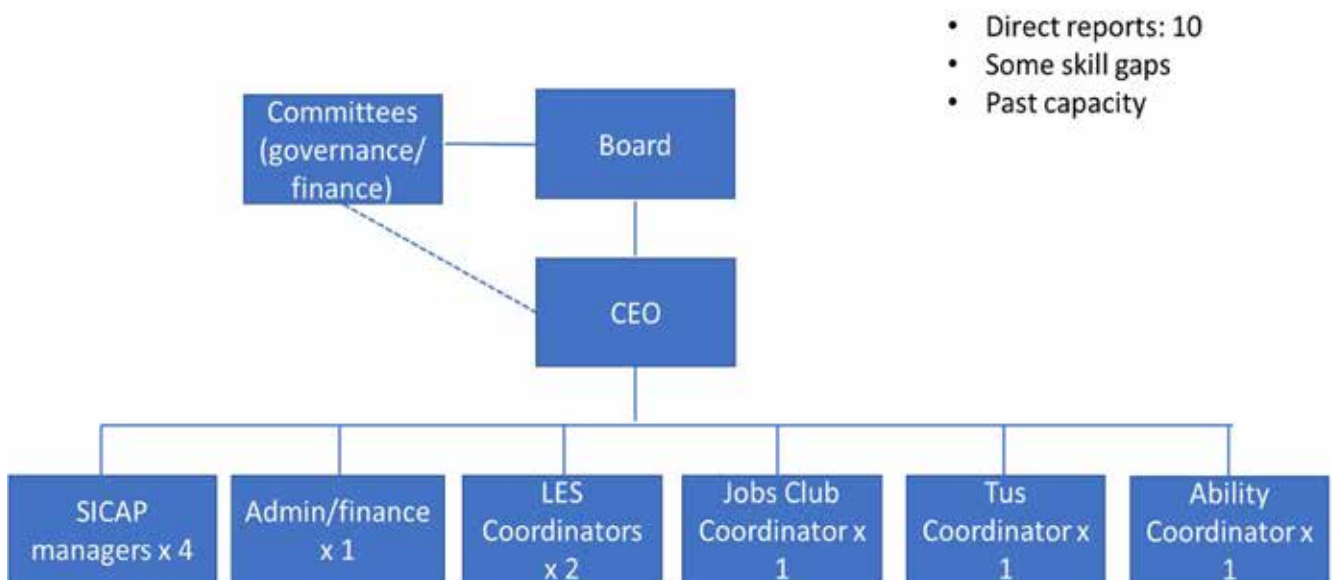


Current and Proposed Organisational Structure

A key output during the Strategic Planning process was a recommended organisational structure which would ensure the successful continued operation of DSCP. This entails the formation a Senior Management Team that would be built in above the Senior Leadership Team and reduce direct reports to the CEO significantly, effectively managing span of control there. Some gaps in capacity were identified at management level. These competencies have been explored in a mapping exercise, the results of which can be seen below. Internal and external communications; income generation; admin, finance and governance and influencing policy were identified as key areas for capacity development in the coming years.

Below, DSCP’s current functional structure, proposed structure and interim structure are shown. The proposed structure is aspirational in the sense that the five newly proposed roles would not be taken on board overnight, but rather over the course of the years within the Strategic Plan. The roles in dark green, Operations Manager, Economic Development Manager and Social Development Manager form the proposed Senior Management Team and would be added as a matter of priority over the two officer roles in light green. This is reflected in the interim structure.

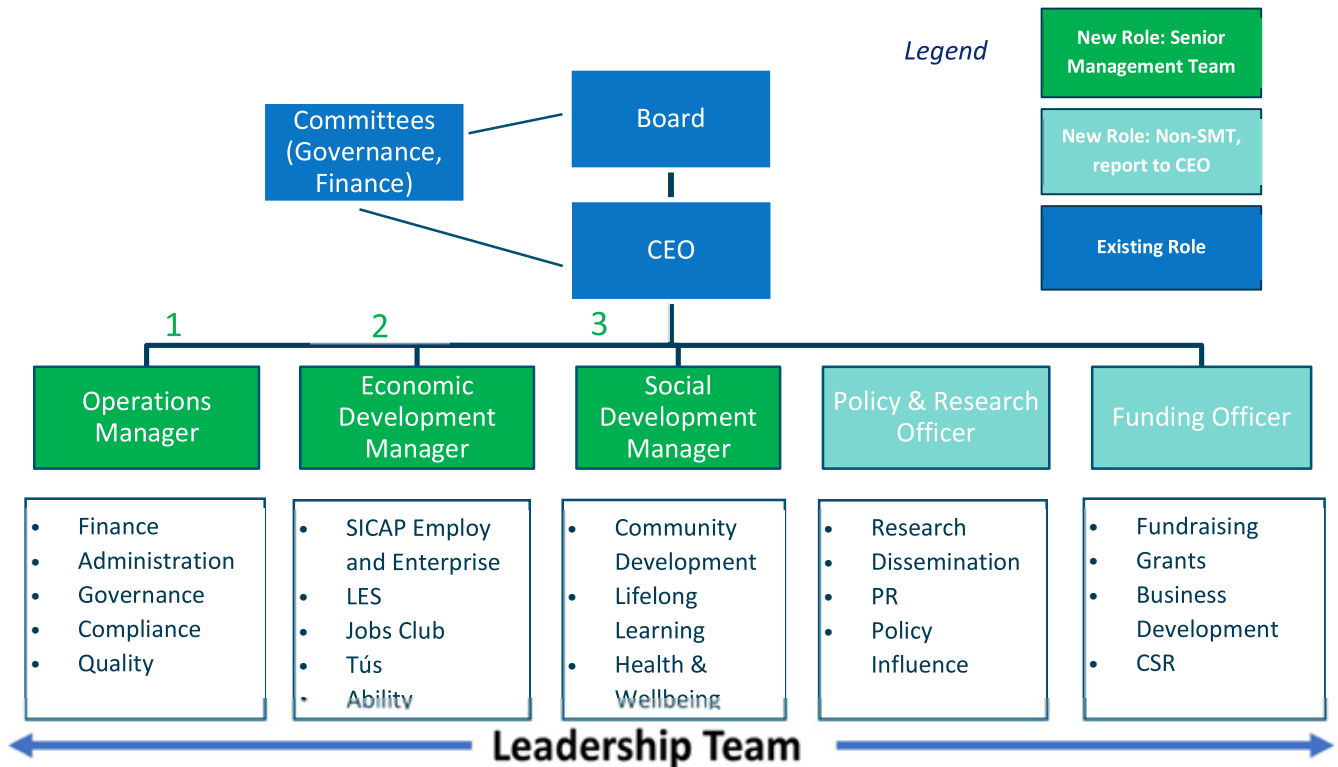
Current Structure (Functions only)



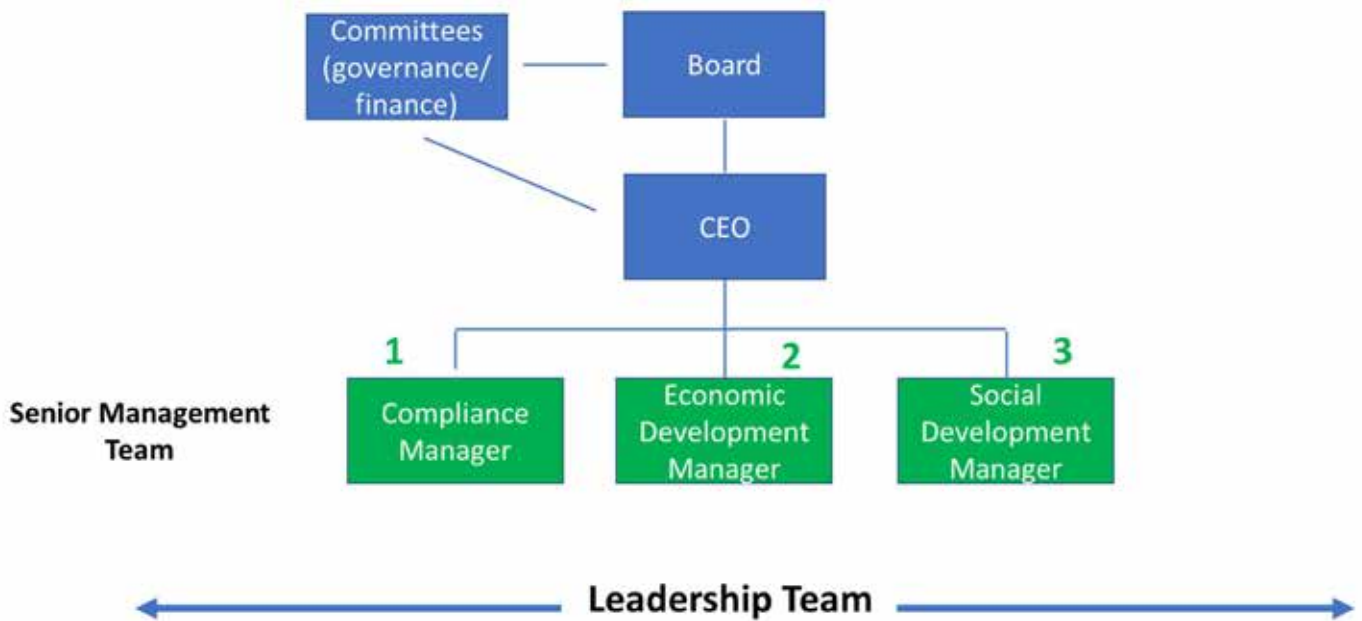
Skill & Competency Mapping

Skill/Gap	Notes
Internal communications	Addressing siloisation
External communications	E.g., social media, partnerships, digital profile
Income generation	Beyond core funding – CSR, philanthropy etc.
Finance, Admin, HR and Governance	Capacity gap
Influencing Policy	Research, relationship building

Proposed Structure



Interim Structure



As DSCP works to future-proof its operation and ensure a sustainable, well-governed organisation, increasing the organisation’s capacity by investing in human resources will be crucial. A dedicated Senior Management Team would add a dimension of structure and expertise which would lessen the administrative and executive burden on the existing team. Meanwhile, the addition of policy and income generation roles would allow DSCP to deliver on its mandate to advocate for its communities and to provide relevant, innovative services. If adopted, this recommended structure would significantly enhance DSCP’s ability to deliver on the strategic goals and newly stated mission.

Appendix A: SWOT Analyses

The following SWOT analyses are transcriptions from the Diagnostic Workshop that took place during the Strategic Planning process. These analyses informed the development of the Strategic objectives and goals.

Exercise 1: Capacity of Organisation

STRENGTHS
<ul style="list-style-type: none">• 1. partnership has broad base knowledge/skill, wide engagement across community across programme areas• 2. staff has very experienced and well-rooted experience in the area• Very low staff turnover-high retention• Flexibility and skill of board, varied skill• Great reputation in community, professionalism, commitment & flexibility• Resilience• 3. diversity of skills, level of experience• knowledge of local area, local business and engagement/local ent• Geographical positioning, flex./adaptability/agility of team• Credibility and confidence of staff
OPPORTUNITIES
<ul style="list-style-type: none">• 1. more one to one engagement between thematic areas of partnership - more collaboration• Better messaging to communities and clients• Covid & reemergence as opportunity to evolve and improve - improve remote/digital engagement, not going back to doing things the same way• Covid - opportunities from experience - remain relevant, sense of community spirit, supporting people on ground - raised profile• 3. HR dept, explore other areas of partnership in more affluent areas, develop CSR there, develop quality management system across organisation
WEAKNESS
<ul style="list-style-type: none">• 1. too big overall - different teams siloed thematically (edu, employment etc) - maybe not always a lot of engagement between groups• Company days too large to facilitate• Messaging to public a bit disjointed - could be more coherent - could have more relevant/engaging social media• A lot expected on some of staff/team, wearing multiple hats• 2. capturing depth of work - -difficult to quantify, staff very experienced/longstanding - entrenched in communities - nearly become communities - possibility of blinkers• Focus doesn't always allow DSCP to get teeth into community development work because target focused• 3. geo area, communication in diff pockets, lack of exploration of more affluent areas of catchment area• Knock-on effect of potential tendering - job club, etc• Size of company without overall HR dept
THREATS
<ul style="list-style-type: none">• 1. Holding on to info - competition for scarce resource - lack of data sharing• Competition for people, holding on to clients - disservice to people DSCP works with• Reluctance to let someone move on to a different service,• Lack of collaboration• Lack of funding/resources• 2. funding restrictions, short term funding means cant plan long term outcomes• Potential loss of outreach work, loss of connections with community due to move to digital, prospect of privatization• Red tape, community facilities, management structures take on life of their own• 3. impending tendering/privatization of employment services• Changes in policy DSCP has no control over• IT security, level of paperwork - GDPR

Exercise 2: Sustainability

STRENGTHS

- somewhat predictable funding short of medium term
- Focus to showing/recording outcomes allows partnership to move toward more success in future tenders/applications
- Restrictions imposed by funding model lead to more creativity in what DSCP applies for etc
- 2. evidence based - can show work
- Funding has become longer term - SICAP 3 to 5 years - extended
- New employment service looks like multiannual funding (4yr) - movement toward longer funding, ability to draw in other funding (foundations, etc), complements core funding
- 3. reputation and track record helps secure repeat funding, ability to deliver national programmes locally, ability to work collaboratively/on join initiatives with other depts/companies, innovative and creative with funding

OPPORTUNITIES

- 1. **diversity funding** sources away from reliance on state income
- Community work focus could open up philanthropic funding stream
- Focus on more **qualitative work over quant** - impact stories more than box ticking
- 2. think outside the box - be innovative, be flexible - funding applications - make work fit within the stream
- As work develops, move into different areas (eg community health, mental health, environmental sustainability) - broaden remit to access other funding, community safety
- Collaboration - with other organisations to secure funding DSCP wouldn't get on own
- 3. ability to access new national programmes and their funding to deliver locally
- Apply for different funding across project departments
- **Creating cohesive funding growth** considering sources of funding that could complement work of department (EU & philanthropic, lottery)
- Admin teams-develop to support company overall - **share burden of red tape** - communicate
- Funding/development subcommittee, larger admin team to work on funding admin - capacity to access diff funds and administer
- **Gain skillset around funding/development**
- **Flexibility** in applications wiggle room

WEAKNESSES

- T&Cs - **restricted funding** - confines outcomes - results driven, end of cycle reporting can lose perspective on what's been achieved - oversimplified/box ticking
- Proposal writing - time consuming
- 2. short-term, **target focused, tendering**, funding dept makes procedures and policies so limited - can't bite hand that feeds - must find balance
- **Administration** of time/resources to apply for a tender, funding dictated by **government of the day**
- Dependence and focus on core funding - traditionally didn't seek other funding
- 3. diverse funding model, range of sources, annual funding model, communication on funding from funders last minute - e.g. successful application - not informed till last minute - little lead in time to get things set up

THREATS

- 1. any kind of priority change/model shift from state could threaten funding increased competition from similar orgs
- Shift from private sphere
- 2. gov of the day, depending on other people sitting around table in dept making decisions not in touch with need of community
- Move toward activation/ away from core principles of community development
- Privatisation
- 3. excessive focus on quantity at expense of quality
- Changes in policy
- Competition from private sector
- Economic downturn - change in economic climate (*money), improvement could also be threat services aren't needed

Exercise 3: Impact

STRENGTHS

- 1. Breath of services offered - no one turned away
- If initial contact point can't help can signpost to other parts of org
- Adaptability to engagement with service users - digital engagement etc
- Positive relationship with external trainers - willing to fit programmes to DSCP needs
- 2. on the ground, relevant, able to adapt to everchanging needs of community, not one-issue organisation, innovative
- 3. experienced teams in running and evaluating programmes, clients are surveyed for satisfaction levels as well as programme evaluations
- Premises - eg Goldenbridge - wheelchair accessibility and multipurpose
- Access to a partnership - not all areas have

OPPORTUNITIES

- 1. covid - review and evolve how to best serve clients' needs
- More digital engagement where suitable
- Review accessibility of facilities
- Increase **cross company engagement**
- 2. e-funding
- Regen across inner city
- Collaboration with private - CSR
- Quality assurance
- Blending work practices for staff as well as service user
- 3. review utilization of premises across the partnership - how representative they are for different areas of company
- Stakeholders in company - review work being done, what can be done to engage - joint initiatives - don't rely solely on own premises

WEAKNESS

- 1. current covid restrictions limit scope for face - to - face engagement - isolation
- Most people happy with phone but can't read body language
- 2. hard to engage or gauge person over phone
- Not one issue org also weakness - often dealing with issues that aren't completely relevant to own - **high levels of burn out** (staff)
- Branding, people knowing about DSCP and what they do - profile
- Different services within org - hard to differentiate who's who -lack of clarity
- 3. **those who drop out or don't take part in services aren't surveyed**, need more interaction/follow up on negative feedback that does come in - lack of clarity around actions to be taken
- Premises - not all readily accessible - Limited with disability access, street front access
- Some premises not fit for purpose

THREATS

- 1 broad geo area - possibly clustered toward D8/D12, not enough representation/physical infrastructure in D^, D4
- 1 Confusion over boundaries operating with, physical (programme areas), varying requirements/eligibility
Tender process as whole - if unsuccessful = detriment to community overall
- 1 2. IT - moving people into IT and they're not comfortable with - don't lose contact with people who need face to face - conscious of limitations in skill/need
- 1 More private companies moving into the community - threat to service user and DSCP - clients have walls up, other organisations may not know needs of community
- 3. costs/admin - lack of suitable premises is a threat when tendering for employment services - require accessible premises or the funds to make them accessible

In Partnership With:



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