

Working together to make a difference

A review of Bray Partnership's
work from 2000-2006

Dr. Phyllis Murphy

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Section One

Introduction and research methodology

1.1 Introduction

This summary report presents the findings of a review of Bray Partnership's activities over the period of its 2000 to 2006 Area Action Plan. In addition to documenting performance and learning during the period, the review findings will help shape the development of the Partnership's new Action Plan.

1.2 Research methodology

The review was carried out by an independent consultant over a 12-week period from September to December 2007. A Review Task Group made up of Bray Partnership Board members and senior staff oversaw the process. The consultant examined and analysed all relevant Partnership documentation and carried out extensive consultations with key stakeholders in the Partnership's work.

A survey questionnaire was prepared and distributed to the Partnership's Board, committees, staff teams, cluster groups and groups and individuals involved in actions funded by the Partnership.

This survey provided a confidential opportunity for every member of each group to give anonymous feedback to the consultant, to whom all questionnaires were returned by post or email. The

consultant also invited members of all groups to attend one of a number of follow-up consultation sessions to explore priority themes and issues. In total 46 surveys were returned and 44 people attended the consultation sessions. A random sampling exercise of individuals from target groups directly supported by the Partnership resulted in 12 people being surveyed using a questionnaire delivered as a telephone interview.

Telephone contact was also made with several of the key agencies such as FÁS and the HSE who are directly connected with Bray Partnership's work.

Section Two

Context and overview

2.1 National context

Bray Partnership's Plan 2000-2006 reflected the positive developments of the late 1990s. It also took account of a range of social and economic issues, including the persistence of social exclusion; inequality and educational disadvantage; concentration of poverty in specific social groups and areas; increased pressures of work-life balance; and growing cultural and ethnic diversity in Ireland.

At the national policy level the Partnership's work over the review period was set within the overarching policy framework of the National Development Plan (NDP) 2000-2006 and the Programme for Government. This focused on the promotion of social inclusion, and within this framework the Partnership's work contributed to a number of national strategies including:

- The National Anti-Poverty Strategy;
- Building an Inclusive Society;
- The National Action Plans against Poverty and Social Exclusion;
- The National Employment Action Plans; and
- policies aimed at increasing equality, including employment legislation and the Equal Status Act and ongoing development of local government structures.

2.2 Local context

Bray is the largest urban centre in County Wicklow. It is situated in the northeast of the county and is on the margins of its administrative and political boundaries. It is also just over the southern boundary of the Greater Dublin area. Bray falls under a range of regional structures of different agencies including Local Government, Department of Social and Family Affairs, Health Services, IDA, FÁS and VEC. The combination of administrative and political boundaries has in effect meant that Bray has suffered by being neither regarded officially as an integral part of urban Dublin, nor as a regional town in its own right.

The Bray Partnership Area Action Plan 2000-2006 noted the extreme disadvantage in at least two of the electoral districts of Bray and the challenges involved in addressing persistent barriers to economic and social opportunities experienced by some groups. Key issues highlighted included inadequate skills, low levels of education and childcare issues. Other features noted in the Plan were a falling birth rate, ageing population and an increase in the number of lone parent households.

2.3 Bray Partnership Area Action Plan 2000-2006

Bray Partnership's Area Action Plan 2000-2006 set out a vision for its

work. This stated: **“Bray Partnership believes that the well-being of communities is best achieved through the active engagement of all to combat social disadvantage and enhance the quality of life of the area”**.

The plan also set out a mission statement: **“Bray Partnership’s programme of work focuses on the need of those individuals and groups who have not had the opportunity to develop their capacities, so enabling their full participation in society. It works to encourage and facilitate community, voluntary and statutory sectors, social partners, and elected public representatives to build on existing co-operation”**.

The core programme, the Local Development Social Inclusion Programme (LDSIP), provided the framework for Bray Partnership’s Area Action Plan and annual programmes of activities. The three Programme Measures and the associated Strategic Objectives for the Partnership’s Plan were:

Strategic Objective for Measure A: Services to the Unemployed - Bray Partnership will develop and support initiatives and services for the unemployed, in particular those that are responsive to the changing profile of this target group;

Strategic Objective for Measure B:

Community Development - Bray Partnership will support and resource community development strategies to promote the sustainable development of disadvantaged communities, both of an interest and geographical nature, to influence the process that structure their everyday lives;

Strategic Objective for Measure C:

Community Based Youth Initiatives - Bray Partnership will address the needs of disadvantaged young people, primarily through a preventative strategy, by co-ordinating community and statutory resources to support young people and their families.

The plan set out associated actions for each of the Measures in the form of a co-ordinated, inclusion-focused work programme to be implemented through four support programmes: Enterprise Development; Employment Services; Community Development; and Education, Youth and Childcare.

The key target groups for these programmes were: long-term unemployed people; older people; Travellers; people with disabilities; refugees and asylum seekers; young people at risk; disadvantaged women; disadvantaged men; homeless people; ex-offenders; low income households.

In addition to this, the plan also set out how the Partnership would work collaboratively with other local

agencies and groups. Core to this work were relationship-building actions within the local service network, integrated initiatives and joint research projects to provide quality information and insights on local issues.

2.4 Bray Partnership structures

The structures of Bray Partnership during the period included: a board of 19 members, 4 thematic working groups of 30 members, standing committees, task groups and related networking groups with memberships varying from 10 to 27 people.

The participation of the different sectors in the company's structures - social partner, statutory, community and elected representative sectors - is a significant feature of the Partnership's structure and local development work.

At the end of 2006, the direct Bray Partnership staff (both full and part-time) numbered 22, including a manager, administration team and staff teams working in the four programme areas of the Action Plan.

Section Three

Key findings of the review

3.1 Overview of achievements

Bray Partnership records and reports show a high level of satisfaction with the work programme implemented and the performance achieved over the period 2000-2006.

Achievements listed include:

- Supporting people into employment through information provision, outreach, job placement, supporting access to education and training, labour market schemes, employer contacts and employer links;
- Supporting people into self-employment through advice on business set-up and planning, start your own business courses, training, seminars and workshops, ongoing support to businesses that have commenced trading and tailored courses for women and those exploring enterprise as an option;
- Tackling educational disadvantage through supports for participation in education and new initiatives, workshops and information booklets;
- Supporting communities through grants, training, facilitation of consultation sessions with local groups and holding community lunches to provide a networking and information opportunity;
- Collaborative projects and activities with local organisations and agencies on projects and assuming positions with certain

key responsibilities to help progress the work of other local bodies;

- Producing publications and reports such as research and information reports, newsletters, government submissions and a community directory;
- Achieving recognised national certification such as the Excellence Through People (ETP) and Q-Mark quality performance awards, as part of a commitment to continuous improvement and best practice.

3.2 Consultation findings

Respondents described as positive the achievements of the Partnership over the past six years in all strands of its work programme. Besides the critical importance of the services and supports provided, they also highlighted the Partnership's role as a catalyst, leader and advocate in local development.

3.2.1 Structure of the Partnership

Respondents saw the current structure of the Partnership as effective in facilitating the Partnership's work. Strengths highlighted included the commitment of the Board, working groups and staff teams, and the cluster group system. Cluster groups provide a forum for selection of community representation on Partnership structures and for local groups to

network, share information and raise issues with a view to developing innovative collaborative responses. Some issues were raised in relation to the Partnership's current structure. The key ones were:

- the challenge of maintaining membership and attendance levels each year;
- varying levels of performance and productivity by cluster groups over the years with some members highlighting the need for on-going induction for new members to address the uncertainty of purpose sometimes felt;
- the importance of effective chairing, which should include a focused work plan with feedback and follow through on actions for all groups;
- the need to improve the level of active representation by some statutory bodies on the Partnership's structures; and
- the need to strengthen the opportunities for a greater cross-fertilisation of ideas across all of the Partnership's structures and action teams.

3.2.2 Supports offered by Bray Partnership to local initiatives

Respondents felt that the current type and range of financial, information and capacity-building supports the Partnership provides to local initiatives have had significant benefits, both for individuals and

for many local organisations and groups.

They highlighted the role played by the Partnership in driving integrated and collaborative local projects and its strong track record in innovative research on key local issues.

The importance of the process of the Partnership's work was emphasised. It was noted to be inclusive, respectful and focused on encouraging other organisations to engage with community issues. Among the main strengths identified for the Partnership were the expertise and energy of the staff and their willingness to engage with community groups as important issues arise.

Among the key issues noted regarding the Partnership's support work were funding and resource constraints, together with the short-term nature of much of the funding allocated for the Partnership's work-programme.

Also highlighted was the importance of continual evaluation and review of the work on the ground with individuals and groups to ensure that it continues to be informed by the social inclusion objectives of the Partnership.

Among the challenges identified was how the Partnership can achieve a balance between collaborative action with others working with its key target groups and more direct work

with target group communities and individuals.

The case for the Partnership to strengthen its outreach work was highlighted, with many people suggesting the need to refocus on the most marginalised and difficult to reach target groups and develop actions to support their identification and engagement.

The review also highlighted the need to target supports at improving direct local interventions to break the cycle of inter-generational disadvantage, particularly in the areas of educational disadvantage and early school leaving.

3.2.3 Communication and information flow systems

Feedback on the effectiveness of the Partnership's internal systems of communications and information flow was mostly positive. Issues identified included the need to address some internal information gaps within individual teams and the Partnership's structures.

Among the areas noted for attention were:

- availability of up-to-date information for members of structures and staff on roles and responsibilities within the organisation;
- strengthening of contact and reporting on work carried out between working groups and the

Board; and

- providing a regular opportunity for information inputs on the issues and activities involved in the Partnership's local development work programme.

The community notice board publication and the community lunch were viewed as successful external communications tools. The Partnership's links with community organisations in Bray were also noted as a means of ensuring an effective flow of information locally.

However, generally it was suggested that there is a need to review external communications and set out a publicity strategy with goals for the promotion of the Partnership. Suggestions were that some professional expertise should be sought to support this work and that the communications strategy should focus on efforts to raise awareness locally about the Partnership and its work.

It was recommended that all external communications tools in the different services should be rationalised so coherent messages are being given and communications are adhering to best practice in terms of accessibility.

3.2.4 Interaction between sectoral interests

There were mixed views in the consultations on whether interaction between the Partnership and its

sectoral partners has been effective. Generally it was felt that the Partnership has successfully interacted with most of the key sectoral interests.

The interaction with the community sector is reported to have been particularly effective, due largely to the Partnership's cluster group system. The various consortia that have been formed for specific projects are also reported to have been quite effective in terms of project-delivery and to some extent for mainstreaming the learning emerging.

There was a different view about the involvement of other sectors in the Partnership's work, although it was agreed that a good base has been established. Respondents felt that the lack of ongoing constructive participation from some statutory agencies has a significant impact on the Partnership's work, especially its capacity to influence local responses to identified social inclusion issues.

It was also felt that current relationships with some statutory agencies, at local, regional and national levels, are over-dependent on the personality of individual staff members rather than based on the policies of the agencies. It was suggested that this needs action at government level and it is recommended that the Partnership lobby on this issue in its own right and collectively with other partnerships.

3.2.5 Changes in the working environment over the course of the Plan

A number of challenges for the Partnership in implementing its Action Plan, arising from changes in the working environment, were highlighted as follows:

- Growth and expansion in the national economy since the development of the Plan: while this has meant increased opportunities for many individuals, barriers to opportunity and progression for some sections of the Bray Partnership's target groups have remained. The challenge for the Partnership has been to refocus the Plan to ensure that barriers facing these individuals were understood and resources redirected, where necessary, to meet these needs.
- Resourcing local development social inclusion work at area level: the apparent lack of connection between new social inclusion programmes and funding channels introduced in the past five years and existing provisions had the potential to lead to confusion and overlap or duplication for local bodies such as Bray Partnership.
- New target groups for social inclusion: the growth in the local population of new communities from a range of different nationalities and the need to develop supports for them

presents specific challenges that require a refining of the Partnership's strategy and practices.

- Sectoral participation in Partnership based structures: finding ways to address gaps in the involvement of all sectors in the local development programme is a challenge generally for cross-sectoral local development companies. While efforts have been made to find innovative ways to strengthen the involvement of some sectors, this issue was one of concern and is likely to continue to be so over the next Plan.
- Government Cohesion Process: since 2005 the Partnership has been involved in the 'Cohesion Process' initiated by the Department of Community, Rural and Gaeltacht Affairs. This process aims to improve the alignment of local and community development activity.

Section Four

Conclusions and recommendations

4.1 Conclusions

The review found high levels of satisfaction among those consulted with the achievements of Bray Partnership in all strands of activity set out in the 2000-2006 Area Action Plan and also with:

- the make-up, effectiveness and ongoing relevance of the Partnership's structures;
- the type, range and effectiveness of support provided to local initiatives;
- the interaction between the various sectoral interests; and
- the Partnership communications and information flow systems

The overall conclusion emerging is that Bray Partnership has made a unique contribution to the promotion and implementation of local development strategies in the greater Bray area over the six years under review.

The Partnership has worked in a highly collaborative way and delivered crucial social inclusion focused supports to key targeted individuals and groups in Bray.

It has acted as a catalyst for important new initiatives designed to address gaps and needs in the area. It has also provided leadership at a local and county level in the planning and implementation of integrated and focused local development. Within this context, Bray Partnership is now well placed to move forward and build on its current work and

continue to develop new strategies for implementing its inclusion-focused work in the future.

4.2 Challenges identified

The review identified a number of challenges for the Partnership's new Plan. These include:

(i) Changes in the national context

A downturn in the economy is likely to affect employment levels and therefore levels of poverty and associated difficulties for many vulnerable groups in Bray, particularly those targeted by Bray Partnership.

At national level indications are that hard choices are being made in prioritising activity under the National Development Plan. This is likely to have the dual effect of limiting the Partnership's capacity to leverage funding while at the same time increasing overall levels of demand for the Partnership's resources. This will affect the resource requirements and activity focus that the Partnership needs to consider in its next Plan.

At national level the roll out of Government strategies - including the National Development Plan and the Cohesion Process - will also have a significant effect on the Partnership's new Plan. The fact that the details of the successor programme to the LDSIP are as yet

unavailable creates further difficulty for the Partnership's planning process.

At local level, the setting up of bodies such as the Wicklow County Development Board and the Wicklow County Childcare Committee may be seen to have diluted the role of Bray Partnership in relation to some of its core social inclusion activity, and created additional challenges with the development of integrated local development. This creates a challenge to the Partnership to present a clear identity reflecting its specific and unique role in supporting and developing social inclusion in its local area. A further challenge will be to negotiate and manage appropriate arrangements for maximum statutory and local engagement in its work.

(ii) Persistence and deepening of social exclusion among some groups

Although improved economic conditions supported significant developments in social inclusion work in Bray over the period 2000-2006, many of the same barriers and difficulties still exist and it is critical that supports continue to address these issues.

In particular the persistence of educational disadvantage and early school leaving will require the development of a coherent local strategy that includes a holistic model of family supports for families identified as most affected. In view

of the wide-ranging experience and expertise of Bray Partnership, it is likely that the organisation will play a leading role in developing collaborative responses towards better joined up supports to address the issues involved.

(iii) Changing profile of local target groups

The changing profile of target groups will be a significant challenge for social inclusion work in Bray. In particular the growing population of new communities will require a focus in the new Plan on integration strategies, particularly in the areas of education, training, employment and social supports. Other groups that will require focus are older people, homeless people and ex-prisoners. The extra support will need to be in line with their needs as highlighted in research carried out by the Partnership during its current Plan.

(iv) Strengthening empowerment of target groups

A key achievement of the Partnership in its last Plan was its success in keeping community development at the core of all of its activities.

The challenge for the next period is to ensure this ethos is maintained. The new plan should allow for opportunities to build on and broaden the connections and good working relationships with local development bodies in Bray, while

continuing to deepen the participation of the individuals and communities the Partnership serves. In particular, the plan should challenge the Partnership to strengthen its connection with people who remain on the margins but are not necessarily involved in the many community organisations in the area.

(v) Ensuring effective communications and promotion of the Partnership's work

A key challenge for the Partnership will be to find appropriate channels to communicate about the structure and on-going work of the Partnership both internally and externally. In view of the scale and complexity of all of the work being implemented, including:

- the importance of ensuring that all those engaged in the work are clear about objectives, roles and responsibilities; and
- informing and raising awareness among the general public, organisations and local networks of the Partnership's work and achievements

there are challenges to be addressed with the further resourcing of the Partnership's communications strategy. This may involve engaging external professional input to advise on development options, particularly in respect of public relations.

4.3 Recommendations for new Plan

In view of the findings of this review, the following recommendations are now made. It is acknowledged that the Partnership may need to change some of its current structures to implement these recommendations effectively.

i) Supports and targeting

The Partnership should continue to build on its current activities and ensure that a range of supports continue to be made available to individuals and groups in the area. At the same time, the Partnership should also ensure that it continues to take part in the design and piloting of new innovations based on identified local needs.

The next plan should consider ways to strengthen the targeting and focus on those who remain most excluded: primarily families that have experienced inter-generational disadvantage, particularly in the areas of education and employment. The focus on family supports should be strengthened, especially for children with behavioural difficulties. Collaborative initiatives should be set up with relevant interests to support development of a holistic, needs-led approach at community level.

The plan should also strengthen the Partnership's focus on education and educational disadvantage as a theme across all programmes. This is to

ensure that the full spectrum of lifelong learning opportunities will be addressed by each thematic area and related staff team.

ii) Representation and community empowerment

Bray Partnership needs to consider who it involves in decisions on the support and funding to be given to the groups that represent its target groups. Mechanisms that can strengthen the direct input of the target groups should be identified and developed. This approach must also take into account the need to give a voice to those not involved in any existing activities or structures.

iii) Communications

Bray Partnership's current communications and PR strategy should be reviewed and the feedback from the consultations taken on board. In relation to internal communications, existing information channels for induction and updating for all staff and members of the Partnership Board, working groups, committees and cluster groups, should be upgraded to ensure they are clear and are working throughout the structure.

In relation to external communications, the Partnership should consider taking professional advice to develop a comprehensive PR strategy. The aim would be to ensure the promotion of a clear, confident message on what Bray Partnership does and has achieved in

an open accessible format while also garnering positive public support in an increasingly complex local development infrastructure.

iv) Involving and influencing the different sectors

The environment in which Bray Partnership operates continues to change rapidly, both in terms of the local demographic context and wider political and economic developments. The Partnership should start strategic discussions with key sectoral interests to identify ways to strengthen their involvement with the Partnership's work. While the approach to date has been successful for some individual projects, a more strategic approach would consolidate the Partnership's influencing role in relation to social inclusion and working with disadvantaged groups. The next plan should specifically set out processes and structures that will deepen the level of involvement of statutory agencies and widen the Partnership's influence.

v) Research

Bray Partnership should continue to engage in research projects. The research produced to date has provided valuable local context information and analysis of key local issues as well as important recommendations for new initiatives. This approach will continue to have significant benefits for the period of the next plan.

Overview of selected actions supported by Bray Partnership 2000-2006

Education and Youth Support Programme

Action/Initiative	Promoter	Outputs and achievements
Bray Family Literacy Project	Bray Adult Learning Centre	30 participants a year from 2001-2003.
Adult Education Access Programme	Little Bray & St Fergal's Family Resource Centres	170 participants a year from 2001-2004.
Training Programme for Women	Bray & North Wicklow Women's Network	50 women took part in personal development programmes, life skills sessions and career guidance in 2002.
LITE Programme	Bray Travellers Community Development Group Ltd	Provided developmental and educational support for 12-15 Traveller women each year and facilitated the setting-up of the Primary Health Care Programme in 2003.
BEOIRS Traveller Women's Project	Bray Travellers Community Development Group Ltd	Average of 15 Traveller women participated on the programme each year since 2004.
Education & Training Grants Scheme (BEAP)	Bray Partnership	270 people took part in basic and further education programmes over the six-year period.
Bray Adult Education Network	Bray Partnership and network of local organisations	Produced handbook of adult education opportunities, developed informative website, ran seminars, made submissions to inform local and national policy.
Bray Breakfast and Homework Clubs	Marian Preschool and Family Centre	Developed Breakfast Club that catered for 40 children from 2001-2003. Supported Homework Club to expand its programme to 180 young people from 2001-2003.
Outdoor Pursuits Programme	Bray Youth Service	An average of 100 young people a year took part in this programme over the six-year period.
Youth Work Studies Training Course	Little Bray Family Resource Centre	Supported 10 people to participate in this course from 2001-2002.
Young Persons Sports Initiative	Bray Emmets GAA Club & Fergal Ogs Gaelic Games Club	An average of 40 young people a year took part in organised sporting activities.
Assisting Students in Third Level Education (ASSET) Grants Scheme	Bray Partnership	Supported 220 individuals to pursue third level education courses.
Mentoring Programme for Young Travellers	Bray Travellers Community Development Group Ltd	Supported six young students a year from 2004-2006 to take part in extra-curricular study programmes.
The Incredible Years Parenting Project	East Wicklow Parenting Project	Upwards of 20 people took part in parenting programmes during 2004/05.
Training Programme for Youth Leaders	BP and network of local organisations	Nine youth workers took part in this locally-based programme during 2006.
'Nowhere To Go' Education Needs of People with Intellectual Disabilities research	Bray Partnership	Researched and documented the continuing education needs of young people with intellectual disabilities from the Bray area at the time of reaching adulthood.
Bray Family Childcare Needs Analysis	Bray Partnership in conjunction with Wicklow County Childcare Committee	This research explored childcare needs and provision within the greater Bray area.
'Chalk it Down' parents education information booklet	Bray Partnership and local consortium	Produced a comprehensive local education resource guide for parents.
'Being Heard?' Young people in Bray on Education, the Community and Citizenship	Bray Partnership	Researched and documented the views of young people from Bray on education and the community.

Overview of selected actions supported by Bray Partnership 2000-2006

Community Development Support Programme

Action/Initiative	Promoter	Outputs and achievements
Healthcare Education Project	Bray Cancer Support and Information Centre	Funded a programme to improve health and well-being, including family support, art therapy, wellness, and stop smoking programmes.
Supporting community-based counselling service	Living Life Voluntary Counselling Service	Provided counselling to disadvantaged young people and adults.
Volunteer Bureau development	Bray Volunteer Bureau	Funded feasibility study leading to the setting up of the bureau.
Developing community facilities	Ballywaltrim Community Centre and Little Bray Community Centre	Supported both management committees to develop and operate their centres' facilities.
Community development training programme	Bray Partnership and network of local organisations	Training programmes for local groups in areas such as fundraising, health and safety and management committee skills.
Supporting community networks	Wicklow Community Platform	Bray Partnership was instrumental in the development of the Platform and has provided ongoing support for its work programme over the six-year period.
Establishing an administrative support centre	CASC	Provided administrative support to over 250 local community and voluntary organisations since its set-up in 2002.
Active Citizenship programme	Bray Partnership and network of local organisations	Active Citizenship programme for people with disabilities and immigrants. Encouraged local people to register and use their vote.
Community Lunch events	Bray Partnership	At least three themed lunches held each year with opportunities for networking between community, voluntary and statutory groups.
Bray Homelessness Forum	Bray Partnership and network of local organisations	Supported the setting up of the forum and its programme of action
Accessible transport service	Easi-Cab Travel Club	Supported the setting up of Easi-Cab Travel Club to provide an affordable transport service for people with disabilities in the greater Bray/South Dublin area.
Older people IT programme	Bray Partnership	Provided computer classes for 100 older people.
Staying At Home in Bray report	Bray Partnership	Developed new project to support older people to stay in their homes.
Researching the Social Model of Disability	Bray Partnership	Produced research report identifying best practice for implementing the Social Model of Disability.
Local services sustainability report	Bray Partnership	Research and report on needs of local service providers and recommendations to address sustainability issues.
Bray and Greystones Community Directory	Bray Partnership	Produced two printed versions of directory and set up and maintained website.
Submissions services for older people	Bray Partnership	Documented views of older people following consultations and included them in submissions to the NESF and Wicklow Anti-Poverty Strategy.

Overview of selected actions supported by Bray Partnership 2000-2006

Employment Services Support Programme		
Action/Initiative	Promoter	Outputs and achievements
Progressing people into employment	Bray Partnership and Local Employment Service Network	In each year of the six-year period an average of 269 new clients were registered, 176 people placed in employment and 161 in education and training, and over 1200 information queries dealt.
Managing agent for the Job Initiative programme	Bray Partnership	Average of 30 participants placed with 15 local host organisations over the six-year period.
Traveller Employment Forum	Bray Partnership and network of local organisations	Supported the running of this forum, which led to the development of the LEAP Traveller Men's Project and related activities.
Information Technology training programme	Bray Partnership	Provided IT training to 14 people in 2001.
Employers Links Programme	Bray Partnership and Bray Community Enterprise	Provided seminars for local employers: 2005: seminars on (a) Equality and Equal Status Legislation, (b) Terms of Employment, Dismissal and Redundancy, (c) Bullying, Harassment and Stress in the Workplace and (d) Health & Safety at work. 2006: workshop on development of Health & Safety Statement.
Researching needs of people without income	Bray Partnership and Wicklow Trade Union Centre	2006: 'Falling Through the Cracks' research report published, documenting the situation for local people who are in receipt of no income.
'Did You Know' series of information leaflets	Bray Partnership	2006: 'Did You Know' leaflets published – (a) Access to Family Income Supplement/Back to Work Allowance, (b) How to Open a Bank Account, (c) GP Only Visit Card, (d) How to Claim Jobseekers Allowance.
Homelessness information card	Bray Partnership	Produced and distributed Information Card on local services for homeless people.

Overview of selected actions supported by Bray Partnership 2000-2006

Enterprise Development Support Programme

Action/Initiative	Promoter	Outputs and achievements
Resourcing the Local Enterprise Company	Bray Community Enterprise	
Pre-Enterprise Training Programme	Bray Community Enterprise	25 people each year took part in this 22-week training programme to help them to develop their own business.
Women into Business Programme	Bray Community Enterprise	12 women each year took part in this training programme for women considering self-employment.
Enterprise Development Grants Scheme	Bray Community Enterprise	5 people were supported each year.
Seminars, networks, events programme	Bray Community Enterprise	30 people took part in these seminars every year.
Business support to non-Irish nationals	Bray Community Enterprise	10 people each year took part in this training programme for non-Irish nationals on setting up a business in Ireland.
Considering Self-Employment	Bray Community Enterprise	14 individuals took part in this course for people who are considering the option of self-employment.
Information and communications technology	Bray Community Enterprise	14 people each year took part in IT training.

Overview of selected actions supported by Bray Partnership 2000-2006

Cross Programme		
Action/Initiative	Promoter	Outputs and achievements
Education and training initiative for Traveller men	LEAP Project	An average of 67 Traveller men each year have taken part in the project since its set-up in 2001.
Women (45+) education & training programme	WEB Project	140 women took part in tailor-made training programmes to build self-confidence, enhance skills and support progression options.
Women Accessing Value Added Employment Project	WAVE Project	Supported 100 women from RAPID programme areas to take part in education and training aimed at progression into the open labour market.
Supporting the development and operation of cluster groups	Bray Partnership	Provided opportunity for community groups to meet, network and tackle local issues and concerns.
'Links' newsletter	Bray Partnership	Information for local groups and agencies on social inclusion issues and initiatives.
'Talk About' newsletter	Bray Partnership	Information for general public on activities and services of Bray Partnership.
Researching Poverty in Bray report	Bray Partnership and network of local organisations	This research identified the inter-generational nature of poverty in the area and highlighted the important role that education plays in opening opportunities for progression.
Bray Ethnic Minority Research report	Bray Partnership and network of local organisations	This research highlighted the changing population base in the area and emerging needs of new communities.
Bray Homelessness Report	Bray Partnership and network of local organisations	The recommendations in the published report form the basis of the Bray Homelessness Forum's work programme.
Submission on National Action Plan Against Poverty and Social Exclusion	Bray Partnership	Submission to input into national policy and practice, informed by a series of consultations with a number of local groups.
'Understanding Disability' information leaflets	Bray Partnership	The information leaflets documented best practice in working with people with disabilities to develop local projects and services.



Bray Partnership Ltd
4 Prince of Wales Terrace
Quinsboro Road, Bray
Co. Wicklow

Tel: 01 2868266

Email: info@braypartnership.ie
Website: www.braypartnership.ie

