

TABLE OF CONTENTS

Step 1 Introducing the Local Initiative for Enhancing Local Social Partnership Capacity and its Underlying Concepts

	Pages
1. Context and background to the work	3-4
1.1 Community Development Capacity	4-6
1.2 BAP's Community Development Strategy 2000-2006	6-8
1.3 Relationship to national programme	8
1.4 Principles that informed the initiative	9-10
1.5 Community Forum Time Line	11

Step 2 Strategies and Actions

2 Aim and Objectives of Blanchardstown Community Forum	12
2.1 History of Forum 1997-2000	12-13
2.2 Forum in 2001	14-18
2.3 Mechanism for Community Sector to feed into BAP Structures 1998 & 2001	19-20
2.4 Extent of Target Group Participation and Ownership	19-20

Step 3 Reviewing the Local Social Partnership Capacity Building Initiative's Outputs and Impact

3.1 Forms of Measurement & Findings	23-29
-------------------------------------	-------

Step 4: Analysing the Implications of the Initiative's Impact	30-33
--	-------

Step 5 Lessons Emerging	34-35
--------------------------------	-------

SWOT Analysis of Forum	36
-------------------------------	----

Recommendations for the Forum	37-39
--------------------------------------	-------

Appendix 1 Methodology	40
-------------------------------	----

Appendix 2 Community Development Sub-Measure 1.2	
---	--

Appendix 3 Blanchardstown Area Partnership Board Membership 2002	41
---	----

Appendix 4 Representatives on BAP's Community Development PIB	42-43
--	-------

Appendix 5 Directors of Blanchardstown Community Forum Management Committee	
--	--

Bibliography	44
---------------------	----

GLOSSARY

ADM	Area Development Management Ltd
BAP	Blanchardstown Area Partnership
BCF	Blanchardstown Community Forum
BOND	Blanchardstown Offenders New Directions
CDB	City/County Development Board
CDP	Community Development Project
CODAN	County Dublin Areas of Need
FCC	Fingal County Council
FCF	Fingal Community Forum
FDB	Fingal Development Board
PIB	Plan Implementation Boards
SME's	Small Medium Enterprises

Step 1 Introducing the Local Initiative for Enhancing Local Social Partnership Capacity and its Underlying Concepts

1. Context and background to the work

1.1. Blanchardstown (BAP population circa 53,000) is located on the western fringes of Dublin City and will serve as a main hub for the projected increase in Dublin's population over the next 10 years. As with many of the newer suburbs of Dublin, Blanchardstown is composed of a mixture of private and large local authority housing estates built partially in response to the long housing waiting lists that developed during the 1980's. Blanchardstown Area Partnership consists of eight District Electoral Divisions, four of which are designated as disadvantaged, according to the CODAN Report 1994 (County Dublin Areas of Need).

Apart from being a rapidly expanding area, one of the distinguishing factors in relation to Blanchardstown is its particularly young age profile most notably in the 4 estates outlined in the CODAN Report 1994. This in itself creates challenges for service providers around recreational facilities, education, transport and healthcare.

Blanchardstown is also composed of large numbers of people from severely disadvantaged minority ethnic groups such as travellers and asylum seekers/ refugees. The most recent survey carried out by CROSSCARE The Catholic Service Agency in 2001, estimated there to be approximately 990 individual travellers in Blanchardstown. As with other areas in our capital city Blanchardstown has become increasingly multicultural and cosmopolitan. There now exists a considerable Nigerian population and eight in ten Bosnian 'programme refugees' live in Blanchardstown.

Employment has also grown rapidly in recent years especially in the services sector via the attraction of high tech companies/ SME's to the area and with the opening of the Town Centre in 1996. Many people increasingly commute to work in Blanchardstown, as there is to a certain extent a mismatch between the skills required of people to avail of these new jobs and the skills that exist amongst the local population.

Finally in relation to new public amenities, a civic centre opened in 2001 consisting of a theatre and a new library (Draocht). The Institute of Technology Blanchardstown is also expected to play a major role in targeting non-CAO applicants and so facilitate more individuals from local communities to attend the college than would otherwise be the case.

1.1 Community Development Capacity

In May 2000 a questionnaire was distributed to community groups and organisations as part of BAP's consultation for the submission of its new Area Action Plan 2000-2006 to ADM Ltd. This 'audit' was an invaluable exercise as it enabled BAP to determine the community development capacity in the vicinity and trace how this had changed since the inception of the Partnership itself back in 1995.

Community Groups- Key Findings

Participation and activities

- Most groups were composed of a small number of people
- 76.4% of community groups were formed in the period 1996-2000

Management Structures and Roles-

- Six out of every ten groups elected committees
- Sixteen out of 49 community groups had a constitution

Staffing

- 18 out of 60 responding groups employed staff

Community Organisations

14 out of 16 community organisations responded to the survey

- All of the organisations had management committees
- All had constitutions
- 11 of the organisations were registered
- Almost 40% of the organisations provided training

Some of the key conclusions and lessons for BAP from the audit were as follows

- Although half of all respondent community groups received funding the internal skills of personnel in groups need to be developed further to help access extra funding
- Community organisations that provide a lot of training to groups should be supported by BAP to run leadership-training courses
- Additional networking opportunities for groups and organisations need to be developed via Forum
- More groups need to focus on the needs of people with disabilities plus asylum seekers
- Information strategies all round need to be developed

One would not need to undertake a ‘mapping exercise’ of groups and organisations in Blanchardstown to recognise that the community development landscape has altered considerably over the past six years. Presently there are 69 community groups affiliated to Blanchardstown Community Forum.

Marguerite Hanratty originally completed a case study examining Blanchardstown Community Forum for BAP and submitted this to ADM Ltd back in February 1999. *Although this particular case study, three years on, will examine the changing nature of this Forum during this intervening time period the overriding concern will be to highlight BAP’s specific contribution to the sustainability of the Forum during 2001.*

It is proposed to examine how the Partnership supported this body predominantly during 2001 and to determine elements of ‘best practice’ and what lessons can be drawn upon for the future.

As an indication, as of April 2002 there were 4 Community Development Project's in Blanchardstown namely in Blakestown, Corduff, Mulhuddart and most recently the Travellers CDP. The Drugs Task Force initiated 3 local Community Drug Teams. A Volunteer Bureau has been established in Fingal with 2 outreach workers in place, one based in Swords and the other in Blanchardstown. A Family resource centre funded by the Department of Social Community and Family Affairs in Mountview, a focussed youth initiative for the 13-18 age group category in Mountview and Blakestown area plus the BOND project for young offenders are all now firmly established in Blanchardstown.

It is noteworthy to re-iterate that one of the findings from the audit was that 76.4% of groups in Blanchardstown were formed between 1996-2000. This coincides with the period that BAP was establishing solid foundations with the community. In 1996 there was just 1 CDP, the Blanchardstown Youth Service, 1 NYP and Barnados with the remainder consisting of voluntary groups.

1.2 BAP's Community Development Strategy 2000-2006

The Community Development Strategy of BAP states that the Partnership will focus 'solely on excluded communities and target groups'. The strategy will consist of a dual approach.

- ❖ 'BAP will strive to work with statutory and community organisations to ensure that existing and also very importantly future resources are implemented in the most effective manner to build the capacity of the most excluded'. i.e. The Partnership has clearly decided to take an agency approach to community development i.e. impact upon mainstream service provision via policy shaping.
- ❖ 'To provide a network for community organisations and networks to develop common approaches, analysis in the development of strategies –the latter aspect will be the focus of this case study as set out in Sub-Measure 1.2 of BAP's Area Action Plan

Aims of the Community Development Strategy 2001-2006

- 1. That community development organisations/groups are clear in their role of tackling social exclusion in Blanchardstown**
- 2. That greater co-operation and co-ordination of community development plans and resources occurs**
- 3. That the most excluded communities and target groups in Blanchardstown have opportunities to meet in a comfortable, accessible environment**
- 4. That frequent, relevant development opportunities exist for the most excluded communities and target groups**
- 5. That excluded communities and target groups have many opportunities to network discuss issues, inform policy and decide on community representation onto relevant bodies**
- 6. That excluded communities and target groups have access to frequent relevant information**

The Community Development Strategy for BAP's original plan 1996-2000 was somewhat different e.g.

- Capacity building training for community groups
- Small infrastructural grants were distributed
- Support identified to groups

On reflection although this approach had many merits it was felt that it was too ad hoc and not specifically enough focused. The Partnership was overstretched and to ensure the work of BAP had a more positive impact within communities it was considered prudent to re-evaluate its whole community development strategy to respond to the changing environment. The first step in meeting this challenge was to initiate an audit of all groups and organisations as discussed before.

Relationship to national programme and Community Development measure objectives with the Local Development Social Inclusion Programme

Preparing the Ground: Guidelines for the Progress from Strategy Groups to County/City Development Boards. April 1999

In terms of how BAP had responded to the recommendations set out within this document the Partnership has expended a considerable amount of time and effort (inputs) on Sub-Measure 1.2 of its Community Development Strand.(refer to appendix 2). The guidelines suggest that Blanchardstown Community Forum be developed to elect representatives onto the County Development Board and that these representatives are supported and should feedback information to the community sector about the CDB. This issue is explored further on in the case study.

Supporting Voluntary Activity: White Paper March 2000

Again in terms of how BAP could respond to the recommendations set out in the White Paper the BAP has striven to ensure that the BCF “act as the representation/information structure for the community sector in Blanchardstown”. This issue, as above, will be examined in more depth further on.

B) Specific origins and purpose of work

Reason for selecting a focus for the initiative

As has been mentioned already a previous case study examining the Community Forum was undertaken in 1999. There were several reasons why the Partnership decided to re-examine this topic. Firstly BAP’s then Community Worker (who is now Deputy Manager of the Partnership) spent a considerable amount of time and effort in her capacity trying to improve the sustainability of the Forum throughout 2001. In recognition of this fact and in the interests of case study continuity, the issue was re-visited.

Secondly BAP has always looked upon Blanchardstown Community Forum as a vital component/cog in its deliberations, negotiations with the community and also as a means of delivering / implementing what it aims to achieve as stated in its Area

Action Plan. It is hoped that this case study therefore can in some way highlight elements of best practice and lessons learnt to date around how a Partnership can actively support and strengthen a local or regional Forums voice.

1.4 Principles that informed the development of the initiative?

There were many different principles that informed the reasoning behind the establishment of the Forum such as

- ✓ Social Inclusion
- ✓ Participation
- ✓ Feedback
- ✓ Flexibility
- ✓ Involvement of Local Communities

It will become clear from reading through the case study that each of these elements were and are indeed pursued to the present day. Suffice to say for the purposes of this case study that the advisory groups (outlined under Part A), which latter formalised into BAP working groups, originally identified the need for a Community Forum in Blanchardstown. This was then incorporated into the original BAP Area Action Plan 1996-2000. One recommendation set out that there was a need to provide support for ‘the establishment and maintenance of a Community Forum to continue dialogue between the community sector and state agencies / partnership in a sustainable way’.

BAP’s current Area Action Plan 2000-2006 Sub-Measure 1.2 of its Community Development strand explicitly spells out what the Partnership hoped to achieve by the end of 2001 in relation to this precise initiative.

Goal: To develop one well-resourced, accessible, effective Community Forum in Blanchardstown that enables community groups to: Network, raise issues, consult with agencies, form common policies, act as a representation mechanism for agencies such as BAP, Local Drugs Task Force, County Development Board, County Childcare Committee.

Linked to preparing the ground: Guidelines for the progress form Strategy groups to County Development Boards as notes under Part A.

Year 2001

Evidence of meeting goal	Primary Indicator	Secondary Indicator
Community Forum Management Committee	Mgt committee structure agreed Monthly meetings Mgt committee agree on plan for development of Forum	Consultation with affiliated groups to agree plan for the Forum and structures Affiliated groups meet quarterly Networks meet regularly Final plan launched Election of Mgt Committee 2002
State Agencies	Agreement with Fingal Co Co to develop one C'ty Forum in Blanch and agree a framework of how to work together Engage with state agencies to agree on structure with the community sector in Blanchardstown	Framework in place to work with Fingal Co Co Agreement by state agencies to use C'ty Forum as the mechanism to engage with the C'ty sector Commitment to resource the Forum by state agencies
Integration of new networks	Identify and link new networks	New C'ty Forum structures are established
Consultation with excluded not involved in groups	Locally based consultation sessions targeting the excluded e.g. people with a disability, Travellers that can't affiliate to the C'ty Forum etc	100 excluded people consulted with- Outcome of consultation, used as part of planning process for the Forum, state agencies, BAP and C'ty organisations

1.5 Set out below is a **Time Line** charting the key dates & significant developments/ milestones in relation to the evolution of the forum. Another way of viewing this relationship is to look upon it as a continuum of care by BAP to the Forum and vice versa.

1996-1999

C'ty Dev Advisory Group of BAP forms a Sub-Group 1996	C'ty Links Worker hired Jan 1997	Guidelines agreed for dev of Forum & consultations with C'ty follow	1 st & 2 nd Forum meetings June/Oct 1998	3 rd Forum meeting May 1999
---	--	---	---	---

2000-2001

Several Mgt Committee Meetings of Forum occur Examine: Work Plan Restructuring of Forum Link with new BAP Plan	Meet Director of CE re: Final C'ty Forum Nov 2000 re: FCF	BCF meets Jan 2001 & Mgt Comm of Forum prepare for meeting with FCC	Meeting b'twn BAP, BCF, FCF re: how 3 bodies liase, demarcation of duties responsibilities
--	---	---	--

2001

Policy sub-group meet with FCC April 2001	Forum Mgt Group meet mid-April look at structures + planning	BCF Mgt Comm hold meeting affiliated groups future of Forum	Presentation by FCC BAP & BCF submit to BCF comments on presentation outlining concerns & seeking clarifications
---	---	--	--

2001

BAP/BCF meet FCC to discuss terms of employment for new 3 C'ty Forum Worker Sept 2001	Sept job description finalised	BAP AGM nomination of reps onto PIB's through BCF	BCF Mgt Comm meeting facilitated look strengths & weaknesses of committee	Last BCF meeting Dec 2001
---	-----------------------------------	--	--	------------------------------

Step 2 Description of the work

A. Strategies and actions

2. The overarching aim of the Forum is to “promote the participation and inclusion of the community sector in the development of the Blanchardstown area”.

The objectives of the Community Forum are:

- To act as a platform for groups and organisations to meet and discuss issues such as training and education needs
- To operate as a mechanism for electing representatives onto various Partnership structures e.g. PIB’s. The Forum therefore in theory operates as a channel for the Partnership to communicate matters back to community activists on the ground
- To provide an opportunity for the community sector to consult with Statutory and Business sector

The affiliation criteria as set out by the management committee for joining the Forum is as follows:

- ❖ Up and running for six months or more
- ❖ Be non party political and non sectarian
- ❖ Be independent having its own structure
- ❖ Have a registered membership of 6 or more people
- ❖ Operates in BAP boundaries – going to change

2.1 Brief history of Forum from 1997-2000

During consultations and the drawing together phase of BAP’s original Area Action Plan the need for a Forum in Blanchardstown came across as a key priority. In recognition of this the Partnership set about to support the establishment of the Forum as at the time there was “*no other organisation in Blanchardstown with the resources to drive forward the process*”.

At the time in BAP there were six Advisory Groups, to provide a formal mechanism for engaging with the community. Six community directors were in turn elected onto the Board of the Partnership via the advisory groups.

A sub-group was established via the community development advisory group to specifically explore firstly how a Forum could be structured and developed. In January 1997 BAP funded the appointment of a new Community Links Worker who was employed by the Greater Blanchardstown Community Development Programme from there for 3 years. Together both the new worker and the new sub-group looked at Community Forum models elsewhere from around the country and they in turn presented a draft proposal paper to all the community representatives on the 6 advisory groups outlining key matters such as the potential format of Forum meetings and more importantly its precise functions. Finally at a third consultation meeting in December 1997 full agreement was arrived at setting out precise guidelines for the future of the Forum.

At the beginning of the 1998 an audit of Community Groups was undertaken to gauge the community development capacity in Blanchardstown. At the same time the sub-group and the Community Links Worker were discussing with groups and organisations on an outreach basis in each of BAP's eight wards the purpose of the proposed Forum and how groups etc, could affiliate to it. By the end of the Forums second meeting in October 1998, 52 groups had affiliated to the Forum.

An external facilitator chaired both of these Forum meetings. A key concern at these meetings was how the community sector could participate on BAP structures as the Partnership was re-structuring itself following an internal review. Advisory Groups were replaced by Working Groups who crucially now had the power to agree budgets and monitor actions. The composition of the new Working Groups differed from the advisory groups, as there was a more equal representation by the community and statutory sectors. The manner therefore in which the community sector could engage with the Partnership changed considerably in the matter of a few short months. It was through the community forum that community representative's from these new working groups were elected. This ensured that BCF was the agreed mechanism by which community representatives participated in BAP structures.

2.2 Forum 2001

The focus of concentration for this case study will centre on events throughout 2001. As of January 2001 eight community representatives were managing the Community Forum coming together on a monthly basis. (Please refer to appendix 5 for an outline of membership of Management Committee). Two further sub-groups of the Community Forum i.e. training sub-group and a policy sub-group had been established meeting on a more frequent basis. The following account will try to specify the level of support lent by the Partnership ultimately towards the long-term sustainability of the Blanchardstown Community Forum over this twelve-month period. As an introduction it is important to place the emergence of Blanchardstown Community Forum in the context of reform of local government in Ireland.

Fingal County Council was established on the 1st of January 1994 following on from the dissolution of the old Dublin County Council and the Corporation of Dun Laoghaire. During the 1990's a series of policy papers such as the Barrington Report, and the (Shared Vision produced by the Interdepartmental Task Force on Integration of Local Government) examined the role of local governance in Ireland. Following on from these reports it was decided to establish County Development Boards nationwide. Each of the City and County Boards were to produce a ten-year strategic plan for their area. Not unlike local Partnerships the Boards structure were composed of representatives from the 4 pillars i.e. statutory agencies, social partners, local government and local development. The work of the Boards was to be predominantly undertaken via 8 working groups.

A new post, that of the Director of Community and Enterprise resulted and was to be given sole responsibility for the establishment of a Community and Voluntary Organisations Forum for Fingal. One objective of these new Community Fora was to provide representatives from the Community Sector onto the new Developmental Boards. The Fingal Community Forum was thus formed between December 1999 and March 2000. Obviously at this stage a parallel Community Forum i.e. Blanchardstown's, an initiative of the Partnership, had been up and running for a couple of years.

In order to get the Fingal Community Forum up and running a series of public information meetings were held on a geographical or area basis where information packs were circulated. BCF wished to be the body in the Blanchardstown area community from where nominees to the Fingal Community Forum came. This was agreed by the Fingal Development Board and subsequent meetings organised by FCC took place (with poor attendance) in Blanchardstown. As a result FCF was established without the consent or co-operation of BCF. This isolated BCF members from election to the FDB, County Childcare Committee.

In the later part of 2000 Fingal's Community Forum ratified a constitution. One of its guidelines recommended that FCF should not only be representative on an electoral basis but also on a thematic basis. This brings us right up to the time period that is the predominant focus for this case study. These changes were occurring side by side to the on going maturation of Blanchardstown Community Forum.

During January 2001 the Deputy Manager of the Partnership plus key members of the Forum's policy sub-group meet with Fingal County Council for exploratory discussions to rectify the situation. The focus of this meeting was to provide an opportunity for all parties to be more fully informed as to one another's mandates.

- Blanchardstown Community Forum outlined its progress to date and future plans
- The Partnerships Community Links Worker in turn outlined the relationship between BAP and the Blanchardstown Community Forum
- Finally the Director of Community and Enterprise outlined his role and how he foresaw Fingal County Development Board and the Blanchardstown Community Forum linking together in the immediate future.

Some of the key points to emerge from this introductory meeting were that BCF must be independent if it was to receive long term Council support and that FCC agreed for the Partnership to continue supporting BCF. At the same time though BCF would have to explore the possibility of broadening its membership base to

encompass all of Dublin 15 i.e. include Castleknock, which is outside BAP's area. Before this meeting actually occurred though, the Management Committee of BCF meet in advance to discuss how to approach matters and agree upon a strategy. The Community Links Worker at this meeting distributed a draft document in preparation for the above meeting outlining the history of the Forum.

A second meeting between BAP, BCF and Fingal Co Co occurred in early April. Fingal provided an update outlining cluster areas where in their opinion there could possibly be natural or sectoral links around issues e.g. (estate management) between all parties. Fingal Co Co also outlined that they would part fund a worker to specifically work with BCF if BCF agreed to FDB's concerns re boundaries. The Partnership Community Links Worker outlined BAP's Board position i.e. that a worker be co-funded between Fingal Co Co and the Partnership. The Forums policy sub-group members were eager to examine how BCF could fit into new structures such as CDB. They in turn had no objections to FCC position as set out and promised to provide feedback to Fingal in early May. Blanchardstown policy sub-group met twice in the intervening period between the first and second meetings outlined above to determine how they wished matters to progress from the perspective of BCF.

Within a matter of a couple of weeks Blanchardstown Community Forum Management Committee held a full day planning workshop session conducted by an outside facilitator. Many different issues were examined in detail such as

- ✓ Employing a worker
- ✓ Expansion of the Forum
- ✓ Management and legal structures
- ✓ New criteria membership
- ✓ Information and communication flows

It is possible these developments would have occurred at any rate in the absence of FCC but nevertheless it did allow BCF to strengthen its position as a spokesperson on behalf of the community at large in Blanchardstown. In the first week in June the three bodies met one again to review progress and report back on developments within their respective organisations. At this particular meeting it

became apparent that FCC had changed its position concerning a number of matters. Firstly it appeared that Fingal now wanted the proposed new worker located in Blanchardstown to report exclusively to the Fingal Forum, secondly to spend 50% of his/her time outside of the BAP area and thirdly that both Forums eventually merge. This twist of events was unexpected and necessitated an exchange of letters from BAP and BCF to FCC.

The Manger of BAP took this opportunity to re-iterate its relationship vis a vis the BCF to date and also to express support for its original proposal. The letter also set out that BCF emerged from BAP's original Area Action Plan and that in its consultations with the community again throughout 2000 the Forum would be supported by the Partnership and become a legal entity in its own right. The Manager stated his concerns about FCC proposal and that there were core differences in this most recent proposal from the original one. Shortly afterwards the Director and BAP's Manager met to discuss matters. The agreement that emerged was that

- A Community Forum development worker would be employed, located and managed by local structure i.e. BCF
- Funding for the worker would be divided equally between Fingal Co Co and BAP
- BAP Board requested that the FCC elected representatives on the BAP Board meet with FCC to support BCF and BAP's position.
- The Forum in Blanchardstown be a "vehicle for representation and support of the community sector onto Fingal Community Forum"
- BAP would employ worker on an interim basis until BCF becomes a Limited Company

BAP's Community Links Worker along with a couple of BCF committee members thereafter spent time working on job descriptions for the post meeting again with FCC in early September to agree terms and conditions of employment. A job advert was placed in the local and national newspapers seeking candidates for the post.

A second facilitation day of the BCF Management Committee occurred by early November 2001. The agenda included

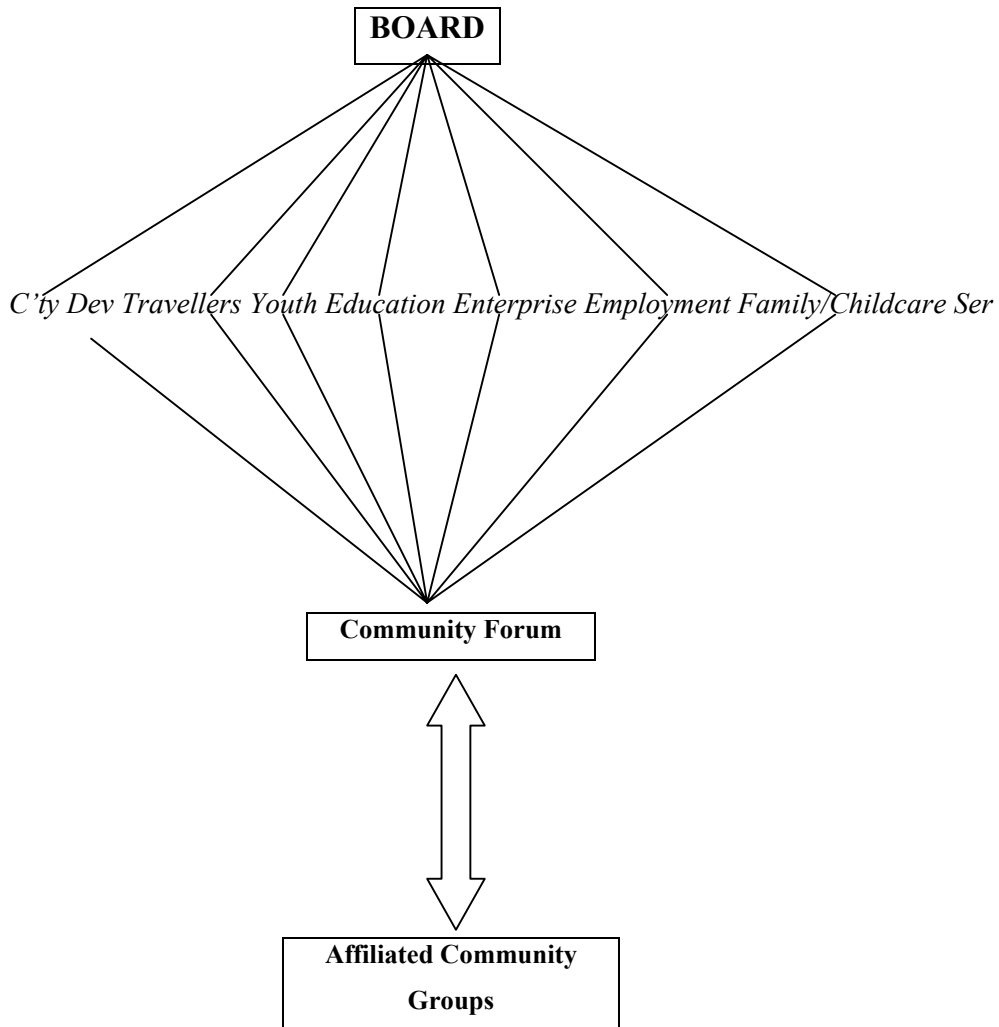
- Looking at the strengths and weaknesses of the Management Committee structure and what changes might be required
- Membership re-structuring
- Supports for the new worker
- Supports required of FCF from BAP
- Set out a plan of action for the worker
- Links to other structures

BAP was also in regular contact with the Forum in late October and early November as it was seeking nominations of Community Directors onto its three new Planning Implementation Boards –PIB’s. Throughout the second half of 2001 BAP re-examined its structures to determine more effective means of organising its internal operations. A series of very well attended facilitation days were held for Board and committee members where everyone was invited to put forward their viewpoints. The final BCF Committee meeting of 2001 took place the first week of December, which centred upon items such as support for the new worker, where he/she be located.

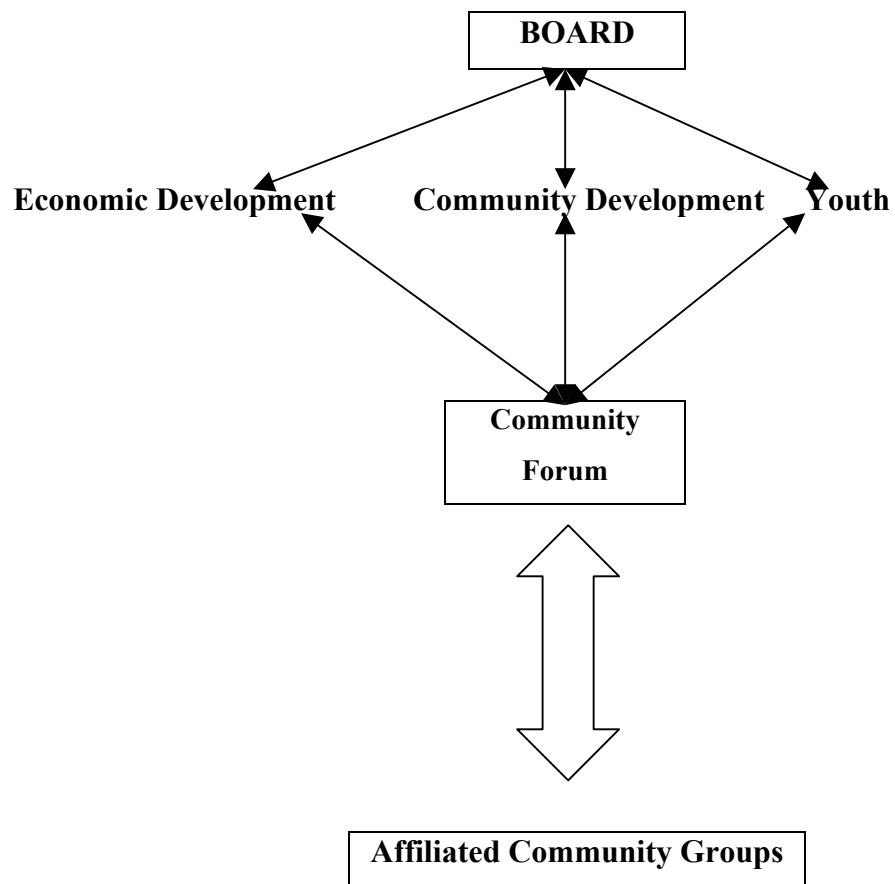
2.3 Mechanism for the Community Sector to feed into BAP Structures

1998

The 7 Community Directors are nominated & elected by the C'ty Sector of the Working Groups onto the Board of the Partnership



2.4 Mechanism for Community Sector to feed into BAP Structures 2001



The Community Forum elects community representatives onto each of the 3 PIB's. 2 community representatives from each of the 3 PIB's sit on the Board

2.5 Extent of target group participation and ownership

- Partnership Board
- C'ty Development Advisory Group and in turn Working Groups now known as Plan Implementation Boards –PIB's
- Sub-Groups of above
- Partnership Community Directors
- Community organisations, networks, and groups
- Partnership staff most notably Susan Bookle- Deputy Mgr and Derek Hanway- Manager

BAP has contributed enormously to the establishment of the Forum over the past 5 years. As has been previously mentioned the Partnership initially funded the Community Links Workers salary 100% through the Greater Blanchardstown Development Project.

The negotiations between both of the above parties were extracted and will be examined in greater detail further as a specific focus of the case study.

The Partnership has funded several courses attended by key personnel from the Community in Blanchardstown- e.g. C'ty Development course, Leadership training etc.

The Partnership offices, stationary and facilities were initially made available to the Forum.

Community Development Advisory/Working Group- Sub Group

The above groups that included key Community Directors has interacted for many years with the Community (in certain cases pre-Partnership) really were the drivers of the process over the past 5 years. These key individuals have had the vision, courage and resolve to bring the Forum to the stage to where it's at today. e.g examined models of Forums elsewhere. At all stages in the process to date the Community has been consulted. Via the restructuring of the Partnership in early 1999 the Working

Groups authority expanded and could in effect take executive decisions. (Refer to appendix 4 for a list of current representatives of BAP's Community Development PIB)

The Community Development Directors

The seven directors have played a pivotal role along the way. From a policy perspective they have striven to ensure that the Forum remain a key priority action and high on the agenda of the Partnership. (Refer to appendix 5 for the list of Community Directors)

Partnership Staff

The Community Links Worker more than anyone has been the key individual in the formation and growth of the Forum. This individual has obviously had to interact with all the key stakeholders mentioned above on an on-going basis. From examining other Forum nationwide, suggesting a model, undertaking extensive outreach work with groups, setting up training courses and meetings, taking minutes, negotiating with Fingal Co Co over relationship of BAP or BCF with the Forum in Fingal etc. this person has in her capacity helped the Forum reach a stage in its development than would otherwise not be the case today. The Manager of the Partnership also during the later part of 2000 especially and all of 2001 was involved in the negotiations with the Director of Community and Enterprise over the co-funding of the Worker.

“Both Susan and Derek have been instrumental in the achievements so far and especially the negotiations with Fingal Co Co”

The target groups have obviously been the groups, organisations, plus networks affiliated to the present day Forum. Although there was a certain amount of informal interaction between these groups prior to the creation of the Forum never before had these groups such an opportunity to interact with Statutory Agencies on as frequent a basis and so raise the profile on the Community at large.

Step 3 Reviewing the Local Social Partnership Capacity Building Initiative's Outputs and Impact

3.1 Forms of Measurement & Findings

The Partnership conducted an audit of all community groups, organisation and networks affiliated to the Forum to inform its present plan 2001-2006. The findings of this audit (refer to page 4/5) would to a certain extent have informed the Partnerships Community Development Working Group of the initiatives outputs and impacts. If as an example we were to look at organisations the audit highlighted that:

- All organisations had management committees
- All had constitutions
- 40% provided training

In relation to groups the audit again shows that

- Six out of ten groups elected committees
- 76.4% of community groups were formed in the period 1996-2000

As no audit took place of the community infrastructure pre-Partnership we are left without a scientific detailed knowledge of a likely before and after scenario in relation to the initiative between 1997-2000. There is no baseline to effectively measure outputs against. The Partnership can only speculate as to the actual wider impact during this time period. Having said this, (check under methodology section) questionnaires were circulated to all groups affiliated to the Forum to try and answer these important considerations. Interviews were also held with most of the Forums Management Committee members the Manager and Deputy Manager of the Partnership and several BAP Board members sitting and present. In other words the impact of the initiative was accessed as much as possible in relation to the various stakeholders bearing in mind the aim and objectives of the Forum (Step 1 page 12).

In this respect BAP has striven to improve this situation with a view to its mid-term review in 2003. Included in BAP's present Area Action Plan under each of its seven strands is a description of each action i.e. goals and expected outcomes.

(Please refer to appendix 2) This is also accompanied under the performance and monitoring section at the end of each strand by a list of primary and secondary indicators. Indicators provide the ‘fuel for an evaluation’ and along with ADM’s publication “Detailed indicators of progress for monitoring performance in achieving the community development measure” July 2001 both will enable us to discuss and examine the effectiveness of the initiatives outputs and impacts in a more scientific and objective manner over this 12-month period.

If we are to look initially at the Community Forums Management Committee we can see that it has an agreed structure meeting on a monthly basis. There is a shared vision amongst all participants about the future direction of the Forum and there are two sub-groups i.e. training and policy. The actual Forum itself is pro-active, meeting bi-annually. This is an additional way of keeping in touch with excluded groups.

The overriding concern and anticipated outcome for the Forum during 2001 was that it would come to be recognised by all state agencies. This has indeed happened via the 50% co-funding of a community links worker by Fingal County Council and more importantly BCF has not become enveloped by Fingal’s Community Forum. In the middle of 2001 Fingal County Council changed its original positioning and was insisting on certain matters (e.g. worker would report to FCC) that if unchallenged could have damaged the very existence of BCF. However between the policy sub-group and representations by BAP both managed to persuade FCC to abandon its viewpoint.

Had this happened earlier in the lifetime of BCF there is a strong likelihood that the Management Committee would have backed down and accepted FCC’s stance. This is testament to the strength, leadership and negotiation skills that exist within the Management Committee at this moment in time. The sector in Blanchardstown is evidently beginning to develop a collective voice, something, which was not in existence pre-Partnership to anything near the same extent. It also in some way exonerates BAP’s original vision for the Forum. The constant supports indirect and direct on offer from the Partnership e.g. training courses funded over the past 5 years has paid dividends. “The way Partnership has involved the community has turned into a strength”. Indeed BCF is now rapidly moving towards a situation where it will

become a legal entity in its own right. The newly appointed Community Forum Development Worker will be answerable to the Management Committee and not the Partnership or Fingal County Council. This in the eyes of the community, is further evidence that BCF is advancing and becoming less reliant over time with BAP.

Three of the current BAP PIB members were also involved with the restructuring of the Partnership in 2001. The Forum was the vehicle for sending out nominations to community groups. The level of interest displayed by the community was very high and several groups came together to share seats. Aside from this the Forum also had a major part to play in the final shape of BAP's Area Action Plan.

One of the stated goals of the Forum is to enable community groups to network. One such issue that has benefited via Forum/BAP support is the Lone Parents Steering Group- a collaboration/network. Originally an open public meeting was called by the Partnership for interested parties on this specific issue in November 1997. A piece of research entitled "Parenting Alone in Blanchardstown" was completed and amongst its recommendations were that a training course for single parents be run and that the steering group hire a lone parents worker. This course "New Opportunities" was subsequently evaluated and launched in the Aisling Hotel in May 2001. A new worker part funded by FAS and BAP was recruited at the beginning of 2001. Towards the later part of the same year this steering group adopted a work plan by way of several strategic planning sessions. The Deputy Manager of the Partnership facilitated these sessions. She was the Forum's link or representative to this group. The membership of the steering group included representatives from FAS, Social Welfare, Barnados, LES, BYS and the Health Board. This is just one such practical example of how the Forum has been engaging with statutory agencies and aiding them to commit resources to this serious issue especially so in Blanchardstown as there are several wards where the percentage of lone parents in the population is considerably higher than the National average.

Thirdly the Management Committee of the Forum as previously outlined, employed the services of a skilled facilitator on several occasions. This has been of enormous benefit as a whole to the Forum, allowing it to review past developments and help plan forward for the future. The Management Committee are keenly aware that in

order for the Forum to advance advantageously that an inbuilt review mechanism is required, hence why it has and will in all probability continue to utilise, a facilitator when deemed necessary.

Blanchardstown Area Partnership

As has been mentioned several times previously the Forum is the channel through which the Partnership largely communicates to the wider community. The circuitous flow of information ensures that the Partnership is keenly aware of views amongst community activists on the ground e.g. the Forum would be consulted at all stages in the drawing up of its Area Action Plan. This allows BAP to respond positively. There is a mechanism for the selection of Community Representatives from the Forum onto the Board and Partnership PIB's.

Community Development Working Group

This working group from the very outset prioritised the Forum as an action that required practical Partnership support. The sub-group recommended a model after a lengthy examination of up and running Forums elsewhere around the country. Most recently all the Partnership working groups have undergone major structural reform. The outcome is that there are now three Planning Implementation Boards and one specifically to examine community development actions. This re-organisation has resulted in an even greater participation of individuals representing community interests on the various structures of the Partnership. This strengthens the mandate of the community sector as one can argue that by bringing together individuals from statutory plus community agencies can only create more understanding of community needs within statutory bodies.

Community Directors

As the Forum is the vehicle through which community directors are elected onto BAP structures this to a large extent prevents accusations of favouritism being levied towards certain individuals. The directors are accountable to the community who

ensure that they are acting responsibly and implementing BAP's programme of activities.

Community Groups/Organisations

The existence of the Forum has helped bring the Partnership and the community closer together, especially so in the last couple of years. Over the lifetime of the Forum over three-quarters of groups that presently exist were founded. The array of groups in Blanchardstown responding to real needs now, compared to when the Forum was established, is considerable. The Forum provides an outlet for all the groups to speak to one another, gather ideas and focus upon common policy issues in a co-ordinated and effective manner.

Questionnaires were sent out to all groups affiliated to the Forum to establish their perceptions on the initiative (check methodology section). Interviews with several groups/networks, 6 of the Forum Management Committee members plus the Manager and Deputy Manager of the Partnership were also conducted.

The response rate to the questionnaires was disappointing. It was evident that many individuals who replied to the questionnaire were unable in many circumstances to offer much critical commentary. The greatest difficulty was that most people were unable to look upon the Community Forum and the Partnership as separate entities.

What is clearly evident is that, overall people were generally satisfied with the criteria for joining the Forum, albeit a couple of qualifications. " Good mix of voluntary/community organisations" " It's open to any group in Blanch, but information doesn't go door to door, so we may be missing some people" "Its easy enough to join". On the whole the Forum is clearly non-restrictive very open and receptive to new groups joining at any time.

As regards the flow of communication from the Management Committee to groups etc on the ground there was a very split view as to how this has been followed through to date. e.g. " Apart from the representative on one Forum who will report back to their organisation, I feel there is little feedback from the Management Committee" " I

have never heard anything from them” “ Not enough communication, maybe needs to look at producing a newsletter on quarterly basis” “ *Regular information sent, but I’ve had no feedback as to who the new community representatives on the PIB’s*” The delay in hiring a full time worker for the Forum could have had some bearing on these viewpoints. Nevertheless the two-way flow information between all parties should be re-examined closely.

A truer reflection perhaps of the impact of the initiative could be gauged from determining people’s opinions as to whether the skills of ordinary activists/ workers had improved over the lifetime of the Forum. Some groups were clearly certain that their skills base had augmented. “*Within our own groups the men have been empowered to take control over their own destiny*” “ *Yes in relation to their capacity to network and act locally- no in relation to their capacity to influence national policy and work strategically*” “ *The training that was provided through the Forum was effective*”. Again however many groups were simply unaware that any training had taken place in the first instance. This is obviously related back to the communications issue. The issue of training and what type of training, would need to be re-examined in the near future.

People were asked whether the Forum had in any way altered policy within the Partnership. Again there appeared to be a split view on this issue. “ *Better understanding of agencies/ groups*” “*Yes in the new PIB structures*” “ *Community Forum has become a reference point for community reps and has highlighted supports for community reps e.g. elections, consultation*” “ *We think that the Partnership pays more attention to groups and their needs*” “*No not in my view*” “ *Partnership seems to be very staff driven*”.

To gain an insight into people’s perception of the initiative overall, groups and organisations were asked directly how effective a bridge to the community the Forum/BAP had proven to date. The commonly held view was that both have been effective instruments. “ *Quite effective in certain areas such as training programme schemes such as Able and BAPTEC, which are linked to the Partnership*” “*Forum needs to be given (or take) more power at BAP level.*” “*Many in the Community don’t know what Partnership/Community Forums are! Not all encompassing- but making*

inroads” “ Still a gap in identifying and building capacity of new community leaders (same faces in community).

In summary therefore it can be argued that on the basis of examining actual outcomes vis a vis objectives the initiative can be perceived to be an effective action.

Step 4: Analysing the Implications of the Initiative's Impact

The recognition of the need for a full time community links worker by the then community development working group has been a vital ingredient for ensuring that the momentum behind the initiative is maintained and commitments are followed through on. *“Dynamism of the worker contributed a lot to linking with the community”*. At the same time the Partnerships intentionally avoided hiring several community workers, as BAP was keen to avoid duplication of on-going work on the ground. There are now several Community Development workers employed by Fingal County Council in Blanchardstown through C.D.P's etc. Alternatively the Partnership decided to commit and concentrate its resources towards building a sustainable Community Forum rather than haphazardly grant aiding community groups. Instead the Partnership looked to support groups who were and are at a critical stage in their development.

The trust imbued by the Community Development Working Group in the sub-group from the outset was also critical as they were allowed to suggest in self-confidence for instance potential models of Fora that could be replicated in Blanchardstown. When this working group endorsed the Forum it was in one person's eyes seen as the *“first stage in the movement of the Forum away from the Partnership as its own entity and owned by the community”*.

Also the input of key personnel such as Celia Durnin of the Dublin 15 Community Council and a BAP Board Member 1998-2001 who was involved in community development activity in pre-Partnership days ensured that a respected community leader was involved throughout the process of establishing the Forum. Therefore certain individuals brought along to the working/sub-groups skills honed before they ever became involved with the Partnership. These skills would be called upon at various stages but especially during negotiations with FCC in 2001. In the words of one Management Committee member the eventual climbdown by FCC over its insistence to own the worker in 2001 *“didn't feel like an achievement but more like a battle”*. This person shared the belief along with many others that smokescreens were employed at various stages of the negotiations. *“More politically aware, realised they have strengths, not to be fearful”*.

Developing this point somewhat further, the back up support of the Partnership personnel to intervene on a number of occasions in direct negotiations with the Director of Community and Enterprise of FCC with the knowledge of the Forum was an enormous benefit in helping persuade FCC honour its original commitments. In effect the Partnership had to act as a key broker during these critical months.

The training programmes run have undoubtedly increased local capacity, which has in turn encouraged more groups to interact with the Forum and network together on a more frequent basis. New leadership capacity has slowly developed over the past number of years. The Management Team of the Forum and the Partnership “discussed at great lengths the needs of groups”. They held various workshops and invited community groups to come along. Training was also put on to help groups to apply for funding.

The mechanisms for electing community representatives from the Community Forum onto the structures of the Partnership on the whole can be perceived to be a strength as it ensures greater participation by the community in the structures of the Partnership. The Forum’s Management Committee also mostly shared this view.

Community groups on the other hand themselves had mixed views in relation to this matter.

“ The election was done in a fair way, not all PIB’s needed to have an election”

“ The PIB’s are open and transparent, groups given plenty of time to respond”.

“I feel everyone was given lots of information and notice prior to election to the community forums PIB’s. Unfortunately I feel community drugs teams are not represented enough- I feel that youth sector needs to have representation from the CDT’s”.

“Community under represented and membership is orientated in favour of statutory sector and professionals”.

“Plan was presented, it was almost a fait accompli”- “ The youth working group was working well”.

Another person thought it was a restrictive practice the fact that you had to be on the Community Forum in Blanchardstown in order to be nominated onto BAP's PIB's.

People were far less knowledgeable regarding the nomination of directors onto the Forums Management Committee Team.

"Not sure about Forum management committee and how that happened".

"Committee was more looking for volunteers to go on it"

"If the Community Forum in Blanchardstown had to elect people there would have been eight different people elected"

In effect the creation of the Forum has been a dual learning exercise for the Partnership on one hand and also for certain Management Committee members. By engaging with the Partnership through its various structures people have learned to overcome their initial prejudices about BAP when they may originally have perceived it to be out of touch with the community. The involvement of the Forum during the drawing up of BAP's present Area Action Plan was undoubtedly the right manner in which to gather the views of the community at large in such a strategic planning exercise. All else being equal it should give the community a greater sense of ownership over the end product itself i.e. Plan. This builds confidence and helps the community associate more with the Partnership. This follows through on several of BAP's community development principles i.e. involvement of local communities and flexibility.

On the other hand the Community Forum hasn't been as successful in managing to represent itself on non-Partnership structures such as the Fingal Community Forum, Drugs Task Force, RAPID. In fact several individuals have regrettably decided to step down from FCF.

The delay in recruiting a community forum worker (as there was no suitable applicant) during the latter part of 2001 inevitably lead to a certain amount of slippage

in that groups may not have been as acutely aware or engaged with changes taking place to the Forum or in the community local development structures at large. A person was interviewed and offered the job in late 2001 but due to personal circumstances couldn't take up the post. This setback has now been overcome with the appointment of the new community forum worker in March 2002.

Step 5 Lessons Emerging

“Community Development is not about tokenism or something you can pluck from where you want”. Instead it must be part of a long-term process and may often involve moving at a slow pace. Sometimes there may be difficulty around representation at Partnership level because in order to participate fully, individuals need skills. This can be difficult to overcome at times as without ‘new blood’ coming through every couple of years it is left to the same individuals to sit on various steering committees etc. If key individuals perhaps move to another part of the city this can possibly leave a skills gap in that neighbourhood. As a consequence the community development capacity may recede or deteriorate and require the process of up-skilling new recruits to re-start over again. This is something that a Partnership should keep a close eye on and ensure that it does not invest too much of its resources on a select number of people. In fact follow up evaluations of courses funded by the Partnership or the Forum in the future should determine periodically whether individuals are in fact still working in their local communities.

This pre-development type work will be constantly happening more than likely with the Forum in Blanchardstown as more and more new groups affiliate to it over time. This necessitates regular audits and the holding of the likes of workshops to be run to ensure that the Forum is keenly aware of the skills that exists within groups etc.

Putting in place the proper structures from the outset to help support an initiative at all stages is critical. This can have several aspects attached to it. In the case of a Forum this may involve appointing an individual whose sole responsibility is to oversee its establishment. Individual elements would involve visiting existing groups; organisations on the ground and trying to convince them of the intrinsic value of working together in a proposed new setting. An enormous amount of on-going correspondence would especially be required in the early phase of the project.

The placing of trust by the Partnership in people who helped oversee the establishment of the Forum would also be an important component. Engaging and consulting with the Forum in relation to a whole host of issues such as strategic planning exercises, reviews etc can certainly help demonstrate that a Partnership is in

fact serious about listening to everyone's viewpoint. This can also help increase the esteem, which the Partnership is held in by ordinary community activists. This engenders confidence in people to express more fully and challenge issues over the longer term. The Community Development Sub-Group input to the process would also be critical. This group would ideally need to be composed of the community links worker possibly a Partnership Board director plus other personnel who feed into the Forum regularly.

The mechanism for electing community representatives onto the Partnership from the Forum itself is not something, which can readily occur as effectively in all likelihood during the early stages of a Forum's existence. Not enough community groups could possibly be ready in their own right to contemplate sitting on PIB's or perhaps see the larger benefit of interacting with the Partnership. The experience in Blanchardstown is that this, if managed properly, can turn around quite rapidly to the situation where groups end up having to share representatives on Partnership structures. However there may possibly come a time when there are so many groups affiliated to the Forum that not everyone will be happy with this approach.

Ultimately the Forum should be in a position where it can in its own right influence the agenda of other organisations. To arrive at this point is proof that the initiative is maturing and approaching the stage where it will require less support from its original parent body. This happened to a certain extent in the experience with the Forum in Blanchardstown. However it still took the intervention of the BAP Manager to persuade the council to change its stance. This could possibly be due to the fact that the Partnership Manager sits on the Fingal's social inclusion and monitoring committee unit.

SWOT Analysis of Forum

<p>Strengths</p> <ul style="list-style-type: none"> • Broad affiliation of socially excluded groups • Strong united voice • Strong representation on BAP structures • Good relations with BAP • Dedicated community development worker • Broad array of skills amongst Management Committee Members • Committed Forum Directors • Strategic Planning skills-vision for the future shape of Forum • Forum widely recognised in D15 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of funding • Communications-Mgt committee to groups • Individuals who sit on FCF back to groups in Blanchardstown • Lack of trust and poor relations with FCF • Representation of exclusively socially excluded groups on BCF • Lack of representation on FCF • Lack of representation on FDB structures
<p>Opportunities</p> <ul style="list-style-type: none"> • Link into RAPID and EQUAL initiatives • Improved relations with FCF • Becoming a self sustaining Ltd Company • Broaden remit and number of groups affiliated to Forum • Influence policy of statutory agencies • Acquire mainstream funding 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of funding post Partnership • Continuing poor relations with FCF • Over reliance on certain members • Lack of communication to all BCF members leads to suspicion

Recommendations to the Forum

1 Generally there was a perception amongst groups who responded to the questionnaire that communications **on** the whole needed to be improved. *“Wouldn’t be aware of much communication- was aware of the occasional Forum meeting”*.

Therefore the new Community Forum worker should concentrate a lot of her time sending out information to groups in an accessible and easily understood format. As the Forum grows over the coming years there is a distinct possibility that the Forum worker will require a part-time assistant to help out with such tasks. JI/CE. The production of a quarterly newsletter seeking contributions from groups themselves will be required.

2 The Community Forum Worker should concentrate on re-establishing contact with groups currently affiliated to the Forum over the next couple of months. Only after that should groups outside BAP’s area be approached.

3 The new Community Forum worker will need to liaise more with Community Development Workers from the rest of Fingal. It appears to this day that there is still confusion about the responsibilities of each worker precisely and how they co-operate. These issues need to be clearly written on paper as opposed to verbal communications. The Partnership should insist on this and assist with the completion of this task.

4 There appeared to be a complete lack of knowledge amongst groups regarding any developments that were occurring within Fingal Community Forum on the Fingal Development Board. This matter should be redressed.

5 An induction pack should be prepared for potential groups wishing to affiliate to the Forum. Funding towards such a publication could be accessed possibly from Combat Poverty Agency.

6 An audit of groups should be carried out at least every second year. This would help inform what the training needs of groups are and the skills that exist within particular groups. This is something that feasibly could be done in conjunction with FCF avoiding duplication of effort and may also ensure a higher response rate. The use of workshops as in the past to help out with this task should be continued.

7 BCF should meet on a more frequent basis as it expands. If groups are to be allowed network more effectively and share information as the objectives of the Forum set out, then realistically the best option is to bring groups together more often. This would also ensure that groups are more “au fait” with what is happening on the sub-groups and Management Committee.

8 The Management Committee of the Forum may from time to time require assistance to prepare technical or policy papers. The use of an external facilitator as in the past to help with such a task may continue to be needed.

9 Ultimately the Forum will need to take on a greater lobbying role and more responsibilities in the future if it is to speak on behalf of all community groups in Dublin 15. If the Forum is to become self-financing and sustaining then this function will become increasingly important.

10 Over time BCF will probably need to broaden its remit and in order to do this re-examine its membership criteria. (It should be emphasised that groups were satisfied with the membership criteria for the time being). Further along the line however the Forum will possibly have to question its focus with pre-dominantly socially excluded groups. Some way therefore will need to be found to incorporate residents associations in the future. As things stand the membership of the Forum feeds into the structures of BAP. However as the Forum changes in nature this could dictate some re-alignments.

11 BCF needs to tie in and participate more with FCF. It is after all the mechanism for electing representatives onto the County Development Board. Otherwise it runs the risk of practicing self-exclusion like some of BAP’s target groups. The Forum should

utilise BAP's position on the social inclusion unit of the County Development Board to its advantage.

12 It is evident that the Partnership will need to remain in a supportive capacity for some time yet.

13 The Forum may need to also examine the aspect of equality training and explore perhaps how this can be expanded to organisations/groups. The Forum should also set minimum gender balance guidelines amongst its Management Committee members.

14 When the Forum becomes a legal company Community Directors should be elected by the groups rather than nominated in the interests of accountability and transparency.

APPENDIX 1

Methodology

Step 1 Deputy Manager of Partnership briefly informed the management committee of an up and coming case study examining Blanchardstown Forum first week of January 2002

Step 2 Researcher attended a management committee forum meeting of the directors to outline timetable and proposed methodology for case study

Step 3 Researcher undertook a literature review during the first couple of weeks of February

Step 4 A questionnaire was drawn up by the researcher to be sent out to all groups, organisations etc affiliated to the Forum

Step 5 Six semi-structured interviews with directors of Blanchardstown Community Forum were conducted

Step 6 Separate interviews with the Manager and the Deputy Manager of BAP (Community Links Worker) took place

Step 7 Semi structured interviews with several groups/networks

Step 8 Questionnaires and tapes are analysed

Step 9 Draft of case study completed and sent out to Management Committee Directors for commentary

Step 10 Alterations follow

APPENDIX 2

BLANCHARDSTOWN AREA PARTNERSHIP BOARD CONTACT LIST 2002

NAME	SECTOR/ORG.	PHONE NO.	FAX	EMAIL
David Hughes	ICTU	087 2323371/6760137		David@ino.ie
Gerry Lynam	Ind. Councillor	086 8753167		No email
Noel Gildea	VEC	8201488	8201122	Rdalecc.ias@eircom.net
Charlie O'Connor	FAS	6124800	6772371	oconnor.charles@fas.ie
Martin Finnucane	DSCFA	087 2373122		No Email
Albert Murphy	Mandate	8746321/0872398265	8729581	Amurphy@mandate.ie
Phil Garland	NAHB	8821237 087 2054174	8821208	p.garland@erha.ie
Margaret Richardson	Ind. Councillor	8216867		mrich@eircom.net
Liam Tolton	Local Employer	8207940 ext 211	8207948	Liam.tolton@mkg.com
Shelia Terry	Ind. Councillor	8214169		Shelia.terry@fingalcoco.ie
Susan Fox	Community PIB	8203096	8203096	Blakescdp3@eircom.net
Chris Sullivan	Youth PIB	8204118	8204118	Christom@eircom.net
Brendan Doorley	Youth PIB	8206199	No Fax	No email
Carmel Fitzpatrick	Economic PIB	8223508	8210552	Carfitz@eircom.net
Ken Germaine	Economic PIB	8203020	8209469	Info@base-centre.com
PJ Howell	Youth PIB	8905600	8905649	Pj.howell@fingalcoco.ie
Marie Dooley	Probation & Welfare	8173600	8722737	No Email
Marijka Walshe	Community Development PIB	8204033	8200446	Info@mulhuddart.barnardos.ie
Jennifer Llyod	Community Development PIB	8207812	8128644	Btsg@oceanfree.net

Appendix 3

Representatives on the Community Development PIB

Ms. Maeve Armstrong Corduff/Mulhuddart CDT Parslickstown House Mulhuddart Dublin 15	Ms. Trish Newham Blakestown/Mountview NYP Shelerin Road Clonsilla Dublin 15
Ms. Jennifer Lloyd Blanchardstown Travellers Support Group Parslickstown House Mulhuddart Dublin 15	Ms. Marijka Walshe Barnardos Main Street Mulhuddart Dublin 15
Blanchardstown Youth Service Main Street Blanchardstown Dublin 15	Ms. Monica Shannon Corduff CDP/Counselling C/o Corduff CDP Corduff Community Centre Dublin 15
Ms. Susan Fox Blakestown CDP Blakestown Community Centre Blanchardstown Dublin 15	Ms. Celia Durnin 9 Westway View Blanchardstown Dublin 15
Ms. Betty Hynes 5 Aishling Heights Blanchardstown Dublin 15	Mr. Richard McDermott Mens Outreach Project C/o CDP Parslickstown House Mulhuddart Dublin 15
Sergeant Kevin Jennings Blanchardstown Garda Station Blanchardstown Dublin 15	Ms. Claire Connors Fingal County Council Community Culture & Sports Dep Mainscourt, County Hall Main Street, Swords Co. Dublin

Ms. Sharon Hennessy
ABLE
Main Street
Blanchardstown
Dublin 15

Mr. Gerry Lynam
9 The Court
Mulhuddart Wood
Mulhuddart
Dublin 15

Ms. Angela King
Health Promotion Officer
Northern Area Health Board
Park House
North Circular Road
Dublin 7

Mr. Martin Finnuane
Department of Social Community Family
West End House
West End Bussiness Park
Snogboro Road Ext.
Dublin 15

Ms. Mary Lou McDonald
10 Riverwood Green
Castleknock
Dublin 15

COMMUNITY

BIBLIOGRAPHY

Blanchardstown Area Partnership Case Study-Community Forum *Marguerite Hanratty* February 1999

ADM's Partnership Insights Document, No. 11: Community Development Strategies and Actions within the Integrated Local Development Programme (1999)

ADM's Community Groups Insights Document No 2: Community Development- A Review of Some Primary Local Initiatives (1998)

ADM Guidelines on the Development of Indicators for Social Economy Enterprises

Blanchardstown Area Partnership Area Action Plan 1996-1999

Blanchardstown Area Partnership Area Action Plan 2000-2006

The Participation of the Community and Voluntary Sector on the Fingal Development Board *Michael Dunne*, BA, NUI Galway July 2001