



Tacú FRC FIVE YEAR STRATEGIC PLAN

2021 - 2025



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Background to Family Resource Centre National Programme.

Family Resource Centres were introduced over twenty years ago operating under the auspices of the Family Support Agency and since 2014 under TUSLA. FRC'S primarily addresses a range of community issues such as marginalisation, social exclusion and the development of strong families and communities.

We use a holistic approach to encouraging initiatives in the people of the Ballinrobe area and a sense of responsibility for their own development.

Policy Frameworks relevant to the work of Tacú Family Resource Centre include:

- Better Outcomes Brighter Futures - The National Policy Framework for Children and Young People , 2014 - 2020
- Meitheal – A National Practice Model for all agencies working with Children, Young People and their Families
- Meitheal Toolkit - for use by practitioners using Meitheal
- All Ireland Standards for Community Work
- National Strategy on Children and Young People's Participation, 2015 - 2020
- United Nations Convention on the Rights of the Child - UNCRC
- National Guidelines for the Protection and Welfare of Children
- National Children and Young People Policy Framework 2012-2017.
- Strategic Framework for Family Support within the Family and Community Services Resource Centre Programme
- National Quality Standards Framework for Youth Work.
- Towards Standards for Quality Community Work

Significant national policy changes impacting Family Resource Centers nationally continues to impact on the work of FRCS. The past few years has been a period of immense change and uncertainty, particularly 2020 with the onset of COVID 19, but we are confident our work will continue to be funded and FRCs nationally will maintain their role as key players in community-based family support services.

Tacú FRC has an excellent working relationship with all the relevant agencies in the area and works on a partnership basis with many of these. This has resulted in attracting considerable additional resources into the area.

The staff and Voluntary Board of Directors of Tacú FRC work extremely hard to ensure better outcomes for individuals, young people, and their families. Much of their work is also about fighting disadvantage and social isolation so that everyone has an opportunity to be connected and contributing to their local community. In order to achieve this, we have sought to use a variety of methods to increase public consciousness of the need for family support, combating social exclusion and poverty and its possible solutions, to help break down stereotypes of the excluded, and to promote values associated with inclusion.

Work of Tacú Family Resource Centre to date.

The range of supports provided by Tacú is extremely wide, from providing office space and administrative support to individuals, families, and groups to providing food to vulnerable via

Food Cloud & FEAD Programme to the provision of a Meals on Wheels service to isolated people in the community, to the provision of in-home family support services. Providing much needed services to the local community is at the very core of what Tacú FRC does. The project has worked with young people, children, families, parents, elderly, socially excluded people – whether isolated by poverty, poor mental health, age, and gender, lack of transport or loneliness, to improve quality of life and promote inclusion on many different levels.

The project provides a welcoming space for people seeking supports to come and join in with many programmed activities during the day and some evenings. The project encourages community participation, and have been fortunate to have had a host of volunteers and people working in the community who have provided popular activities in the project, such as yoga, cooking classes, parenting courses, self-esteem programmes among many others.

Being part of such a rural community, Tacú recognizes the need to outreach to vulnerable people in the wider community, and have worked with the Local Link Mayo to ensure that isolated people can access their services. The Meals on Wheels services not only provides food to isolated vulnerable people, it also acts as a social support for those people. The Community Based Family Support Project within Tacú also provides outreach to vulnerable families in the wider community by offering in-home services using the Mol an Óige programme of intensive family support. The addition of a Drug & Alcohol Family Support Worker and the Employment of the Mayo Community Based Family Support Team Leader gives Tacú FRC a county brief with a responsibility

The Maple Youth Centre has gone from strength to strength during this period. The center, now known as the Youth Booth, has been refurbished and runs many activities both in the centre and in the schools. A dedicated part time youth development worker provides both group work and one to one work to the young people. The continued fund-raising for this center places a strain on the work of the project but this was eased somewhat in 2020 when the Credit Union loan was paid off.

Tacú FRC has embraced the national roll-out of the Meitheal Programme of work. The team has been actively engaged Meitheals since the end of 2014. The project has also developed strong links with the CYPSC and the LCDC over the past three years. Staff has engaged with the development of East Mayo Child and Family Support Network and is regular attendees and contributors to the Network. Tacú also works on a regional and national level with the National Forum of FRCs to advocate and lobby for the FRC programme and for the most vulnerable in our society to be adequately resourced so as to contributed equally in society.

During this plan's lifetime, the project has provided support to many thousands of people in the community. Not only does the project support individuals, families and groups to avail of direct support, Tacú also supports and encourages people to develop their own leadership capacity. It is vital that local people are supported to support themselves, and this is why local people are encouraged to get involved in volunteering and apply for community work schemes in the project. The empowerment of the local community is at the heart of the ethos of Tacu FRC and is evident in the provision of many training and educational activities in both the centre and on an outreach basis over the past 17 years.

Overall, Tacú FRC works as a catalyst for community empowerment while also ensuring vulnerable people are supported with services, they need to reach their potential.

Description of the Area.

Ballinrobe town is currently the largest urban area in South Mayo. The town is situated along the main Galway to Castlebar road at the junction of the N84 National Secondary Road and the R334 Regional Road. The town is approximately 30 miles from Galway (49 km), 18 miles from Castlebar (30 km) and 20 miles from Westport (36 km). The Ballinrobe area is known as the 'Lake District' of County Mayo and the town is well-located for easy access to some of the most scenic areas in Ireland.



The population of Ballinrobe is 3,685, with a further 10,982 in its environs (total: 14,667) (2016).

The importance of the presence of a Family Resource Centre in an area of disadvantage is stressed. Using the Trutz Haase index of disadvantage, Ballinrobe urban area is rated - 1.36 and the rest of the catchment area -2.5 (0 being the dividing line between disadvantage and advantage, a minus figure indicating disadvantage). 12.5% of people belong to minority nationalities, Polish being the largest and there are 156 Travellers in the catchment area. Like many other rural towns, Ballinrobe

We consulted widely with the various groups in the lead up to a planning session. The Voluntary board of Management, other Volunteers & all Staff held a planning session facilitated by the Project Coordinator where we took time to reflect on the work of Tacú FRC to date, consider the new FRC work plan & to draft the Project Outcomes for Tacú FRC's new three year Work Plan.

The session was informed by information from:

- Individual Questionnaires
- Feedback from facilitated focus group meetings
- Informal feedback.
- Information that was gathered internally through one to one support & supervision sessions, staff team meetings, management meetings & subcommittee meetings.
- Students on placement carrying out research projects.

External feedback that was received from:-

- individuals & families using the Centre,
- Parents using Little Stars after School, Mother & Baby, Parent & Toddler.
- People receiving Meals on Wheels, using Drop in, receiving weekly phone calls, Outreach participants.
- Questionnaires filled in on Survey Monkey.
- Focus Groups eg Traveller Group etc.

Consultation also took place with relevant agencies including

- School Principals & TY Coordinator
- PHNs
- Mental Health Centre Manager
- Cranmor Manager and Service Users
- Youth reach Coordinator
- Foróige Leaders
- South West Mayo Development Company CEO & Board & Project Workers
- FAS CE Supervisor
- RSS Supervisors
- TUS Supervisors
- Youth Booth Committee.
- Relevant TUSLA Staff.
- Various local Organisations

Priority areas of work

WORK THAT NEEDS TO BE CONTINUED	NEW AREAS OF WORK THAT HAVE BEEN PRIORITISED
<p>Community Based Family Support Drug & Alcohol Family Support Parent & Toddler / Mother & Baby Counselling Service Play Therapy Sports Hub Internet Café / Computer use / Computer Tuition Community Garden Men's Shed Youth Café Meals on Wheels Befriending Service Community Bingo Telephone Befriending Service Outreach Clinics provided by Staff from Tacú to Shrule / Glencorrib / Tourmakedy Drop-in Support Service Admin service including Photocopying / Faxing / Typing / CV Community Art Workshops Outreach services provided by other Agencies in Tacú South West Mayo Development Co. MABS. CIS. Mayo Women's Support Services</p>	<p>Homework support Music & computer classes for children Training for careers Training courses for travellers Support for carers in the community. More development of Men's Shed Visitation service for the elderly;- Odd job service for elderly; Big sister-Big Brother for youth; Development of support groups eg cancer support/bereavement support; More development of art/cultural activities Exhibition space which local artists could avail of Visitation to older people, Outreach to Clonbur Parenting and socialising Continued support of mental health initiatives Highlight an event around World Mental Health Day Develop a “boys” group @ Youth Booth offering alternative activities such as creative writing, media, editing, production, etc. More information on men “young” health – more awareness campaigns, mental health, etc. Using music as a means of communication & also promoting positivity. More networking opportunities for youth – locally & nationally. More positive male influence in Youth Centre- staff/volunteers</p>

Vision Statement

Tacú's vision is of an inclusive and equitable community that values individuals, families and community groups, enabling and celebrating their contribution to society.

Mission Statement

Tacú Family Resource Centre provides an appropriate and integrated response to the identified needs of individuals & families of the area in a caring manner that is egalitarian, non-judgemental and has an anti-poverty, anti-exclusion focus.

Guiding Principles / Statement of Values

Tacú Family Resource Centre will ensure certain basic values are manifest in how we work.

- A commitment to Family Support & Community Development

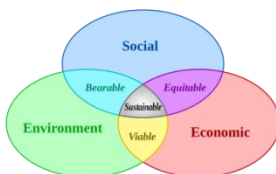
This will involve us staying true to the principles of equality, social justice, to recognising that the resources of society are distributed unequally to the disadvantage of certain groups, to participation, inclusion, and recognising the capacity of all members of society to work together. A commitment to these values will also reflect in our approach to our work that will emphasise working with people in situations of greatest disadvantage. This work will be done with people rather than for them and will seek to develop people's capacity to help themselves.

Tacú Family Resource Centre is committed to promoting a project that:

- Is accessible and relevant to Individuals, families & Community Groups that we are contracted to work with.
- Accommodates diversity and needs and aspirations specific to particular groups of people covered under the Equality Legislation.
- Seeks equality of outcome.
- Promotes positive action to ensure equality outcomes.
- Ensures that no one is discriminated against by virtue of their gender, family status, marital status, religion, age, and race, membership of the Traveller community, sexual orientation or disability.



Project Outcomes



TACU'S PROJECT OUTCOMES	LINKED TO NATIONAL PROGRAMME OUTCOME(S)
1. Individuals families & Community Groups are supported to be healthy both physically and mentally	Healthy, both physically and mentally.
2. Individuals, Families & Community Groups have access to a range of training and education opportunities locally.	Supported in active learning.
3. Isolated members of the community are connected, included, and feel safe in their community.	Safe from accidental and intentional harm / Secure in the immediate and wider physical environment.
4. Individuals, Families and Community Groups are actively engaged with, and passionate about, their local community & have the capacity to influence policy at local, regional and national level.	Part of positive networks of family, friends, neighbours and the community / Included and participating in society.
5. Individuals, Families & Community Groups in the South Mayo area have access to a range of opportunities to ensure they can be economically secure.	Economically secure.



FRC Management

NAME	ROLE	Profile
Milda Jemeljanova,	Director	Involved in the International Women's Group and is employed in Tesco who we are one of our partners with Food cloud
Mike Emsen West	Secretary	Mike has extensive experience in HR
Peter Kucharski,	Director	Peter is an Advocate for the Polish Community.
Breege Dempsey	Director	Breege has completed 5 years on a CE Scheme and is involved in Caring for Older People in the Community.
Ger Bailey	Chairperson	Ger was instrumental in setting up the AWARE Support Group in Ballinrobe and is a Facilitator.
Sean Dowling	Treasurer	Sean is involved in setting up the Men's Shed.
Gerard Butler	Director	Gerard is involved in the cycling club and with young people through his training in schools.
Maureen Doherty	Director	Maureen was on a CE scheme in the Resource Centre for over 7 years and is a great advocate of Older people and people living in rural isolation.
Richard Hennelly	Director	Richard has extensive experience of working in diverse settings.

FRC Sub-Committees

NAME OF SUB-COMMITTEE	MEMBERSHIP	OVERALL PURPOSE	Terms of Ref. Yes / No.
1. Health & Safety Including COVID Protocols	Sean Dowling Mary Langan Paula Walsh Mary Jackson	Help promote health & safety awareness in Tacú, Maple Youth Centre.	Yes
2. Finance	Mary J Michelle Sean Dowling Mike Emsen West	Coordinates the Board's financial responsibilities.	Yes
3. Staff Liaison	Breege Dempsey Mike Emsen West	To provide a forum for Staff support & supervision.	Yes
4. Garda Vetting	Mary Langan Mary Jackson Ger Bailey	To support the garda vetting system within the FRC.	Yes

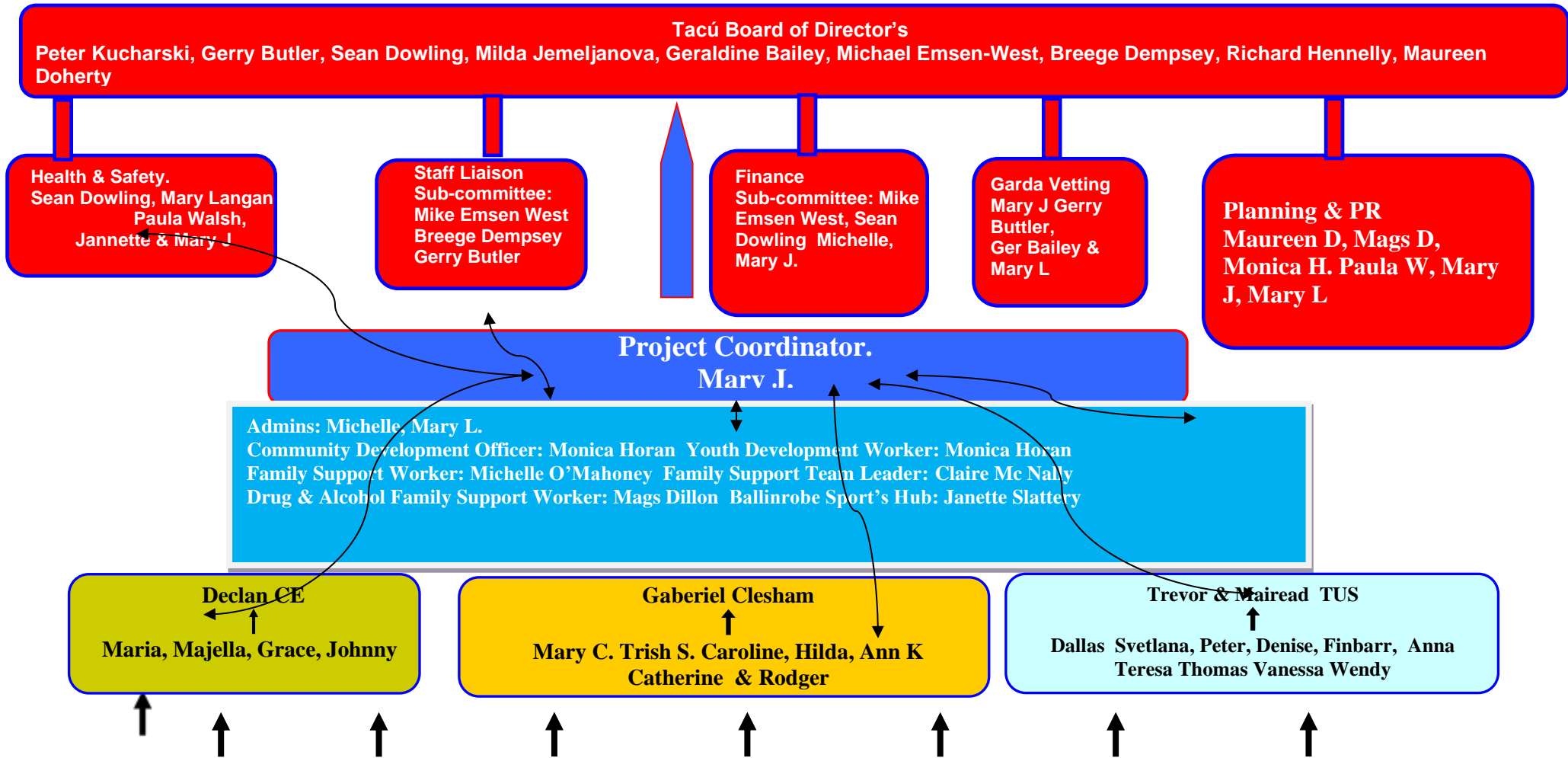
Local, Regional & National Interagency Working Groups & Networks

NAME OF INTERAGENCY WORKING GROUP	MEMBERSHIP	OVERALL PURPOSE	Terms of Ref. Yes/No.
National Forum of FRCS	4 Reps for the 8 Regional of the National FRC Programme as well as the agreed elected Executive	To be a voice for the National Programme	✓
Western Regional Forum of FRCS	2 Reps from each of the 15 FRCS in Mayo, Galway & Roscommon	To be a voice for the National Programme and to feed in the views of the Region at national level	✓
Western Region DV network			✓
Western Region LGBTI+ Network			✓
Social Inclusion and Community Development Working Group of LCDC	Mayo Co. Co, SWMDC, MPH Mayo North East, FRCS Claire Island LCDP, MIA SW	To combat poverty and social exclusion.	✓
East & West Mayo CFSN	Mayo Community Based Family Support Project. AWARE; Sec. & Primary Schools. Preschools. Foróige PHNs; Vincent de Paul; Mayo Drug Service); Mayo North East, CURUM, TUSLA Garda, SWMDC, FRCS Youthreach; MABS Mayo Womens Support Services; McCaffrey, Mayo Adult Counselling Services; Mindspace Mayo; HSE, NLN, ED. & Welfare, Social Welfare,	To provide professionals working with Children & Families in the East & West Mayo area with Networking opportunities,	✓
Mayo Suicide Prevention Alliance	Health and Wellbeing, HSE, Mayo Mental Health Services, Garda, Mayo Travellers Support Group, Mayo County Council, TUSLA, CYPSC, Mindspace Mayo, Mayo FRC, Mayo Mental Health Association, Counselling services and Mayo Suicide Liaison Project, Family Centre, Castlebar, Resource Officer for Suicide Prevention, HSE West, Youth Officer, Mayo ETB, Representative of Families Bereaved by Suicide, Representative of the LGBT community	To co-ordinate, develop and support good practice in the area of suicide prevention/mental health promotion in County Mayo. Mayo Suicide Prevention Alliance ascribes to the values of inclusiveness, empowerment and transparency.	✓

Advisory Groups

NAME OF ADVISORY GROUP	MEMBERSHIP	OVERALL PURPOSE	Terms of Ref.
2. Friends of Tacú	Nancy Hacket Maureen Doherty Maura McGrath Mary Jackson Mary Langan	To work together to enable older people, people with a disability, carers and those living in rural areas to live more independently in the community by focusing on the social, recreational & their physical needs.	✓
4. LUISNE Art Project Steering committee.	Mayo Arts Squad. Cranmor Training Centre Western Care Tacú Mayo Co. Co. Artist	The steering committee ensures the project embraces a very particular process and methodology. The artist/facilitators offer support and mentoring in a creative & artistic environment where exploration and creativity are at the heart.	✓
5. Youth Advisory Committee		To work with the Youth Development to design and implement programmes for the Youth.	In Process
6. Foster Care Committee	FRCS TUSLA Western care Principal Social Worker MTSG MIA HSE		✓
7. Board of SWMDC	Community Peps Environmental Reps Mayo Co Co SW HSE Gealtach Rep	To oversee the work of South West Mayo Development Company	✓
CYPSC Family Support Sub-group	Home School Liaison; Foroige; MIA; School Completion Project; FRCs; MTSG; Child Protection Social Work; Tusla fS Manager; Chlidren First Office; CYPSC Coordinator; Early Years; CBFSS	To develop agreed projects to promote participation of children/young people/parents To promote awareness of family support services in the county	✓
Common Sense Parenting Programme Sub group	Tusla FS Manager; Foroige; PHNs; Family Focus; CBFSS	To oversee the training, delivery and general support of the Common Sense Parenting Programme in County Mayo	✓
Mol an Oige Management Committee	Tusla Child Care Manager, FS Manager; Family Focus; Psychology; Foroige; CBFSS; SW Principal;	To oversee Mol and Oige programme in the county; ensuring Model Fidelity; providing ongoing training to staff and management of projects using Mol an Oige Model of therapeutic family support interventions in the county	✓

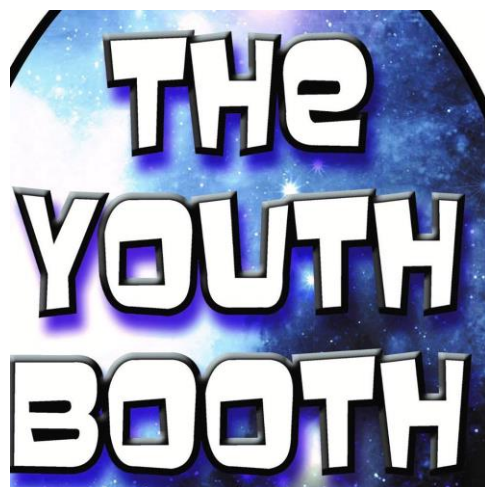
Tacú FRC & Maple YC Operational Chart



Internal Policies & Procedures

General Policies and procedures	Yes	No	In Process	Ratified
Child Protection Policy	x			
Anti-racism Code of Practice	x			
Code of Practice relating to Domestic Violence	x			
Equality Policy	x			
Code of Practice for working with Lesbian, Gay, Bisexual and Trans Communities	x			
Policy for Groups using the Centre	x			
An Internet Use Policy	x			
Data Protection Policy	x			
Public Relations / Media Policy			x	
CORPORATE GOVERNANCE / POLICIES AND PROCEDURES RELATING TO THE VOLUNTARY BOARD OF DIRECTORS	Yes	No	In Process	Ratified
Volunteer Policy	x			
Terms of Reference for Sub-Committees, Working Groups and Advisory Groups (incl. Finance and Staff Sub-Com's)	x			
Financial Policies and Procedures	x			
Confidentiality Policy	x			
Recruitment of Volunteer Directors	x			
Turnover of Volunteer Directors	x			
Board Meetings without staff present	x			
Conflicts of Interest	x			
Non-attendance at Meetings	x			
Not acting in the best interests of the Company			x	
POLICIES AND PROCEDURES RELATING TO EMPLOYMENT	Yes	No	In Process	Ratified
Health and Safety Statement and Policy	x			
Staff Hand Book	x			
Bullying and Harassment Policy (Including Sexual Harassment)	x			
Dignity and Respect at Work	x			
Disciplinary and Grievance	x			
Recruitment and Selection	x			
Supervision and Support	x			
Time off in lieu	x			
Family Friendly Work Arrangements	x			
Options Related to Work Hours		x		
Statutory / Non Statutory Leave Arrangements				
Employment or Career Breaks		x		

POLICIES AND PROCEDURES Youth Centre	Yes	No	In Process	Last Updated
Drop In policy	X			
Drug and Alcohol policy	X			
Face book and Social Media policy	X			
Group Work policy	X			
Incident policy	X			
Case Work policy	X			
Outreach work policy	X			
Confidentiality Policy	X			
Complaints procedure for project volunteers			X	
Child protection statement	X			
Energy Drinks policy	X			
Health and safety statement	X			
Child development policy	X			
Sexual Health policy	X			
Complaints procedure			X	
Equality and anti-discrimination policy			X	
Fire Drill	X			
Smoke free workplace policy	X			
Outings Policy			X	
Photographs policy			X	
Equal Opportunities statement			X	
Recruitment of volunteers policy	X			
Staff and Volunteer policy	X			
Responding to Intimidation Policy	X			



Turnover of Directors

According to our Articles of Association the minimum number of Directors with which the company proposes to be registered is 7 and the maximum 15. This number may increase and decrease from within these margins at any time during the year.

The members of the Board of Directors are drawn predominantly from the community. The Board of Directors are the same individuals as the Management Committee.

- At the first Annual General Meeting of the Company, all the Directors shall retire from office and at the Annual General Meeting in every subsequent year one-third of the Directors for the time being, or if their number is not three or a multiple of three, then the number nearest one-third, shall retire from office.
- The Directors to retire in every year shall be those who have been longest in office since the last election, but as between persons who became Directors on the same day, those to retire shall (unless they otherwise agree amongst themselves) be determined by lot.
- A retiring Director shall be eligible for re-election.
- The Company, at the meeting at which a Director retires in manner aforesaid, may fill the vacated office by electing a person thereto, and in default the retiring Director shall, if offering himself for re-election, be deemed to have been re-elected, unless at such meeting it is expressly resolved not to fill such vacated office or unless a resolution for the re-election of such Director has been put to the meeting and lost.
- No person other than a Director retiring at the meeting shall, unless recommended by the Directors, be eligible for re-election to the office of Director at any general meeting unless, not less than three nor more than 21 days before the date appointed for the meeting, there has been left at the office notice in writing, signed by a Member duly qualified to attend and vote at the meeting for which notice is given, of his intention to propose such a person for election, and also notice in writing signed by that person of his willingness to be elected.
- The Company may from time to time by ordinary resolution increase or reduce the number of Directors, and may also determine in what rotation the increased or reduced number is to go out of office.
- The Directors shall have power at any time, and from time to time, to appoint any person to be a Director either to fill a casual vacancy or as an addition to the existing Directors, but so that the total number of Directors shall not at any time exceed the number fixed in accordance with these Articles. Any Director so appointed shall hold office only until the next Annual General Meeting, and shall then be eligible for re-election, but shall not be taken into account in determining the Directors who are to retire by rotation at such meeting.
- The Company may by ordinary resolution of which extended notice given in accordance with Section 142 of the Act remove any Director before the expiration of his period of office, notwithstanding anything in these Articles or in any agreement between the Company and such Director. Such removal shall be without prejudice to any claim such Director may have for damages for breach of any contract of service between him and the Company.
- The Company may by ordinary resolution appoint another person in place of a Director removed from office under Article 50. Without prejudice to the powers of the Directors under Article 49 the Company in general meeting may appoint any person to be a

Director, either to fill a casual vacancy or as additional Director. A person appointed in place of a director so removed or to fill such a vacancy shall be subject to retirement at the same time as if he had become a Director on the day on which the Director in whose place he is appointed was last elected a Director.

In addition to the Articles of Association we have a Policy in place and ratified by the Board on the Rotation of Directors. This Policy states that:

Criteria for membership are:

- An interest in and/or understanding of community development and family support
- Interest in specific areas of the Project's work
- Representation of the Project's target groups
- An awareness of the issues affecting the local community
- An understanding of Community Development, social exclusion, poverty and inequality
- A willingness to participate in appropriate training
- An ability to work as part of a team and to listen
- A willingness to make the time to attending meetings, planning and review days
- An interest in promoting the Project and its work in a positive way
- A commitment to supporting the staff in the Project

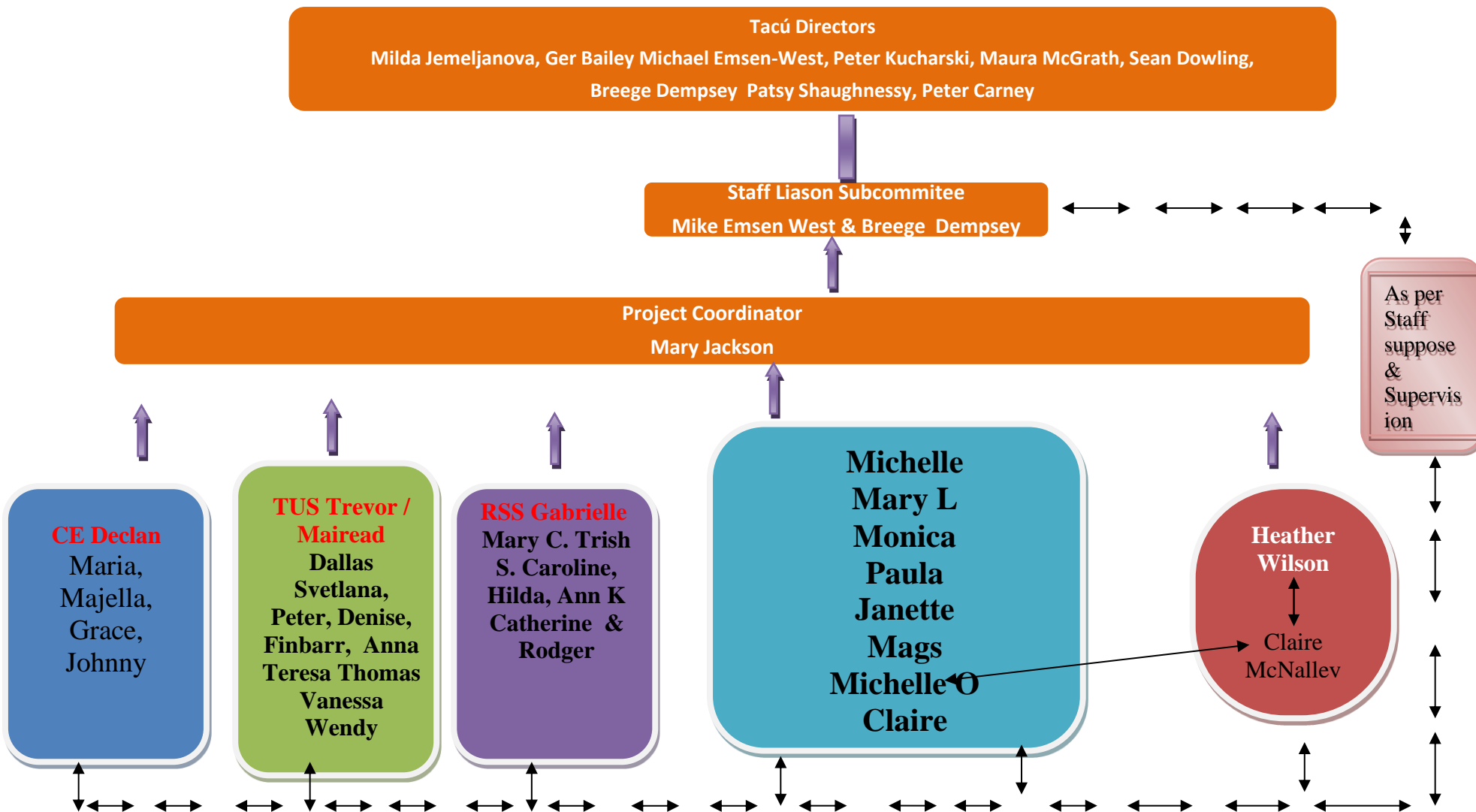
Strategy to recruit new Management Committee members

- Existing members may pro-actively selecting / targeting people
- Through involvement in a sub-committee / working group
- Through self-selection – if someone declares their interest

In the case of self-selection – potential new members will be asked to provide references (from other community / voluntary groups or an employer) if they are not known by anyone on the management committee.

The Policy also states that the 7 years is the maximum time that a Director can hold Office by which time the Director must step down for a minimum of 1 year.

Staff Support & Supervision Structure



Budget

General Expenditure						
	YEAR 1	YEAR 2	YEAR 3	Year 4	Year 4	
Salaries						
Travel and Subsistence						
Rent						
Refuse Charges						
Office Supplies						
Postage						
Equipment Hire/ Leasing/Serviceing						
Light & Heat						
Insurance						
Telephone & Communications						
Programmed Costs						
Bank Interest & Charges						
Auditing / Accounting Fees						
Legal fees						
General Services						
Miscellaneous Expenses						
Recruitment advertising						
Management and staff training and support						
Repair & Maintenance						
TOTAL						