



Bray & North Wicklow
Area Partnership

Area Targeted Local Action Strategy

BNWAP Strategic Plan 2025–2030

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Introducing our Strategic Plan

We at Bray & North Wicklow Area Partnership (BNWAP) have developed a new strategic plan. Our new plan is called BNWAP Area Targeted Local Action Strategy (ATLAS). The BNWAP ATLAS will run over a five-year period up to 2030. We have designed the ATLAS layout as an easy to read document that gives clear and understandable information on our work and how this will be developed and delivered in the years ahead. Hopefully all who read our ATLAS will see what we intend to do and achieve through our work now and in the years ahead.

The BNWAP ATLAS has taken just over six months to complete. We have had lots of help and input in putting the ATLAS together. Many people and groups were very generous in sharing their experiences, telling us their stories, commenting on the work we have undertaken, making suggestions on how to improve the supports and services we deliver and talking about new needs to be addressed. The input and feedback we received confirmed that by working together we can be better at what we do and how we do it. So, we say a big thank you to service users, community groups, agency personnel, volunteers, Board Directors and staff for their contributions.

We listened to what people and groups have said to us and we have also used our 30 years of experience in working locally to help in the development of the BNWAP ATLAS. When reading through our ATLAS you will see that we have grouped our work under a number of main headings: Children & Families; Education & Training; Enterprise & Employment; Health & Wellbeing; Community Development and A Trusted & Best Practice Company. This arrangement provides us with an approach that has a linked set of actions in working with individuals, families and communities in a way that is best suited to meet their needs.

People can face many challenges that make daily living more difficult. We know from experience that providing the right supports to people requires different services to work together. Equally, services must be about working with the individual and learning from their lived experience and knowledge so that the supports provided can make a real difference. The BNWAP ATLAS is based on a right service, right time and right place approach to guide our work with individuals, families and communities now and over the coming years. We will continue to provide services across the life-cycle involving very early years work through to supporting older people living locally.

We know that things change and different or new needs will arise for individuals, families and communities locally in the years ahead. Working better together will help us to provide the supports required and this will be an important part of the BNWAP ATLAS delivery.

**right service, right
time, right place**

Finally, we had expert advice and guidance in developing the BNWAP ATLAS from consultants Louise Kinlen and Marjo Moonen. For their perseverance and know-how in guiding the work we are very grateful.

About Us and Our Area



As a company we have been in operation for the past thirty years. During that time our company name has changed from Bray Partnership to Bray Area Partnership and on to the current Bray & North Wicklow Area Partnership, reflecting our wider area of operation.

We were established in the mid-1990s, as part of a Government approach, to work with individuals and communities in disadvantaged areas to address local issues and improve wellbeing and quality of life. Over the years our work has expanded with funding from Government programmes to include supports such as:

- Providing information locally to increase awareness, knowledge and uptake of services
- Organisation of personal development, education and training courses for adults and young people
- Assisting unemployed people to find a job or become self-employed
- Running health & wellbeing initiatives
- Delivering early years development programmes & family supports
- Engaging with new communities
- Local management of labour schemes such as Community Employment and Tús that provide work opportunities for long-term unemployed individuals
- Developing, managing and resourcing social enterprises
- Building the capacity and skills of leaders and groups in local communities

Being a Local Development Company, (LDC), we operate as a not for profit, area-based organisation working to address poverty, exclusion and disadvantage as experienced by more marginalised individuals, families and communities in the area. We work together with other services and groups to provide supports best suited to address locally identified needs.

The BNWAP Board includes representatives from community & voluntary groups; state agencies; employers; trades unions and local Councillors. A staff team is employed to develop and deliver our supports and services locally.



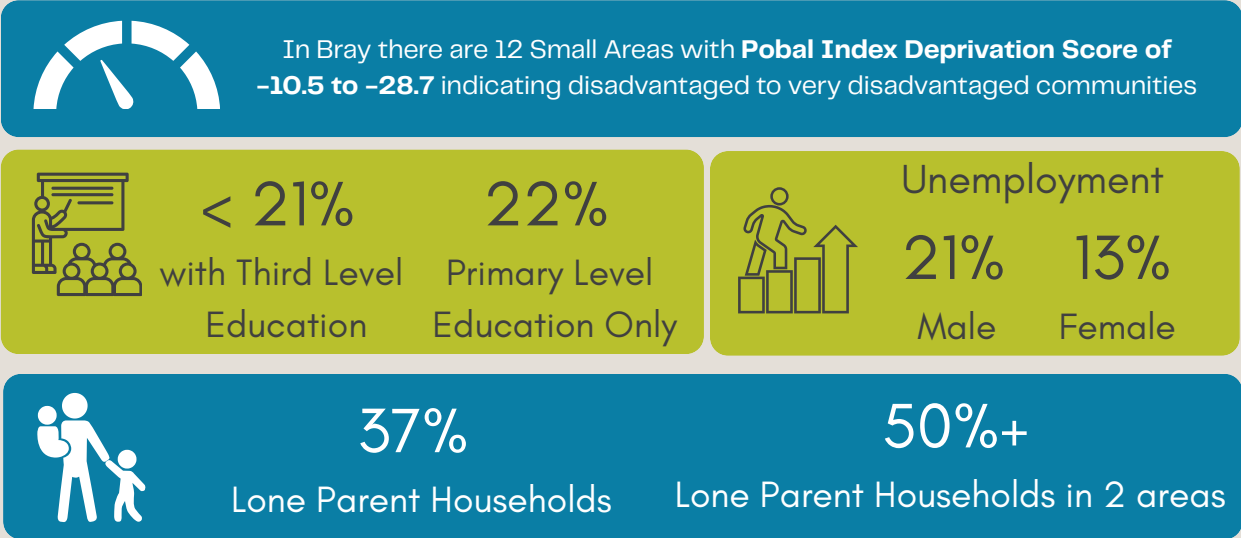
About Us and Our Area

Our main Operational Area (OA) is Bray and North Wicklow. Some of the services that we deliver or projects we are involved in have a wider geographic area such as: the Local Area Employment Service (LAES) covering Bray; the rest of county Wicklow and county Kildare; the Food Poverty Project that includes all of county Wicklow and the Child Poverty Pilot Programme focusing on neighbourhoods in Bray and Dun Laoghaire Rathdown. The maps below show the different areas for our work.

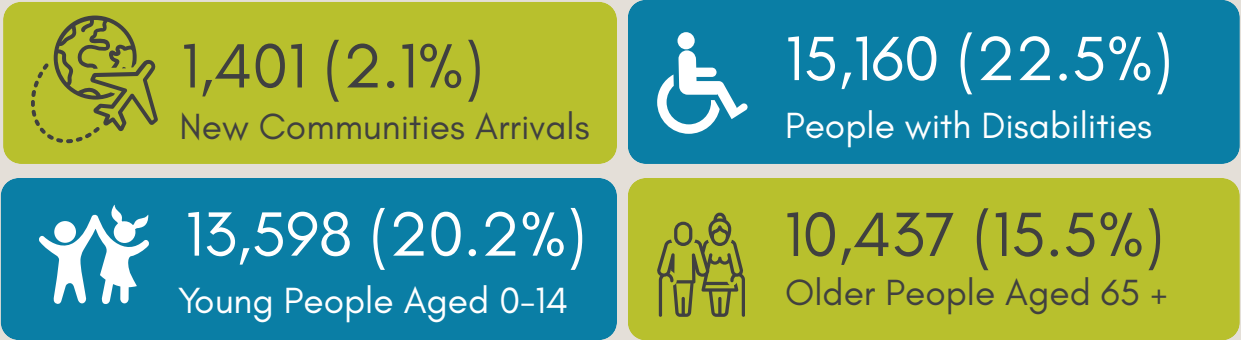


The full population of our main area of operation is close on 70,000 people. The area is made up of many different neighbourhoods. We work with individuals, families and communities who require additional supports in order to improve their circumstances and have a better quality of life and wellbeing. From listening to people, looking at census data and working in the community, we know that while things have improved over the years, many people still face daily challenges.

Key information that indicates the level of need within a number of the neighbourhoods and housing estates in the area is shown in the infographic below.



Also across the general Bray and North Wicklow area population there are:



A great deal of work is already happening locally to support individuals, families and communities to build the skills and the confidence they need to improve their circumstances. This work is vital and must continue.

At the same time, some people require more intensive support from a range of organisations working together to help them move on and improve their quality of life. Ensuring that this type of joined-up support is provided continues to be a focus for BNWAP work. As a local development company, we are committed to providing supports directly where we can and working in partnership with others to more effectively meet local needs. Our work in the coming years will continue to use this approach.



Vision, Mission and Values Statements

OUR VISION

A vibrant, inclusive and resilient community, based on social justice, active citizenship and sustainability principles, where everyone is respected and has equal opportunity to achieve their full potential in the social, cultural, economic and political life of their community.

OUR MISSION

BNWAP will engage with communities, organisations and individuals locally to listen to and understand their concerns, needs and proposals for change. Working together we will develop and deliver actions to reduce poverty, disadvantage and promote social inclusion.

OUR VALUES

We Work Better Together

Working together with communities and other partners will assist us to be more effective in what we do and how we do it.

We Listen

Input and feedback from local communities, service users and partners will help ensure that our work meets identified needs.

We Are Person Centred

Our services and supports will work with people in a way that is best for them in meeting their needs.

We Use Resources Sustainably

All resources available to us will be used wisely to support our work and achieve results, avoiding wasteful practices.

We Implement Best Practices

Learning how to do our work better will lead to the improved delivery of supports and services locally.

Strategy Development Process

The strategy development process was a collective activity involving:



CONCEPTION AND AGREEMENT ON PROCESS

- Initial meetings with CEO and Management Team to agree scope of strategy and consultations
- Initial staff engagement consultation on process, big issues and needs analysis
- Board briefings and ratification of process



STAKEHOLDER SURVEYS

- General survey distributed across stakeholders to ascertain key issues, impact of the work and identify new areas of need



STAKEHOLDER INTERVIEWS

- In-depth interviews with key external and internal stakeholders to review work of BNWAP and identify key areas of focus in the future



INTERNAL FEEDBACK & ACTION DEVELOPMENT

- Engagement of Board & Management Team to review key areas of work for new strategy
- Feedback on results from consultation processes
- Development of draft template of actions



BOARD & STAFF ONGOING ENGAGEMENT MEETINGS

- Further clarification and meeting with Management Team members
- Staff engagement meetings on areas of work to develop detailed actions
- Presentation to Board on process developments



FINALISATION OF ACTIONS

- Drafting of final template of actions for circulation to Management Team
- Staff engagement meeting to review and finalise strategy
- BNWAP Board agrees new strategy content
- Drafting and completion of final document





*These words were the most common keywords from our strategy consultation process. The larger words highlight the ideas and priorities most often mentioned by participants, reflecting our shared focus on community needs, collaboration, and positive change.

Key Consultation Results



STRENGTHS

- Flexibility and responsiveness to changing circumstances
- Strategic, innovative, creative and risk-taking. A long-term vision
- Committed management leadership
- Passionate, knowledgeable and skilled staff
- Strong partnerships and community ties
- Excellent reputation and track record of identifying, developing, leveraging funding and delivering projects which meet the needs of target groups
- Strong community integration – friendly, personalised support and social connection
- Comprehensive services providing for a wide range of programmes in one organisation



CHALLENGES

- Resource constraints: need for more staff, secure funding
- Succession and retention: leadership transition risks, staff turnover
- Community relations and perceived bureaucracy
- Developing required services and supports across the full operational area
- Need for modernised facilities and offices to be available and accessible to users



NEEDS & ISSUES

- Demographic shifts: ageing population, migration and new housing
- Complex social needs: mental health, literacy, Early Years barriers, Family Support, food poverty
- Youth challenges: mental health, employment and housing insecurity
- Racism and inclusion: rising racism, changing welfare policies
- Economic preparedness: anticipating downturns, cost of living pressures



SUGGESTED ACTIONS

- Expand Social Prescribing and wellness programmes
- Address identified barriers to economic progression, by, for example, delivering support for continued and enhanced CV preparation and provision of interview skills training
- Youth and climate initiatives: transition programmes, sustainability projects
- Enhance Family Support provision and supports to intervene as early as possible
- Further expand outreach and communication across the greater Bray and North Wicklow areas using community events and intermediaries
- Anti-racism networks: collaborative action against racism
- Address systemic issues more radically, e.g. food poverty and social exclusion



STRATEGY IMPLICATIONS

- Enhance engagement with marginalised individuals, families and communities
- Secure stable, multi-annual funding and invest in staff retention
- Innovate and expand wellness and Social Prescribing programmes
- Improve communication and visibility
- Adopt proactive approaches to systemic social issues
- Upgrade facilities to improve accessibility and welcome groups and extend geographic reach
- Adapt services to demographic and social changes
- Promote prevention and early intervention approaches that prioritise strong relationships between services and the people who use them



ATLAS - Objectives, Actions & Results

Our work is wide-ranging and best organised through a thematic approach, grouping activities around shared objectives. Many initiatives involve cross-theme work, adding value through collaboration, internal referrals and multidisciplinary teamwork. The following pages simplify daily operations but give a clear overview of the Partnership's overall activities and plans.

Children & Families

OBJECTIVE

Working together with families and key stakeholders to support and build trusting and positive family relationships and parent child attachment from pregnancy.

ACTION 1

Deliver responsive parenting supports to help build trusting and positive family relationships and support parents with mental health challenges.

ACTION 2

Further develop Parent Child Attachment Supports.

ACTION 3

Analyse and identify the drivers of child poverty and co-design of actions to address gaps in services.

ACTION 4

Promote importance of Prevention and Early Intervention and Infant Mental Health practice.

ACTION 5

Enhance Family Support provision in the area with a focus on intergenerational poverty and new communities.

ACTION 6

Expand community based early intervention Speech Language & Communication (SLC) supports.



RESULT

Improved family relationships by equipping parents with awareness on child development and parenting skills leading to reduced family conflicts and stress.



RESULT

Increased level of secure parent child attachment and parental confidence in the first 2 years.



RESULT

Development of systems mapping to further understand the drivers and complexities of child poverty and how to address them, including connections with food poverty.



RESULT

Increased focus and understanding of pre-birth to 6 years and how to support this crucial time in a child's life.



RESULT

Family Support practitioners employed in the area to meet individual needs of families.



RESULT

Improved Speech Language & Communication (SLC) levels for children in the home, early years and school settings.



Community Development

OBJECTIVE

Work together with communities and stakeholders to develop actions to address disadvantage and poverty.

ACTION 1

Deliver needs led training and community development support for local community groups and activists.

RESULT

Positive outcomes for communities in terms of groups and individuals gaining knowledge, skills and confidence to respond to local needs and advocate for change.

ACTION 2

Develop and participate on local networks and collaborations.

RESULT

Better understanding of local needs plus increased ability to mobilise resources and implement community projects.

ACTION 3

Increase climate action awareness and support the development of local climate resilience initiatives.

RESULT

New awareness raising initiatives developed in the community to educate, inspire behaviour change, and drive collective action towards sustainability.

ACTION 4

Support and delivery of local community projects through funding, operations and board representation.

RESULT

Local community projects are assisted to deliver their services in the area.

ACTION 5

Explore the potential for development of a community service hub for local and voluntary groups to operate from.

RESULT

Greater access to inclusive services and resource efficiency amongst groups leading to stronger relationships in the community.

ACTION 6

Consult with local communities and communities of interest to identify emerging needs and foster community integration.

RESULT

Improved understanding of community needs and priorities leading to tailored solutions that reflect lived experiences and enhance trust and relationships.





Enterprise & Employment

OBJECTIVE

To support progression towards economic independence and the development of social enterprise in response to identified local needs.

ACTION 1

Facilitate pathways to employment and education, and implement labour market programmes for target group individuals, including addressing cultural and language barriers presenting.

ACTION 2

Support individuals to progress into self-employment through the delivery of a range of tailored one to one and group supports.

ACTION 3

Address barriers facing long-term unemployed people through targeted person-centred supports, including personal progression, job seeking and in-employment supports.

ACTION 4

Support the set up and development of social enterprises including those initiated by BNWAP.

ACTION 5

Manage and develop the Care And Repair Action social enterprise so service users may live safely and independently in their own homes for as long as possible.

ACTION 6

Manage and develop the BIA food poverty project using the social enterprise model.

ACTION 7

Support people with a disability via our IMPACT WorkAbility programme to acquire meaningful paid employment.

RESULT

Target group individuals are supported and progress to education, training and employment. Work experience provided to Tús and CE participants through the provision of supports to community services locally to facilitate them to continue to deliver their services to our target groups.



RESULT

People who are unemployed and other target groups are supported to progress into self employment, leading to greater economic independence.



RESULT

Referred individuals are supported to seek, obtain and retain employment through the provision of supports that address a range of barriers faced by the long-term unemployed.



RESULT

The social enterprise sector in the BNWAP area is sustainable and enhances community wellbeing by improving access to essential services for disadvantaged groups.



RESULT

Target groups individuals are supported to remain living in their own homes for as long as possible. The programme will have secured core funding.



RESULT

The food distribution service provided through BIA continues to support people experiencing food poverty.



RESULT

People with a disability are fully supported to find employment in the open labour market, to progress within their current employment or to set up their own business.



ACTION 8

Develop and strengthen relationships with employers to create diverse employment opportunities.

RESULT

Positive employer relationships foster inclusive workplaces, increasing awareness of accommodations and supports for people with disabilities.

ACTION 9

Support people experiencing long-term unemployment in counties Wicklow and Kildare to engage with services, access progression supports and gain employment.

RESULT

Referred individuals to the LAES are supported to engage with services, access progression options and find employment leading to increased social and economic self-advocacy and independence.

ACTION 10

Work towards resourcing an employer liaison role providing focused supports for individuals with multiple challenges to securing employment.

RESULT

Provision of tailored supports to address presenting needs of the target group will enable individuals pursue meaningful progression options and pathways to employment.

Health & Wellbeing

OBJECTIVE

To deliver, promote and facilitate access to health and wellbeing services and supports in the community encouraging healthy lifestyles and reducing health disparities

ACTION 1

Deliver and further develop Social Prescribing service in Bray and North Wicklow.

RESULT

Individuals will be better equipped to take control over their health and wellbeing while strengthening community connection and reducing pressure on traditional healthcare.

ACTION 2

Develop and deliver whole community approach to healthy eating, nutrition and food poverty.

RESULT

Increased capacity, knowledge and skills across communities and local statutory and voluntary partners to improve the food environment in terms of evidencing and addressing food poverty.

ACTION 3

Work towards expanding community tobacco and quit smoking initiatives to include vaping cessation supports.

RESULT

Increased tobacco awareness and prevention opportunities to reduce the associated burden of tobacco smoking and vaping in the community.

ACTION 4

Deliver Health & Wellbeing group programmes and activities in the community.

RESULT

Better outcomes for targeted groups across the life cycle to cope with stress, adapt to challenges and maintain overall wellbeing.





Education & Training

OBJECTIVE

Provide lifelong learning opportunities for adults and young people to develop new skills and knowledge.

ACTION 1

Provide lifelong learning opportunities to adults and young people to develop new skills and knowledge.

RESULT

Better outcomes for people in terms of increased knowledge and skills, greater employability, stronger social connections and increased civic engagement. ✓

ACTION 2

Support community literacy initiatives across the lifespan through collaborative delivery and signposting.

RESULT

People are supported to access literacy services and develop essential skills. ✓

ACTION 3

Deliver conversational English language training to new arrivals.

RESULT

Newly arrived migrants are supported to develop their English in a student-centred, welcoming and inclusive manner through the skills and expertise of volunteer tutors. ✓

ACTION 4

Provide industry certified and non-certified training to individuals to support progression into employment and self-employment.

RESULT

Increased employability for participants seeking work while also responding to employer needs and opportunities. ✓

ACTION 5

Link with local Early Years services, primary and secondary schools to provide targeted supports.

RESULT

Children and families are supported to participate in education resulting in better outcomes involving social and emotional skills and access to support networks. ✓

ACTION 6

Provide term-time and after-school activities for young people and vulnerable families.

RESULT

Vulnerable children learn new skills, develop confidence and access social and recreational opportunities. ✓

ACTION 7

Provide training for people with disabilities to upskill and enable them to improve their pathways to employment.

RESULT

People with a disability are fully supported to acquire relevant employment skills training to improve their progression to employment, self employment or access to further education and training opportunities. ✓



A Trusted, Best-Practice Company

OBJECTIVE

Operate and strengthen BNWAP as an effective, accountable organisation with robust governance and policies.

ACTION 1

Maintain an operational structure that manages our work effectively and complies with legislative and regulatory requirements.

ACTION 2

Develop and maintain a company strategy that guides our work through the strategic plan, with ongoing monitoring, review, and mapping of required internal and external supports.

ACTION 3

Install and provide for ongoing development of quality standards for robust management, financial and operational systems and procedures.

ACTION 4

BNWAP will continue to develop systems that support staff consultation, upskilling and continuous learning.

ACTION 5

Retain and further develop the company's communications systems.

ACTION 6

Manage risk and liabilities as outlined in the company's Risk Register involving: governance and management systems, operational practices, financial transactions, compliance requirements, environmental matters.

ACTION 7

Continue the search for and acquisition of a central located premises that can accommodate all BNWAP staff and programmes.

RESULT

BNWAP will maintain a fit-for-purpose operational structure, ensuring compliance with legislative, regulatory and programme requirements, while preserving our reputation for strong governance and trust.

RESULT

A clear, understood and agreed purpose and direction for our work. Annual work plans developed and delivered in-line with an effective strategic approach. Gathering and analysis of data on an integrated basis company wide. Existing and new funding bodies have continued confidence in BNWAP as a well managed company that uses resources effectively. Our work is planned to achieve results.

RESULT

BNWAP will operate as a best practice company providing for secure financial control mechanisms, high performance levels and robust and effective systems of operation.

RESULT

A skilled, experienced staff team will be retained to ensure continuity of operations and service delivery. Staff will be supported to use their expertise in providing high-quality supports, while BNWAP remains a great place to work and can attract talented team members.

RESULT

BNWAP's work will be properly publicised, achievements recorded, services made known to those needing support, and contributors are publicly acknowledged.

RESULT

Risks and liabilities will be actively managed with adequate mitigation so that the company's work is not undermined and reputational damage is avoided.

RESULT

All staff team members can be accommodated in a central building location. Greater levels of interaction between staff team members will be possible to enable better coordination in the work undertaken. A more inviting and welcoming environment can be provided for all using the premises.

Checking our plan is working

As mentioned, the BNWAP ATLAS will run over a five-year period up to 2030. The delivery of our ATLAS will involve many people including those using our supports and services, groups and agencies that we will work with, volunteers assisting with activities and our Board Directors, committee members and the staff team. Other contributions will include the funding we receive for programmes to provide our supports and services, use of facilities and networking with other organisations. This involves lots of input being made so we need to be sure that the work planned under the BNWAP ATLAS is doing what is intended.

Over the five years of our ATLAS we will use different methods of checking to see that our work is doing what is intended. There are a number of ways this will be done, such as:

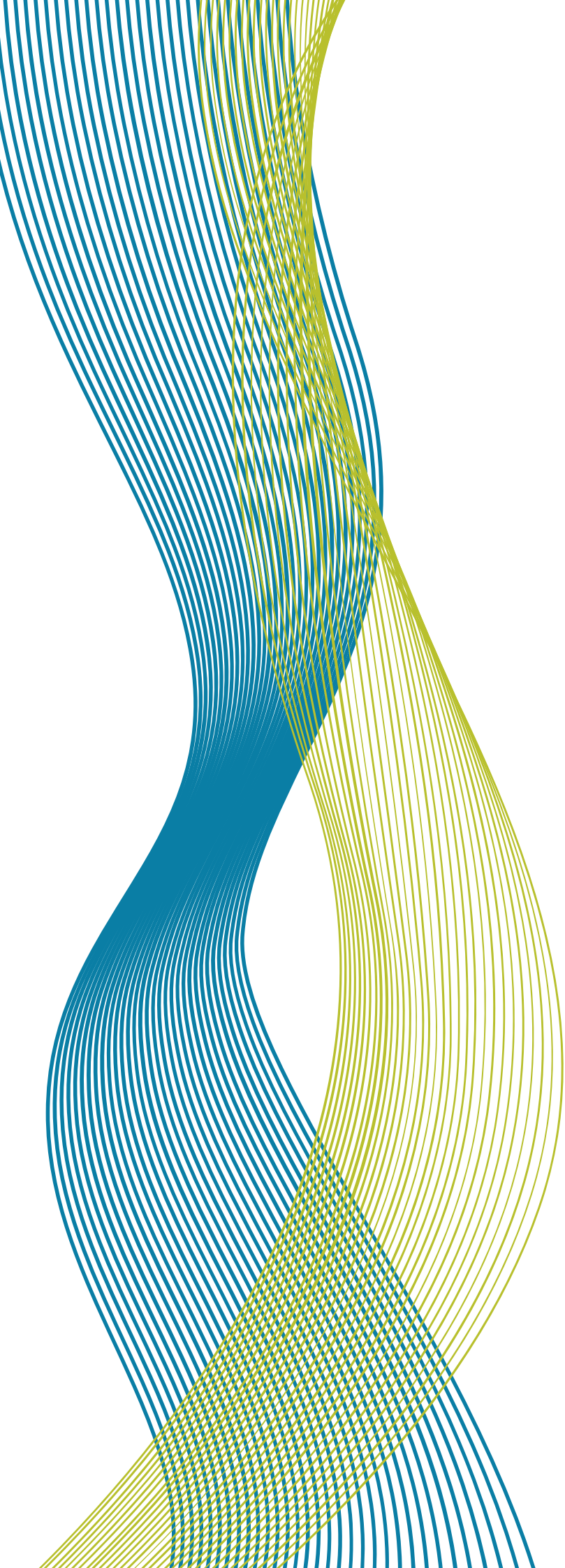
- Setting targets for our work that can be measured to ensure we are getting the right results and outcomes.
- Asking the individuals, families and communities using our services are the supports being provided meeting their needs and listening to their suggestions on how we can do things better.
- Taking feedback from the groups, organisations and agencies that work with BNWAP and using this to help us make improvements.
- Carrying out studies over the ATLAS delivery period to see what is working effectively or not so well and making any changes required to continue providing the right supports and services.

In mid-2030 we plan to commence and complete a major review of our ATLAS delivery. This review will include input and participation from the individuals, families, communities, groups, organisation, agencies, Board Directors, committee members and our staff involved in the work. The main aims of this review will be to look at what has been done, celebrate the improvements made, let people know what has happened. learn and understand from the work undertaken and to help us start planning for the years ahead.

The BNWAP vision statement seeks **a vibrant, inclusive and resilient community, based on social justice, active citizenship and sustainability principles, where everyone is respected and has equal opportunity to achieve to their full potential in the social, cultural, economic and political life of their community.**

Working together in common purpose and belief can make this happen. This will continue to be what BNWAP is all about.





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