



**Trinity Adult Resource Group for  
Education and Training Ltd.**

**TARGET**

**Business Plan - Version 3.0**

**September 2018**

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## **Confidentiality Agreement**

The undersigned reader acknowledges that the information provided in this business plan is confidential; therefore, the reader agrees not to disclose it without the express written permission of Trinity Adult Resource Group for Education and Training Ltd. (TARGET)

It is acknowledged by the reader that information to be furnished in this business plan is in all respects confidential in nature, other than information that is in the public domain through other means, and that any disclosure or use of this confidential information by the reader may cause serious harm or damage to TARGET.

Upon request, this document is to be immediately returned to TARGET.

Signature  
Chairperson of the Board of Management

Name (printed)

Date

This is a business plan. It does not imply an offering of securities.

## 1. Executive Summary

Trinity Adult Resource Group for Education and Training (TARGET) has had a long and successful journey from its formation in 1993. In recent years, TARGET has been held back by uncertainty in relation to premises from which to operate, and while the goodwill offered by Church and School was welcome, the recent agreement to lease a premises at 203 & 205 Edenmore Ave has added a degree of certainty for the future that is welcome and long overdue.

While we owe a debt of gratitude to the Founders, Board Members, Managers and Staff who have brought us thus far, recent additions to the board and strategic key management hires has added a drive and determination to the operation and is setting TARGET up for continued success and growth in the medium to long term.

This Business Plan describes the services offered by TARGET and sets out the plans for growth and development. Strategies are in place to secure funding for the important services that are offered and the timing of these new developments with TARGET are ideal for the population growth that is being experienced in the Dublin 13 area.

Planned developments described in the plan are:

- Improvements in our Marketing Communications (Marcom) to reach our target audience.
- Acquisition of Leasehold Property at Edenmore.
- Securing our position as Caretaker Tenant at Donaghmede House.
- Engagement with the Technological University (formally ITB) as a thought leader and tutor in a degree programme in Counseling.
- Continuing and expanding the important Counseling Service that have long been offered by TARGET in Donaghmede and expanding the service into the Edenmore community.
- Re-Establishment of TUSLA certified Childcare and After School Facility in Edenmore.
- Expansion plans for further Childcare and After School Facilities in new communities within our catchment area and also in central Donaghmede.

We acknowledge, with thanks the supports that have been offered to TARGET in recent times from those mentioned within.

To our funders, business partners, support services, community supporters, political representatives and clients, we commit to the delivery of this business plan and look forward to providing many more years of community service.

We recognise, with thanks the continued engagement, energy and enthusiasm of our staff as recently recognised by the Lord Mayor of Dublin, Mícheál MacDonncha, during a reception held for TARGET staff at the Mansion House in Dublin on 18<sup>th</sup> June, 2018.



## 2. Company and Corporate Structure

Trinity Adult Resource Group for Education and Training (TARGET) was established in 1993 in the Donaghmede area of North Dublin. In 2001 TARGET was legally incorporated as a company limited by guarantee with charitable status. A voluntary Board of Management runs TARGET with a membership of local people, together with representatives of its funders. It operates a range of programmes on behalf of community / statutory agencies, with a clear focus on adult education and training.

**The Mission of TARGET** is: 'Using a partnership approach, to meet the broad lifelong learning needs of local adults within the Donaghmede area of North Dublin and its hinterland, particularly those who experience / have experienced difficulty with the formal education system, by supporting them to develop their personal, education and employment skills, and thereby enhance their quality of life'.

TARGET aims to achieve its mission with the support of its various partners.

TARGET promotes facilitative leadership, whether it is in the classroom, or looking after its Community Employment Participants. One of the models of facilitative leadership is the celebration of accomplishment. TARGET celebrates the success of all its participants whenever the opportunity arises, giving each individual a sense of belonging.

### Charitable Objects.

To satisfy the educational needs of adults within the community of Dublin 13 in accordance with agreement procedures and policies of AONTAS (National Association of Adult Education) and those who experienced difficulty in the education system by supporting them to return to education, particularly in relation to literacy and numeracy, practical, personal and social skills.

### Objectives and Ethos of TARGET.

TARGET is committed to providing adult education services to the local community in a positive, person centred environment. The values inherent in this aim are as follows:

- That people can attend the most suitable course for them;
- That people are able to participate by providing affordable courses;
- That no one is turned away from TARGET;
- That people have a right to a second chance to education within their own community;
- That literacy classes are provided free to people in the Donaghmede area;
- That education means empowerment and TARGET continues to strive towards that vision.

This leads to the **Aims and Objectives of TARGET.**

- To provide education to meet the needs of the community;
- To assist people to build their confidence;
- To help build and foster respectful relationships;
- To build equal opportunities via education and training for all members;
- The provision of literacy classes;
- To charge minimum course fees — accessibility;
- The provision of adult education at local level;
- To facilitate local people in making informed choice;
- The provision of adult education at community level;
- The provision of a wide range of courses and classes;
- The development of TARGET to meet the needs of the community.

**Corporate Structure**

- Company number: 342565
- Date of incorporation: 2<sup>nd</sup> May, 2001
- Registered office: Donaghmede House Community Centre, Newbrook Road, Donaghmede, Dublin 13, D13K6YI.
- Company ownership and structure: Company Limited by Guarantee with Charitable Status.
- Charities Regulatory Authority (CRA) Number: 20028510
- CHY (Revenue) Number: 10875

Accountants / Auditors: Hayden Brown,  
Grafton Buildings,  
34 Grafton Street,  
Dublin 2.

Bankers: Allied Irish Bank, Howth Road, Raheny, Dublin 5. Permanent TSB Bank, Raheny Shopping Centre, Howth Road, Raheny, Dublin 5.

Legal: Tom Brabazon,  
Brighton House,  
29 Fairview Strand,  
Clontarf, Dublin 3, D03K6K2.

**Promoters, Management Team/Advisors**

- Board of Directors Lisa Flanagan Kane  
Brenda Clerkin  
David Mack  
Robert Bergin  
Robin Faughnan  
Gerry Mooney
- Company Secretary: Patricia Gibson 30<sup>th</sup> April, 2014
- Advisors/Mentors, including Senior Management Team.  
Lisa McNamee General Manager  
Louise Nolan Operations Manager  
Nicola Troy CE Supervisor
- Promoters: Tom Brabazon City Councillor (Fianna Fáil)  
Mícheál MacDonncha City Councillor (Sinn Féin)  
Michael O'Brien City Councillor (Solidarity)  
Denise Mitchell TD (Sinn Féin)  
Seán Haughey TD (Fianna Fáil)  
Tommy Broughan TD (Independent)  
Paul Rogers Northside Partnership  
Ceira Sadlier Northside Partnership

TARGET has registered in compliance with The Register of Lobbying is maintained by the Standards in Public Office Commission (Standards Commission).

## Achievements to Date

Target started out as the 'D13 Adult Education Group' in 1993 when two local women responded to the demand for Adult Education courses in the area by forming an ad-hoc organising group with the support of the Head Librarian in Donaghmede Library and the Community Officer of Dublin City Council. Initially, the group operated from Donaghmede House, offering four courses to sixty women in the first year. As news of the courses spread, the range of classes offered expanded and the number of participants also grew.

By 1993, the group was renamed TARGET and offered a total of 14 courses to offer 100 participants. By this stage, TARGET had moved to unused and derelict classrooms in St. Kevin's school, provided by the Board of Management of the School. These rooms were totally refurbished by TARGET, for the provision of services by all people in the community.

In 1994 TARGET registered as a charity and in the same year, the crèche was opened to provide childcare facilities so that no parent would be excluded from attending a course due to childminding responsibility. 1995 saw the commencement of the FÁS Community Employment Project.

In 1994 as a result of eight deaths by suicide the late Marie McNamee saw the need for a counselling service. The first intake of students (16) commenced with training in 1995. We then opened the doors with 6 students qualified in 1997. The service was then opened to the community as the students then had to complete an additional 100 hours of client work. This course is run over a 3 ½ year period.

In the early 2000s, TARGET went from strength to strength as a hive of activity, with courses in:

Literacy	Art	Flower Arrangement	Cookery
Home Furnishing	Yoga	Pilates	Tai-Chi
Digital Photography	First Aid,	Manual Handling	Irish
English for Non-nationals	Spanish	Gardening	Assertiveness
Computers for Beginners	Knitting & Crochet	Personal Alarms	Parenting
ECDL Computer Course	Citizen's Information	Knowing your Rights	
FIT Computer Course for Over 55s	CSOP (Community Support for Older People)	ACCORD Marriage Preparation Courses	Personal Development

The Counselling Service has provided 1826 hours counseling to 207 different clients in 2017.

Three ACCORD Marriage Preparation Courses are provided per year, catering for approximately 20 couples with services provided by three counsellors per course.

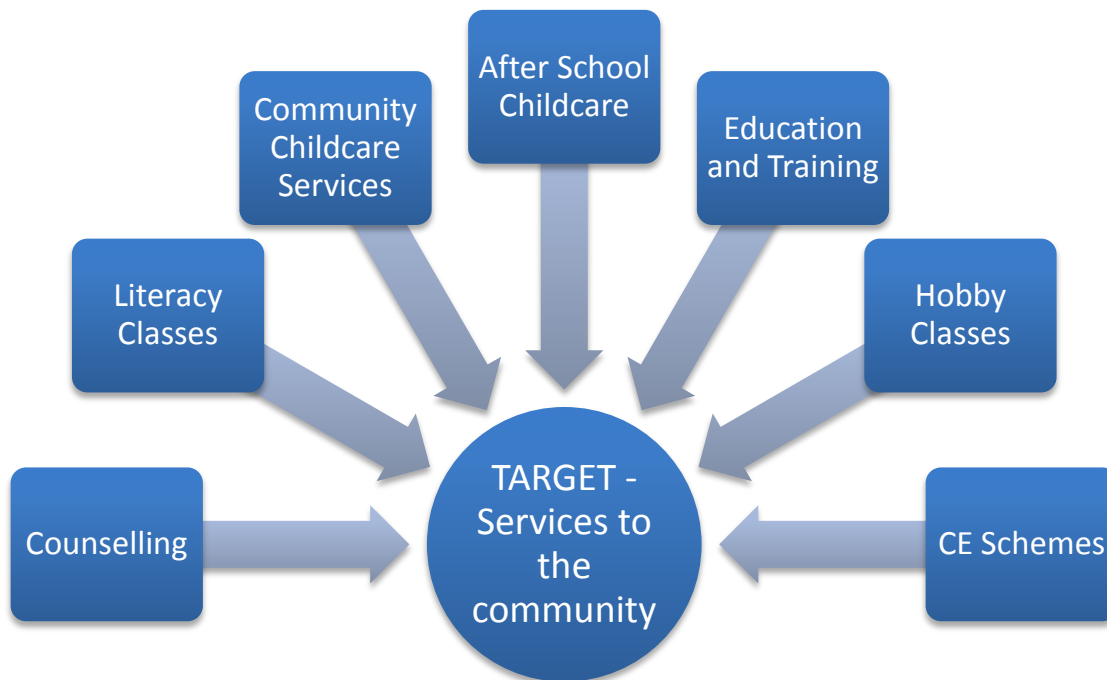
The 'Listen Project' run by four qualified TARGET counsellors, provides a specialist one-to-one support service for 12-21 year olds from Dublin 17, 13, 5 and surrounding areas. This is provided in conjunction with Sphere17 (regional youth service) and New Life Centre in Darndale.

In conjunction with the Irish Hospice Foundation, TARGET Counselling Service provides a six week support group for people who have been recently bereaved, several times per year.

In recent years, TARGET has run a TUSLA approved Community Childcare services for 22 children, run from 8:30 to 1:30, 48 weeks of the year. Reduced summer service for children aged 2-5. Training in Childcare for selected staff on CE Schemes. This service is currently being re-established in a recently acquired new premises. We plan to open a second and a third Community Childcare facility in the greater Donaghmede area over the coming five years.

In 2001, TARGET was the winner of FÁS National and Regional Awards, Community Services category.

### 3. Service Offerings by TARGET:



- ✓ Extensive range of Adult Education.
- ✓ Facilitates Marriage Preparation Courses in conjunction with Accord.
- ✓ Receptionists are available to provide Health Service information from the Health Promotion Agency within the Department of Health.
- ✓ Literacy Service designed to help students experiencing difficulty with reading, writing or mathematics.
- ✓ DEASP Community Employment - Full time and part time employment can be gained through this service.
- ✓ Counselling is an essential service provided by TARGET to the community, by counsellors who are trained to listen, support and counsel people in need.
- ✓ TUSLA approved Community Childcare services for a maximum of 30 children, catering for CCSS (Community Childcare Subvention Scheme) and ECCE (Early Child Care and Education) Schemes. The service was run from 8:30 to 1:30, 48 weeks of the year. Summer service was restricted to a daily drop in service for children aged 2-5. Childcare training provided. This service is currently being set up in a newly acquired premises in Edenmore.
- ✓ Diploma in Humanistic Counselling, is in the process of becoming QQI certified, in conjunction with Institute of Technology, Blanchardstown and Northside Counselling Service, with a view to providing Level 8 Degree course.
- ✓ Donaghmede Men's Shed was established in 2014 and is funded by DCC.



## **Key Partners**

TARGET as a Community Organisation has consolidated its links using its Partnership approach with all statutory agencies and issue based national organisations, which enable TARGET to enhance the services we deliver in a professional manner

### **City of Dublin CDETB**

CDETB have undergone a huge administrative re-organisation and we now have a regional office.

### **DEASP (Department of Social Protection)**

DEASP have increased our number of CE participants.

### **Northside Partnership/Forum**

Northside Partnership continues to provide support to TARGET and TARGET continues to work in partnership with the NSP. Northside Forum and Northside Partnership are working in conjunction with Community Groups providing training and assistance with the Governance Code, TARGET is availing of this service.

### **Governance Code**

Target has signed up to the Governance Code and is 'on the journey'.

### **HSE**

TARGET continues to provide a locally based community venue for the Health Service Executive to provide health care information services.

### **ACCORD**

We have become a recognised centre for Marriage Preparation, which is afforded to the wider community. ACCORD facilitates this course in the TARGET centre.

### **OPEN**

TARGET continues to be affiliated with OPEN (One Parent Exchange and Network)

### **INOUE**

TARGET is affiliated to the I.N.O.U. (National Organisation of the Unemployed). The I.N.O.U. provides TARGET with a mountain of information relevant to issues for the unemployed and this helps to improve the overall TARGET Project. The I.N.O.U. publication of "Welfare to Work" booklet is an invaluable publication to Family Resource Centres.

Others: Northside Community Law & Mediation, NEAR Media, Dublin City Council, DECLG Community Sector Employer's Forum (Dublin Employment Pact)

## 4. Market Analysis

### Counselling

Competitors in Donaghmede area:

- None

Addiction Services >5km

- Baldoyle Family Resource Service (limited hrs)

Demand for the service

- Waiting list approx 6 wks to 10 weeks
- No HSE Addiction counsellor in catchment

Reason for choosing TARGET

- 2017-1826 counseling hrs to 207 clients
- Low cost-High output
- Childcare provision for service users

Funding Opportunities

- €50,000 Counselling grant from TUSLA
- €16,950 Administrator position from HSE
- Negotiations with TUSLA regarding the potential of becoming a Family Resource Centre.

### Childcare

Competitors within 5Km reach:

- Name
- Name
- Name

Services offering

- 25 places
- Low cost
- Means Tested
- Funding through Pobal

Demand profile

- Demand from parents using Counselling
- Demand from parents in Adult Ed Courses
- Demand for low cost childcare

NSCS Offering

- Waiting Lists
- 
- 

Reason for choosing TARGET

- Embedded in the community
- Rich community development history
- Progression pathways from CE to work.

Plans for + 5 Years / + 10 Years

- TARGET is actively seeking purpose built premises to provide all of its services
- Expansion of CE programme
- Potential to partner with HSE & TUSLA in provision of services across the lifespan: child to senior citizen.

## 5. Marketing and Sales

This section deals with enhancing our public image and capitalising on goodwill in our locality.

The TARGET Brand has been well established in the greater Donaghmede area and we intend to protect and enhance it in order to continue the legacy of service to the community...

### Marketing Communications (Marcom)

- TARGET website is currently under re-construction.
- We plan to upgrade our Social Media presence with a view to keeping our local community informed about our range of services.
- TARGET has a strong local presence in Donaghmede and in the greater Dublin 13 area. We hope to create greater awareness about the services through some fundraising efforts in late 2018.

### Sales Strategy

TARGET plans to sell service to the local market through direct sales. There is a shortage of childcare in the area and counseling services has proven to be a popular service in recent years.

***Our services are of high quality and provide excellent value – They sell themselves!***

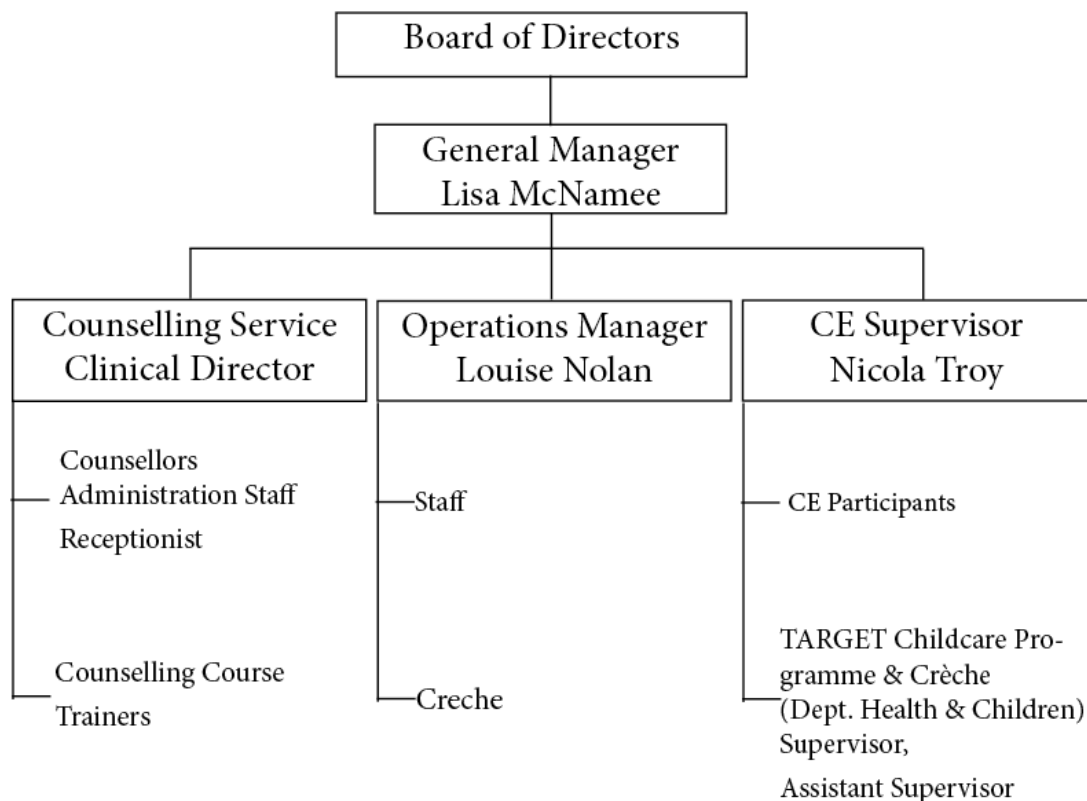
### Pricing Model

- Pricing for counselling 20 euro average donation.
- Pricing for childcare:
  - Funded 64.50 per child.
  - Un-funded approximately 10 euro per hour.
- Pricing for Classes administration fee of 40 euro per participant.
- Fees for Counseling Training 3600 per year per participant.

## 6. Operations

This section describes the daily operation of the business, its location, equipment, people, and processes. The operational plan describes how the business will be managed as it grows over the coming years

### Management/Organisation



### Resourcing

<b>Staffing</b>	Current Staffing	+2Y- end 2020	+5Y - end 2023	+10Y-end 2028
Management	2 WTE	3 WTE	4 WTE	5 WTE
Accounts	0.5	1	1	1.5
Human Resources	0	0.5	1	1
Administration	1	2	3	4
Counselling	1 + 30 Volunteers	1 + 35 Volunteers	1+37 Volunteers	1+40Volunteers
Childcare	1	3	5	7
Other	30 CE participant	50 CE participant	50CEparticipant	50CEparticipant

<b>Premises</b>	Current	+2Y- end 2020	+5Y - end 2023	+10Y - end 2028
Donaghmede House	☐	☐	☐	☐
Edenmore Avenue		☐	☐	☐
Commercial unit in new estate D13			☐	☐
Additional unit in Donaghmede				☐

## Donaghmede House

In discussions with Fingal County Council and Dublin City Council regarding securing Donaghmede House with the support from Deputy Sean Haughey. These negotiations are proceeding in a manner that looks favourable.

## 203 and 205 Edenmore Avenue

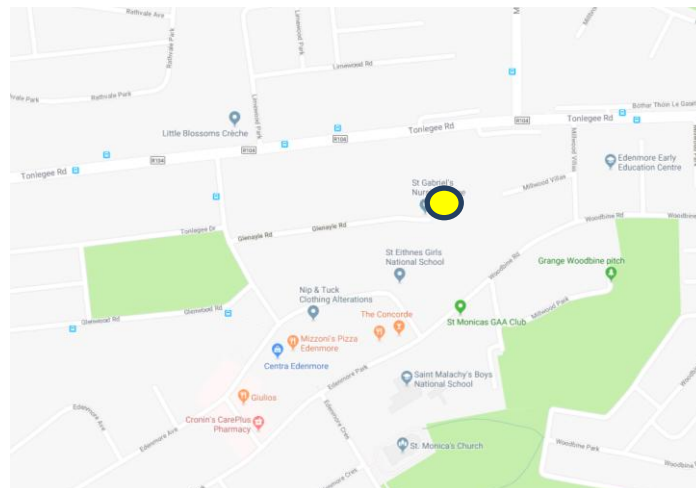
TARGET has entered an important new rental agreement with **HAIL** for a 3 year lease on 203 and 205 Edenmore Avenue in Raheny, adjacent to schools and shopping facilities.



The building comprises two self-contained units, with a total overall space amounting to approx. 160 sqm:

- The ground floor unit comprises a reception area with kitchen and toilet facilities, and a large activities room of approx. 50+ sqm. This area is wheelchair-accessible from street level.
- The first floor which is accessed from a separate outside door and internal stairway comprises two rooms suitable for meetings, a kitchen area, and a bathroom. The overall first floor space is approx. 50 sqm.

There is parking space to the front and to the rear.



- There is a requirement for garden area / Accessibility / Fire Compliance.
- Much of our equipment will transfer from our previous location – additional equipment required will be leased or purchased as required.
- Grant aid is forthcoming from a number of sources to help us get established.
- There are infrastructure requirements, including sound proofed counseling rooms.
- We will require security and communications equipment.
- Our key supplies have agreed to support us in the re-establishment of services.
- We have made provision for GDPR and Data Protection.
- All of our staff are trained in Child Protection.

## Risk Management

Please see below a list of potential threats or risks and the likelihood of their occurrence (H-High, M=Medium, L=Low) and the mitigation factors that the board has in place to deal with these risks.

Risk Identification	Risk Assessment		Risk Management
	Likelihood H/M/L	Impact H/M/L	Details of what we are doing to address the risk
Failure to secure planning approvals	M	H	Engagement with the local authorities and securing support from local representatives.
Inability to recruit childcare workers	L	H	We have retained links with the CE Programme participants and supported them in other services.
Failure to secure TUSLA Certification	L	H	Experience with previous applications. Support from former staff and from Northside Partnership.
Funding constraints for refurbishment	L	M	TARGET has secured commitment from key partners and from Church authority to support setup.
Loss of key personnel	M	M	Document all critical procedures. Cross train and ensure that all critical operations are understood by multiple staff
Failure to secure the preferred property / facilities for expansion	M	M	While engaging with preferred business partners in an enthusiastic and professional manner, maintain links with other possible partners as a backup.

## 7. Conclusion

Trinity Adult Resource Group for Education and Training (TARGET) is open for business. Following uncertainty during the past year in relation to an operations location, the recent lease agreement on 203 and 205 Edenmore Avenue is the first step in bringing this Business Plan to fruition. Future plans outlined herein will be made possible through partnership with funders, property developers, community organisations and the ongoing support of the Donaghmede and greater Dublin 13 community.

While the Counseling Service has continued to be delivered successfully from the Donaghmede Parish House, we have been unable to offering the important child minding service that many counseling clients require in order to partake.

TARGET is now in a position to re-establish a high quality, TUSLA Certified childcare service and to expand the Counseling Service into a broader geography.

Through the work and dedication of our Counseling programme graduates, we are close to establishing formal links with the Technological University (Formerly ITB) to launch a Level 8 Degree programme. This elevates our service to an influential position in this important discipline.

Building on recent management recruitment, our staffing plans are ambitious, yet achievable.

Our funding position is positive and TARGET is in a credible position to secure funding on many of our programmes.

Our expansion plans are very much dependent on partnership with social and business communities. The reputation that TARGET has cultivated in the past 25 years will be attractive for any would-be partners who seek to integrate childcare, education, training and other important social services in the growing communities around Donaghmede, Edenmore and Dublin 13.

We welcome discussion and engagement in our business plan.

## 8. Financial Projections

<b>Historical Performance Summary:</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Gross income</b>	€599,687	€659,279	€659,899	€223,122
<b>Total expenditure</b>	€616,411	€666,871	€648,756	€239,546
<b>Average number of employees</b>	20-49	20-49	20-49	1-9
<b>Average number of individuals volunteering</b>	20-49	20-49	20-49	20-49

I	Key Assumptions
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### I Key Assumptions

- TARGET plans to remain the anchor tenant and retain Caretaker status in Donaghmede House.
- TARGET plans to commence childcare services in Edenmore Avenue in September 2018, subject to successful outcomes of a planning application.
- Counselling Services will move from Donaghmede Parish House to Edenmore in September 2018.
- Counselling Services will retain one suitable room in Donaghmede House.
- Income sources – Planning to open childcare services, afternoons from September 2018.



**II Income & Expenditure Accounts**

**TRINITY ADULT RESOURCE GROUP FOR EDUCATION AND TRAINING CLG  
(COMPANY LIMITED BY GUARANTEE)**

**INCOME AND EXPENDITURE ACCOUNT  
YEAR ENDED 31ST DECEMBER 2016**

	Note	2016 €	2015 €
<b>Income</b>		659,279	659,899
<b>Gross income</b>		<u>659,279</u>	<u>659,899</u>
Administrative expenses		(666,871)	(648,756)
<b>(Deficit) / surplus for the financial year</b>	<b>7</b>	<u>(7,592)</u>	<u>11,143</u>

All the activities of the company are from continuing operations.

The company has no other recognised items of income and expenses other than the results for the year as set out above.

The financial statements were approved by the board of directors on 28th April 2017 and signed on behalf of the board by:

Brenda Clerkin  
Director



Gerry McNamee  
Director



**III Balance Sheets**

**TRINITY ADULT RESOURCE GROUP FOR EDUCATION AND TRAINING CLG  
(COMPANY LIMITED BY GUARANTEE)**

**BALANCE SHEET  
31ST DECEMBER 2016**

	<b>Note</b>	<b>2016</b>		<b>2015</b>	
		<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
<b>Fixed assets</b>					
Tangible assets	<b>10</b>	<u>4,866</u>		<u>6,679</u>	
			4,866		6,679
<b>Current assets</b>					
Debtors	<b>11</b>	5,800		5,780	
Cash at bank and in hand		<u>233,219</u>		<u>258,482</u>	
		239,019		264,262	
<b>Creditors: amounts falling due within one year</b>	<b>12</b>	<u>(57,706)</u>		<u>(77,170)</u>	
<b>Net current assets</b>			<u>181,313</u>		<u>187,092</u>
<b>Total assets less current liabilities</b>			<u>186,179</u>		<u>193,771</u>
<b>Net assets</b>			<u>186,179</u>		<u>193,771</u>
<b>Reserves</b>					
Income and Expenditure account			<u>186,179</u>		<u>193,771</u>
<b>Members funds</b>			<u>186,179</u>		<u>193,771</u>

These financial statements were approved by the board of directors on 28th April 2017 and signed on behalf of the board by:

Brenda Clerkin  Director  
 Gerry McNamee  Director

## IV Cash flow Report

### TRINITY ADULT RESOURCE GROUP FOR EDUCATION AND TRAINING CLG (COMPANY LIMITED BY GUARANTEE)

#### STATEMENT OF CASH FLOWS YEAR ENDED 31ST DECEMBER 2016

	2016 €	2015 €
<b>Cash flows from operating activities</b>		
(Deficit) / surplus for the financial year	(7,592)	11,143
<i>Adjustments for:</i>		
Depreciation of tangible assets	2,441	2,316
Accrued expenses/(income)	389	413
<i>Changes in:</i>		
Trade and other debtors	(580)	(1,664)
Trade and other creditors	(19,293)	14,870
Cash generated from operations	<u>(24,635)</u>	<u>27,078</u>
Net cash (used in)/from operating activities	<u>(24,635)</u>	<u>27,078</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(628)	(2,675)
Net cash used in investing activities	<u>(628)</u>	<u>(2,675)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	(25,263)	24,403
<b>Cash and cash equivalents at beginning of year</b>	258,482	234,079
<b>Cash and cash equivalents at end of year</b>	<u>233,219</u>	<u>258,482</u>

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## **V Funding Proposal**

€50,000 Counselling grant from TUSLA  
€16,950 Administrator position from HSE  
€12,500 for rent from Diocese  
€400 grant for gardening group

### **Grant/funding will be accessed re. Childcare:**

€75,000 Capital grants  
€25,000 Dublin City Council  
€64.50 per child per week for childcare from Pobal

### **Grants applied for in 2018/2019:**

€15,750 for 3 projects through the national lottery fund  
€2,000 from Civil Service Charity Fund  
€7,000 ESB energy for generation's fund

## 9. Acknowledgements

TARGET would like to thank the following organisations:



Northside  
Partnership



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

