

Brill FRC

Strategic Plan 2026-2031



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Our Funders



Welcome from the Chairperson

It is my pleasure to present the Brill Family Resource Centre Strategic Plan 2026–2031. Our vision is that all children, families, and communities will actively participate and be included in a society that is free from prejudice, inequality, discrimination, and exclusion, and which enables everyone to achieve their greatest possible wellbeing. This plan builds on that vision, setting out our collective priorities to ensure that Brill FRC continues to provide inclusive, empowering, and high-quality supports for the communities we serve.

The plan is guided by the national outcomes set out in Young Ireland: The National Policy Framework for Children and Young People. These outcomes envision that all children, young people, and families are active and healthy, achieving their potential, safe and protected from harm, economically secure, and connected, respected, and contributing to their world.

Developed in collaboration with Hub Planning, this strategy reflects the voices and experiences of our community. It is rooted in evidence, consultation, and local insight, ensuring that the actions outlined respond directly to emerging needs and opportunities within Ballybeg, Larchville, and Lisduggan.

Over the next five years, we will continue to strengthen our governance, expand our services, and build the partnerships needed to ensure a more inclusive, resilient, and empowered community.

On behalf of the Board, I would like to thank our dedicated staff, volunteers, funders, and community partners for their commitment and collaboration. Most importantly, I wish to thank the individuals and families who continue to place their trust in Brill FRC. Your engagement shapes and inspires our work every day.

Together, we will continue to build a community where everyone feels valued, supported, and connected.

Edwin Adebayo
Chairperson
Brill Family Resource Centre

About Us

Our Vision

Our Vision is that all children, families and communities will actively participate and be included in a society that is free from prejudice, inequality, discrimination and exclusion, and which will contribute to their greatest possible wellbeing.

Our Mission

To support families and individuals, and the advancement of education, training and development for the community.

Our Aims

- To involve local people in identifying needs and developing needs-led responses collectively.
- To enable local people to develop their own potential and improve the quality of their lives.
- To improve the functioning of the family unit.
- To combat disadvantage.

Our Outcomes

Our Strategy is structured around the five key national outcomes set out in *Young Ireland: National Policy Framework for Children and Young People*. These outcomes reflect our shared vision for all children, young people, and families in our community, that they:

1. Are active and healthy, with positive physical and mental wellbeing
2. Are achieving their full potential in all areas of learning and development
3. Are safe and protected from harm
4. Have economic security and opportunity
5. Are connected, respected and contributing to their world.

These outcomes guide our priorities, actions, and partnerships to ensure that our community can thrive within a safe, inclusive, and empowering community.



Brill

Family Resource Centre

Ballybeg Community Development Project was established in 1991 and worked from Community Development principles and methods. It supported local socially excluded groups and the local community to become active participants in identifying and meeting their own development needs, and to work alongside other relevant agencies involved in local development initiatives. In 2018 it received funding through TUSLA to become a Family Resource Centre. The organisation is now formally BRILL Family Resource Centre. (BRILL = Ballybeg Region Integrated with Larchville & Lisduggan.)

Brill FRC is part of a national Family Resource Centre programme, this programme is Ireland's largest family support programme delivering universal services to families in areas experiencing disadvantage across the country based on a life-cycle approach. The aim of the FRC programme is to combat disadvantage and improve the functioning of the family unit. Each FRC operates autonomously working inclusively with individuals, families, communities, and both statutory and non-statutory agencies. FRCs are an integral part of the Child and Family Agency's Local Area Pathways model and act as a first step to community participation and social inclusion. The programme emphasises involving local communities in tackling the problems they face, and creating successful partnerships between voluntary and statutory agencies at community level.

A central feature of the FRC programme is the involvement of local people in identifying needs and developing needs-led responses. FRCs involve people from marginalised groups and areas experiencing disadvantage on their voluntary management committees. This approach ensures that each FRC is rooted in the community and this, in turn, makes it a vehicle for delivering other programmes in the community. FRCs are participative and empowering organisations that support families while building the capacity and leadership of local communities.

Our Governance

Brill Family Resource Centre (BFRC) operates as a Company Limited by Guarantee and a registered charity (Company Registration No. 201252, Charity Registration No. 20031992). The organisation is overseen by a Voluntary Board of Directors (VBOM) who give their time, skills, and expertise on a voluntary basis, receiving no remuneration for their service. The Board provides clear strategic leadership, setting the organisation's purpose, direction, and values, and ensuring that these are reflected in all aspects of BFRC's culture and operations.

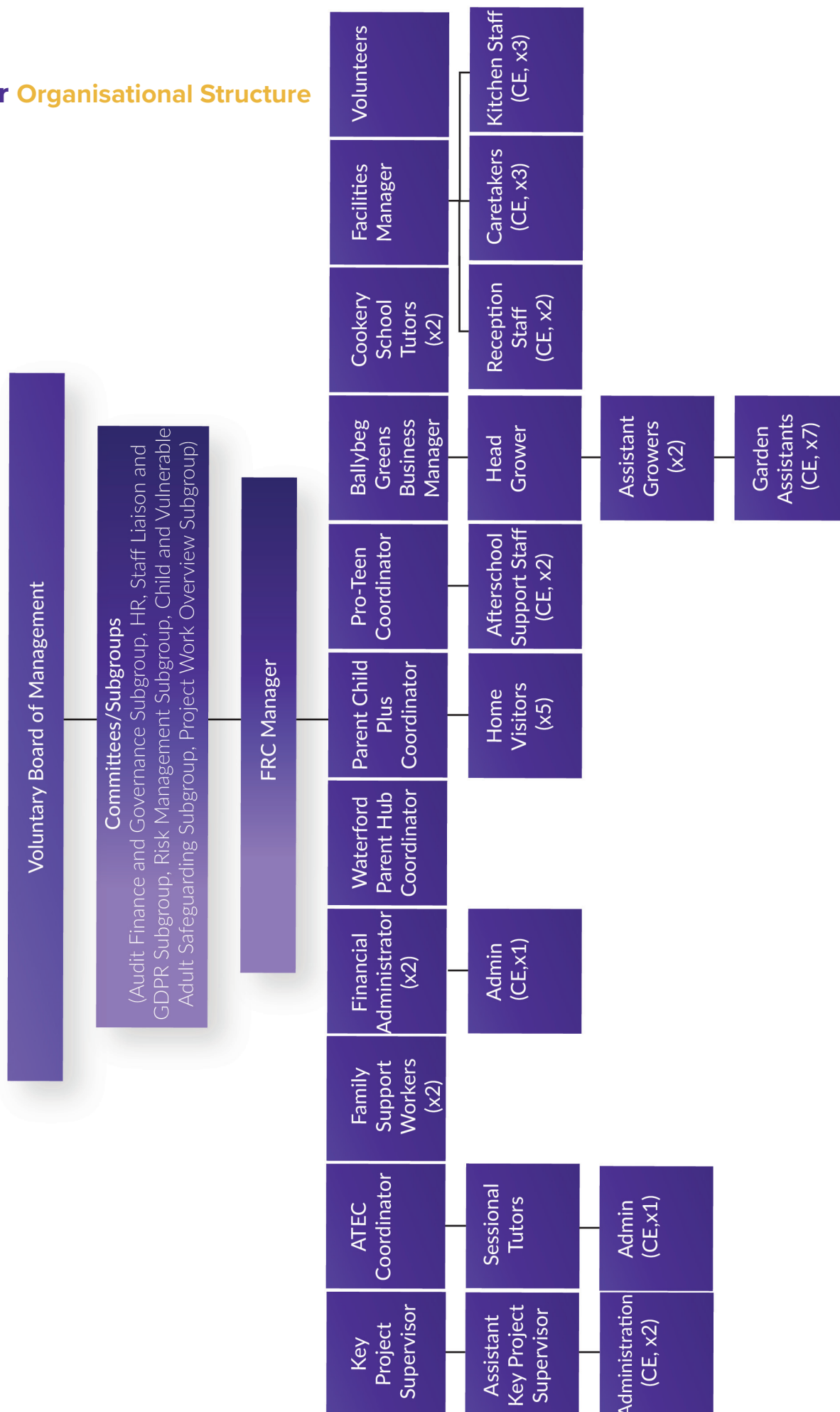
The Board is fully committed to excellence in governance and adheres to the six principles and 32 core standards of the Charities Regulatory Authority (CRA) Charities Governance Code. The VBOM ensures that BFRC operates with transparency, accountability, and integrity, maintaining robust oversight of the organisation's strategic and operational performance.

BFRC is proud to be fully compliant with the Charities Regulator Governance Code. In line with CRA requirements, a detailed Compliance Record Form is maintained to demonstrate and document ongoing adherence to the Code and best practice standards.



Name	Role
Edwin Adebayo	Chair
Mary Molloy	Company Secretary
Tina Stevens	Treasurer
Liz Rockett	Director
Sandra Ogayemi	Director
Eileen Mears	Director
Amy O'Connor	Director

Our Organisational Structure



Our Supports and Services

Brill Family Resource Centre (BFRC) delivers an integrated range of supports that promote wellbeing, learning, inclusion, and opportunity across the community. All programmes are grounded in community development principles, ensuring that services are inclusive, evidence-based, and responsive to emerging local needs.

BFRC promotes health and wellbeing through initiatives that encourage healthy lifestyles, good nutrition, and positive mental health. The Waterford Family Cookery School and Nutrition Centre, Ballybeg Greens, and the Commercial Garden provide access to healthy, affordable, and locally produced food while fostering skills, confidence, and connection. Complementary creative and therapeutic supports—including art, play, and music therapy, as well as therapeutic horticulture—enhance emotional wellbeing and community resilience.



Through programmes such as ParentChild+, Waterford Parent Hub, and ATEC, BFRC supports lifelong learning and skill development for children, parents, and adults alike. These initiatives strengthen parenting capacity, school readiness, and access to education and training, empowering people to reach their full potential and build brighter futures.



The Centre provides a comprehensive Family Support Service, offering guidance through the Meitheal process and practical assistance to families in need. Targeted supports are available for families of children with additional needs and neurodivergent families, promoting safety, stability, and wellbeing within the home and wider community.



BFRC also strengthens local economic security by supporting individuals and families to access employment, training, and Community Employment (CE) schemes. The Centre delivers targeted supports that help to alleviate cost-of-living pressures, reduce vulnerability, and build financial resilience within the community.

Finally, BFRC fosters a strong sense of belonging and participation through initiatives that connect people and strengthen community ties. The KEY Project Ballybeg, Pro-Teen, and 50 Shades of Exceptional social club promote inclusion and engagement, while universal drop-in activities and community development supports ensure that every individual feels valued, respected, and empowered to contribute.



Our Impact

BASED ON 2025

750+

Visitors
per month

9,000+

FRC Visits
across 2025

945+

Home Visits
in 2025

Empowering Individuals, Families and Young People



945+ home visits
provided tailored
support to families in
their own environments.



350+ parents
connected through the
Waterford Parent Hub,
ensuring timely access to
parenting supports and
information.



12 parenting
programmes, engaging
100+ families in evidence-
based approaches
that strengthen family
wellbeing.

"There is no
judgment"



400+ hours of
educational support
helping young people
improve confidence,
academic performance and
reach their potential.

"The Staff supported
our family when no
one else would. We
are forever indebted to
them"

"All the staff are very
friendly, they work
around you there is
never any pressure."

"I can safely say that
finding and attending
Brill helped me to turn
a corner"

"Brill FRC has an open
door policy, doesn't
matter where you're
from"

Building Local Capacity, Skills and Opportunities



41 Courses

delivered through ATEC, comprising 212 individual classes that strengthen learning pathways.



393 participants took part in training, building new skills, qualifications, and confidence to pursue education or employment.



250 job booklets

distributed weekly, supporting employment locally by connecting people to local opportunities.

Keeping Communities Informed, Engaged and Visible



162 events promoted on the Parent Hub website and social media campaigns sharing health and wellbeing resources.



756 social media posts and adverts shared, amplifying awareness of services, supports, and local initiatives.



210 social media posts with a reach of 1.5K followers on Facebook, amplifying local initiatives, calls to action, and shared successes.

Building Social Capital and Community Connection



150+ peer-to-peer, social, and community group meetings hosted, fostering connection, inclusion and support.



40 community allotments maintained, providing shared spaces that promote wellbeing, sustainability, and local food growing.



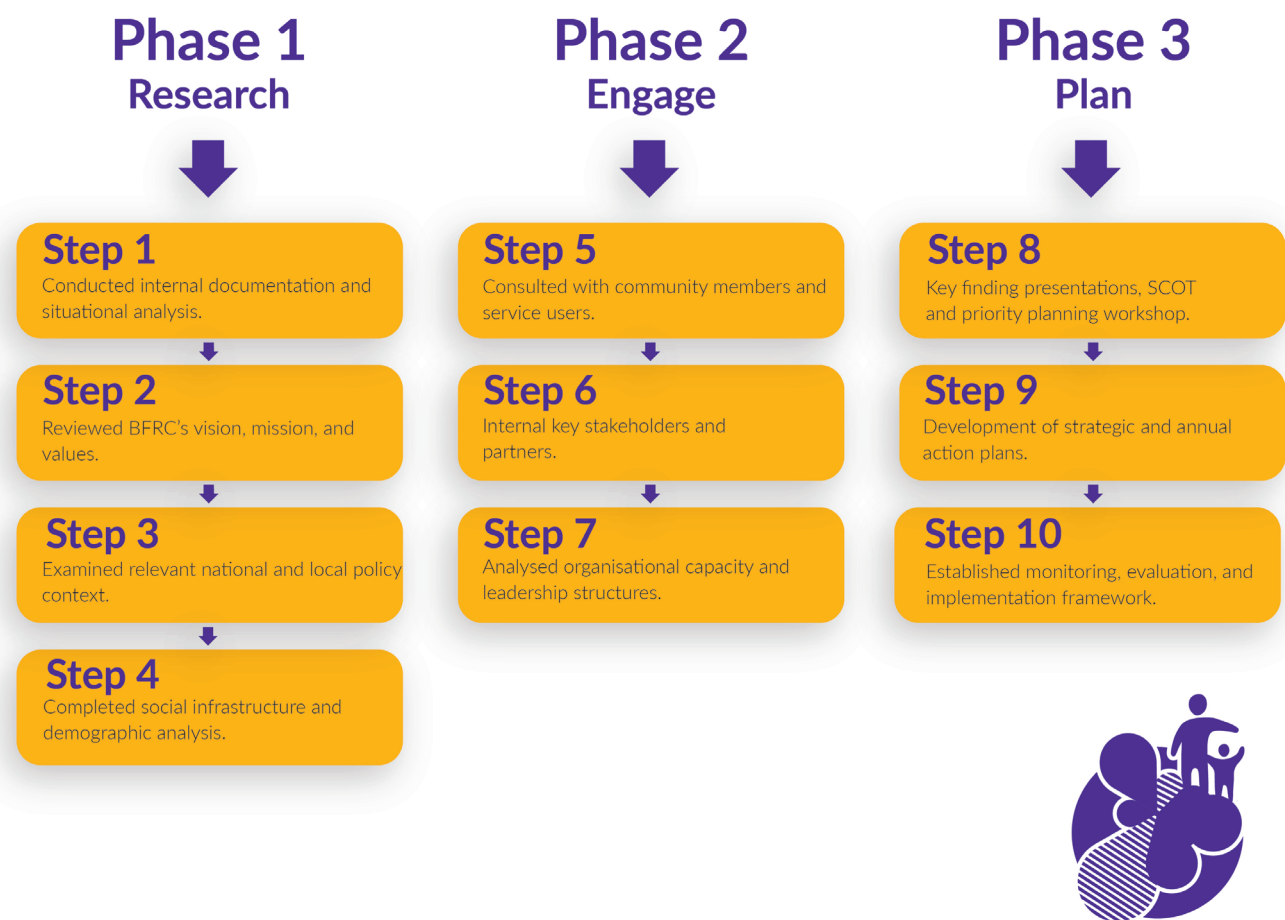
10 family garden plots, offering outdoor spaces for families to grow food, connect, and strengthen community bonds.

Our Planning Process

Our Planning Approach

This Strategic Plan was developed through a structured and participatory process that combined research, engagement, and organisational analysis. Guided by the values of inclusion, collaboration, and accountability, the approach examined community needs alongside BFRC's capacity, systems, and strategic direction. This ensured that the plan is grounded in both local insight and internal reflection, creating a clear, evidence-based roadmap for the future development of BFRC.

Our Methodology

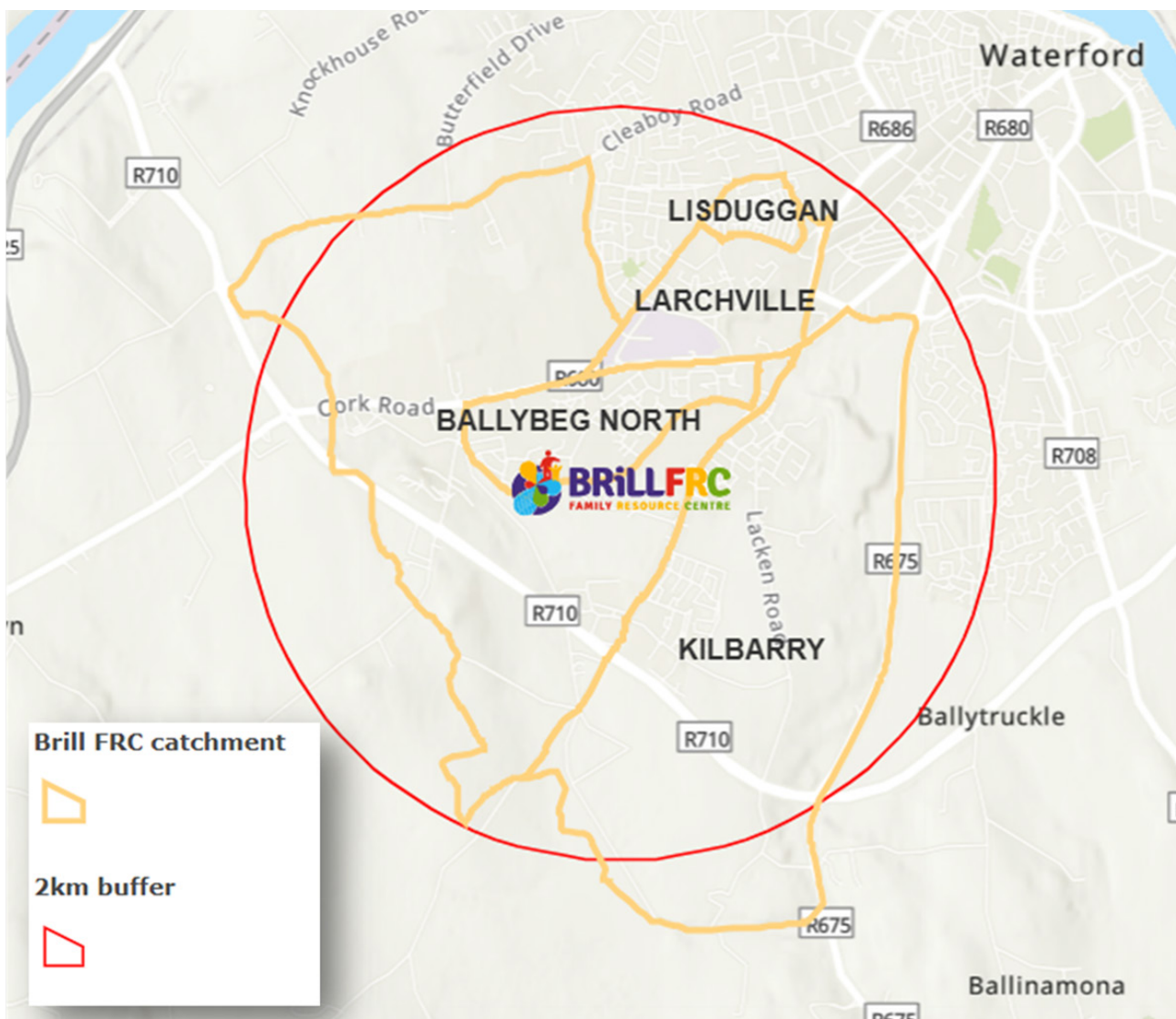


Our Area Profile

Our Catchment

Brill FRC has a primary catchment, however, our open door policy means we do not turn community members outside of these areas away. The primary catchment area comprises five Electoral Divisions (EDs): Ballybeg North, Ballybeg South/Ballynaneashagh, Kilbarry, Larchville and Lisduggan. According to the 2022 Census results, the total population

was 7,914 in the Brill FRC catchment. Between 2016 and 2022, the population growth in the Brill FRC catchment (28.9%) more than tripled the State average (8.1%). This rapid population growth was due to Kilbarry ED which had a growth of 142.6% across the same period.



Our Demographic Analysis

As part of the planning process, an extensive demographic analysis of the catchment area was undertaken using data sets available from the Central Statistics Office, including the Census 2016, Census 2022, Pobal Deprivation Index, Arrivals from Ukraine in Ireland Series, among others. Thematic summary of key findings:

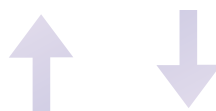
Active and Healthy

Compared to the State, there was a higher:

- Proportion of people reporting bad or very bad health (Brill FRC: 2.8%, State: 1.9%)
- Disability rate (Brill FRC: 23.0%, State: 21.5%)

Other key findings:

- Health outcomes were poorest in Larchville (31.8% with a disability; 5.4% reporting bad/very bad health) and Lisduggan (29.8%; 4.5%)
- A young population profile suggests future demand for preventative and child health services.



Learning and Development

Compared to the State, there was a higher:

- Proportion of people with no formal or only primary education (Brill FRC: 18.2%, State: 10.5%)
- Households without internet access (Brill FRC: 10.5%, State: 9.5%)

Compared to the State, there was a lower:

- Proportion of professional workers (Brill FRC: 4.5%, State: 11.1%)
- Proportion of managerial/technical workers (Brill FRC: 21.3%, State: 36.8%)

Other key findings:

- Positive educational trends: more people continuing education beyond age 21 (Brill FRC: +13.6%)
- Significant decline in early school leavers (Brill FRC: -10.8%)
- Digital exclusion especially high in Larchville (18.5%) and Lisduggan (16.8%).

Safe and Protected from Harm

Compared to the State, there was a higher:

- Population growth (BRILL: 28.9%, State: 8.1%); Kilbarry alone grew by 142.6%
- Young age dependency ratio (Brill FRC: 34.3%, State: 30.1%)
- Proportion of babies and pre-schoolers (Brill FRC: 6.6%, State: 5.7%) and primary (10.9%) and secondary (8.7%) school aged children
- Families with children aged 0–4 (Brill FRC: 28.1%, State: 23.9%)
- One-parent family households (Brill FRC: 18.4%, State: 9.9%)
- Lone mother-led families (Brill FRC: 39.9% of families with children, State: 21.1%).

- Group households with children (Brill FRC: 5.9%, State: 4.9%)
- Lone person households (Brill FRC: 23.3%, State: 23.1%).

Compared to the State, there was a lower:

- Proportion of couple families with children (Brill FRC: 25.6%, State: 33.7%)

Other key findings:

- Lone mothers made up over half of families in Lisduggan (51.1%) and Larchville (50.9%)
- Growth in group households with children (+1.2%) and without (+6.3%).

Economic Security and Opportunity

Compared to the State, there was a higher:

- Unemployment rate (Brill FRC: 15.7%, State: 8.3%)
- Proportion of people looking after home/family (Brill FRC: 7.1%, State: 6.6%)
- Semi-skilled (Brill FRC: 24.8%, State: 13.5%) and unskilled workers (Brill FRC: 10.8%, State: 3.7%)
- Social housing (Brill FRC: 37.7%, State: 10.4%)
- Dwelling stock growth (Brill FRC: 25.9%, State: 8.2%)
- Housing predominantly made up of houses and bungalows (Brill FRC: 98.1%, State: 86.7%).

Other key findings:

- Unemployment decreased significantly across the catchment (–14.6% since 2016)
- Increase in semi-skilled employment (+4.4%)
- Local authority rental concentrated in Ballybeg North
- 77 HAP properties in 2022 (most in Kilbarry), down from 92 in 2016.

Connected and Respected

Compared to the State, there was a higher:

- Ethnic diversity (Brill FRC: 24.0%, State: 18.4%)
- Black or Black Irish population (Brill FRC: 4.8% State: 1.6%)
- Irish Traveller population (Brill FRC: 2.3%, State: 0.7%)
- Proportion of Non-Irish nationals (Brill FRC: 14.5%, State: 12.9%)
- Polish nationals: 3.4% (State: 1.9%)

Other key findings:

- Very high Traveller population in Ballybeg South/Ballynaneashagh (200 per 1,000; State: 6.5)
- Kilbarry ED had highest diversity (ethnic: 32.4%, national: 23.6%)
- Growth in minority groups from 2016–2022: +0.8% Black or Black Irish, +0.8% Asian or Asian Irish, +1.3% Other ethnicities.

Source: CSO

Our Community Profile

BASED ON CENSUS 2022/2016

This infographic provides key demographic factors across the Brill FRC catchment area, offering insights into age distribution, ethnicity, education, health, and households, to better understand the key social and economic profile of the community Brill FRC serves.

👇 lower than State 📈 higher than State — same as State

Population 2022

7,914

28.9%

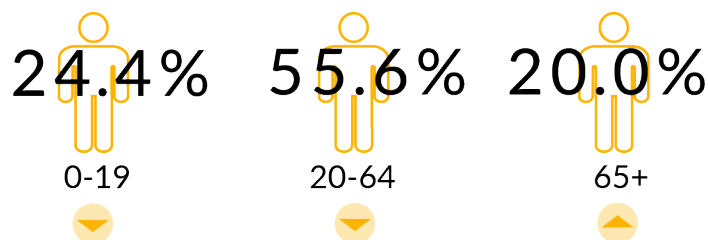
2016-2022
population
growth

Nationality



2 in 10 people are Non-Irish nationals

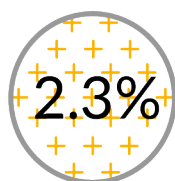
Age Structure



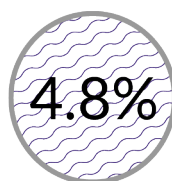
Ethnicity



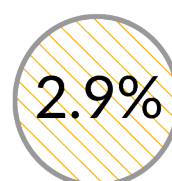
White or
White Irish



White Irish
Traveller



Black or
Black Irish



Asian or
Asian Irish



Housing Stock

2,908

2.7



Average
number of
persons in private
households

25.9%



Housing growth
from
2016-2022

Tenure Type

44.0%



Owner occupied
Rented from
private
landlord

17.6%



37.7%



Social Housing

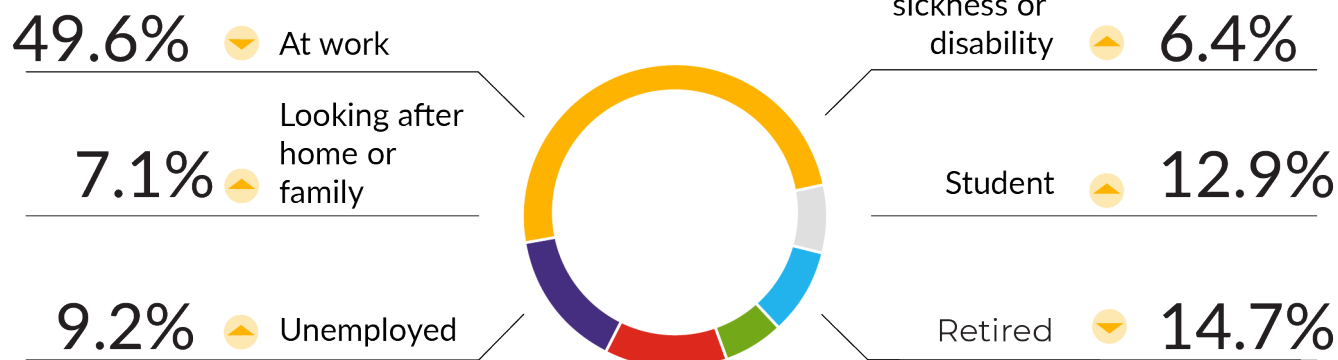
0.7%



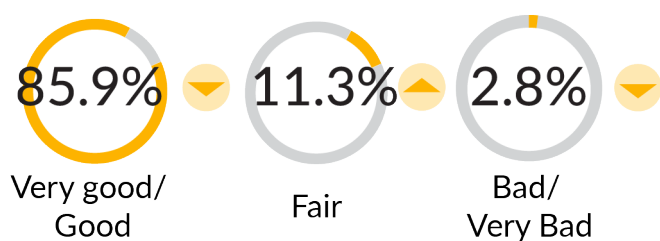
Occupied free
of rent



Economic Status



Health

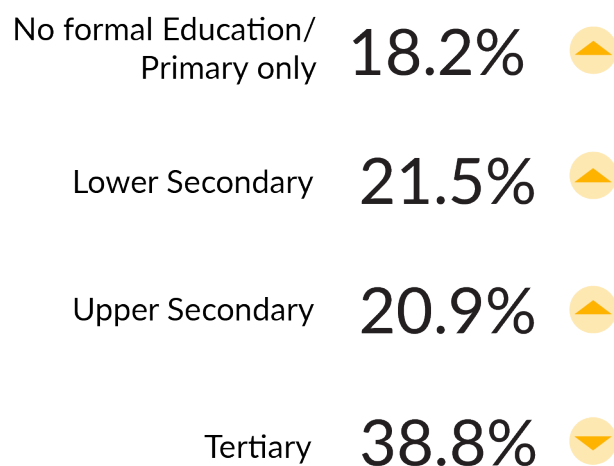


Disability

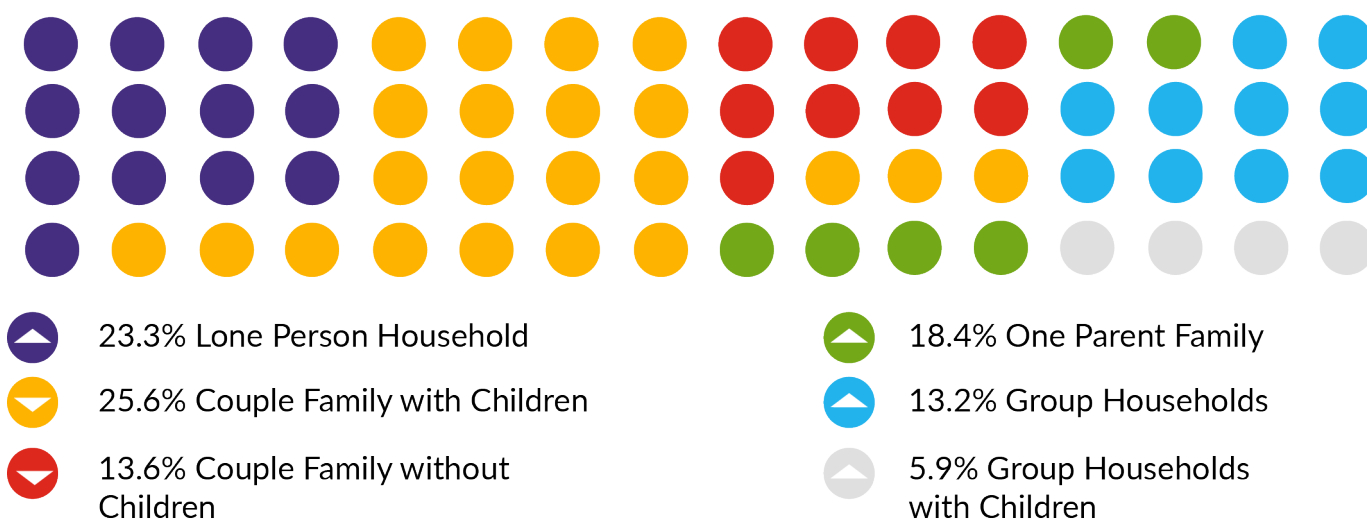
1,820..

... number of people with a disability of any extent, which is 23.0% of the total population.

Education Level



Household Structure



Our Consultation

Our Consultation

An extensive consultation process was undertaken to inform the development of this Strategic Plan, engaging with over 150 people to gather insights on the current and future direction of BFRC. Participants included service users, non-service users living within the catchment area, staff, volunteers, Board members, funders, and partner organisations. Efforts were made to engage individuals of all ages, genders, socioeconomic backgrounds, and ethnicities to ensure a broad and inclusive representation of community perspectives.

Information was collected through a mix of quantitative and qualitative methods, including questionnaires, interviews, workshops, and focus groups. The consultation explored participants' views and experiences of BFRC's services, identifying what is working well, areas for improvement, and key priorities for the future.

The following sections provide an overview of the consultation process, outlining engagement levels and the key findings that emerged from community and stakeholder input.

"The classes are fantastic, and the people working there have such a great attitude."

"The best community there is"

"The staff really want to help families in any way they can. They not only offer support within Brill but also link up with other services when needed."

"More mental health services for young kids, teach them how to control their brains and cope in tough times."

"More supports for parents, maybe a lone parents' group"

"Brill FRC offers so much for families and others too."

Our Engagement Numbers

 **130+**
Public survey responses

 **15+**
Internal stakeholders

Gender

85%

Female

15%

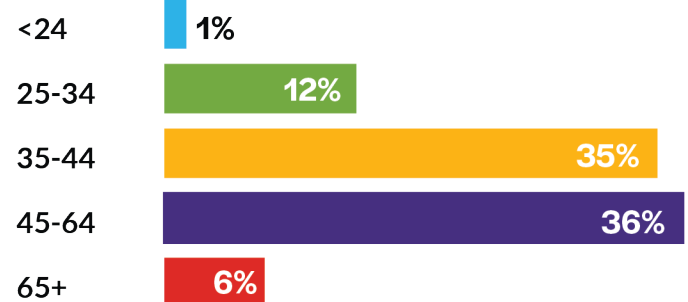
Male

01%

Gender non conforming



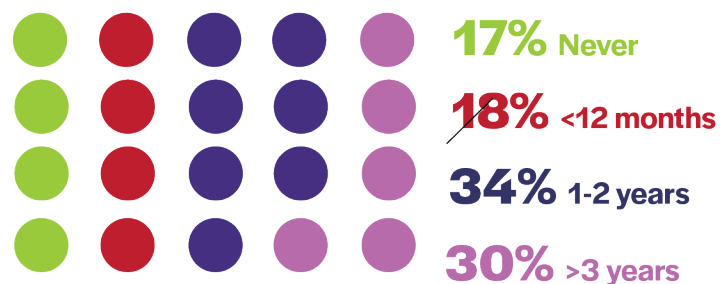
Age range



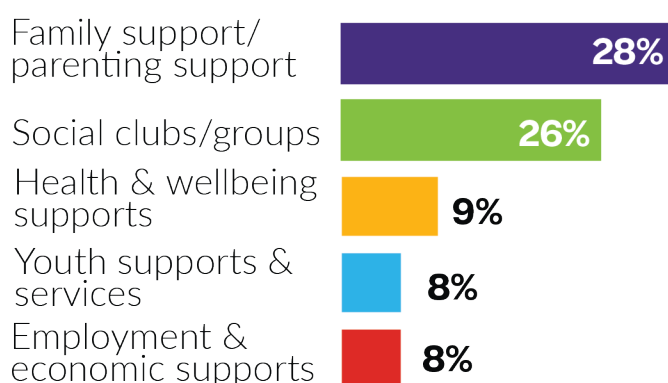
Respondents identified as...

Disability
Parent of neurodiverse child
Irish
Carer
Parent
Neurodivergent
Not-Irish
Retired
Wheelchair User
Support worker

Length of time using Brill FRC services...



Most used services...



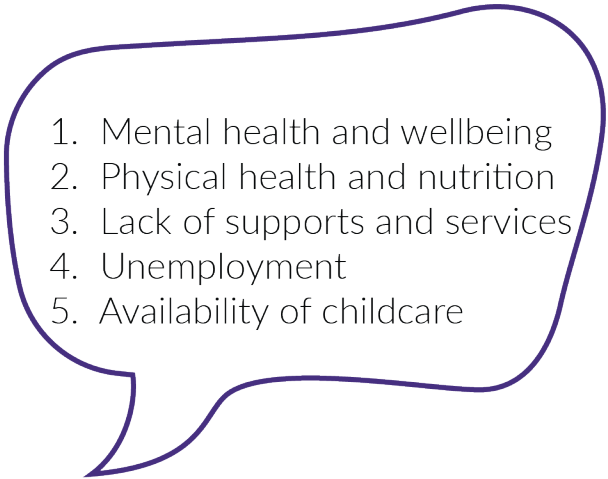
Average rating of services at Brill FRC...



Average response **4.8/5**

Key Consultation Findings

Top 5 challenges facing families and individuals the area.

- 
1. Mental health and wellbeing
 2. Physical health and nutrition
 3. Lack of supports and services
 4. Unemployment
 5. Availability of childcare

The best things about Brill FRC...

A welcoming environment

Education Classes

Wellbeing & Health Classes

Practical & Creative Classes

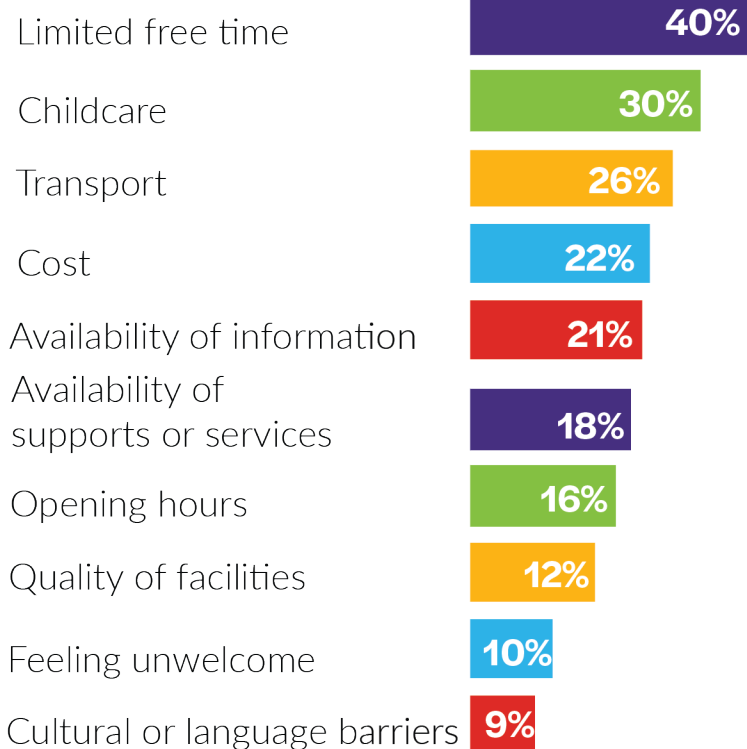
Therapeutic Classes

Family support services

Variety of Services & Classes

Friendly & Caring Staff

Key barriers to access

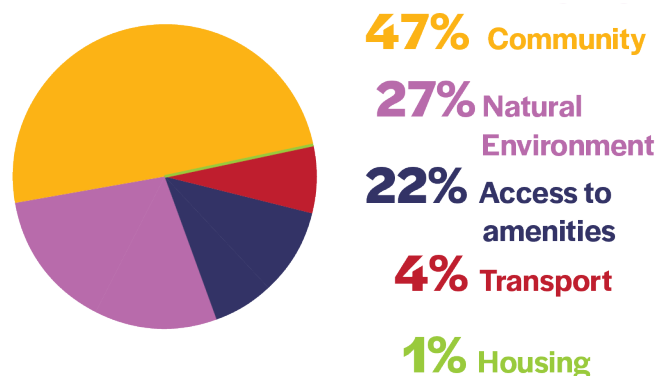


I would like to see more...

1. Mental Health and wellbeing services
2. Neurodiversity and additional needs support
3. Youth development activities
4. Recreation and social engagement
5. Employment and skills support



The best thing about living near Brill FRC...



Strengths	Challenges / Support Needs
Active and Healthy	
• Respondents identified BFRC's health and wellbeing supports as beneficial with strong community appreciation for the Cookery School, allotments, and Ballybeg Greens initiatives promoting nutrition and physical wellbeing. • Participants praised creative therapies (art, play, music, and therapeutic horticulture) as having a positive impact on their emotional wellbeing. • Allotments reported to have built community connections and increased personal wellbeing.	• 81% rated mental health and personal wellbeing as a challenge, with 42% identifying it as a significant issue, the highest-ranked concern. This was a particularly high concern for older adults (age 65+). • 71% cited physical health as a challenge, showing ongoing need for accessible wellbeing initiatives. • 70% identified substance misuse as a key challenge in the community. • Requests were made for more mental health supports for young people and families, increased wellbeing supports, advice and events. • Calls to extend allotments and cooking/nutrition workshops due to high demand, with some noting classes "fill up too fast."
Learning and Development	
• Community education and creative classes (baking, cooking, crafts, art therapy) widely used and praised. • Staff identified strong teamwork and access to training to support skills development. • Lifelong learning initiatives (ATEC, ParentChild+, Waterford Parent Hub) were praised highly and reported to increase confidence, school readiness and job opportunities.	• 58% identified lack of education/training opportunities in the community as a challenge. • Requests for increased youth supports such as after-school groups, study groups, and exam-stress workshops. • Desire for shorter, repeatable courses and evening learning. • Courses reported to fill up quickly. • Demand for more parenting workshops on neurodiversity.

Strengths	Challenges / Support Needs
Safe and Protected from Harm	
• Family and parenting supports consistently ranked as top strength of Brill FRC. • Family Support (28%) and social clubs (25%) were most-used services. • BFRC described as a “safe, non-judgemental space” fostering trust. • Staff reported strong working relationships with Tusla and local schools supporting referrals.	• 67% identified anti-social behaviour/ bullying as a challenge, 78% among under-25s. • 49% noted domestic violence/safety at home as an issue. • Community requests for youth counselling, inclusion programmes, anti-bullying campaigns, and supports for victims of domestic violence. • Participants highlighted racism and discrimination as ongoing issues in the community and called for more education/awareness sessions.
Economic Security and Opportunity	
• Employment and training supports (CV help, job booklet, form-filling) described as “practical and empowering.” • Community Employment scheme provides accessible training and local jobs. • Participants praised BFRC for offering “real skills that help with everyday costs”.	• 68% identified both financial difficulties and unemployment as major challenges. • 30% cited childcare availability as a barrier to access Brill FRC services, especially for ages 25–44 and identified a need for affordable childcare. • Demand for career re-entry supports, and financial education. • Participants asked for more budgeting and money-management classes.
Connected and Respected	
• 96% of community members satisfied or very satisfied with FRC services (4.8/5). • 92% of staff enjoy coming to work, citing supportive culture. • Community praised staff as “friendly, helpful, and professional.” • Governance and management viewed as transparent and community-focused.	• Staff identified funding, space, and communication as key challenges. • 40% felt services could be better advertised. • Calls for larger multipurpose space to host classes and groups. • Need for better monitoring, evaluation, and digital communication systems.

Our SCOT Analysis

This analysis is informed by the findings of the consultations and desktop research detailed above and identifies the Strengths, Challenges, Opportunities and Threats facing Brill FRC. These guided the actions and objectives of the Strategic Plan.

Our Strengths

- Highly praised and valued services generally
- Welcoming environment for users and staff
- Services provided align with population dynamics and community needs
- Wide range of services offered and growing demand for services with a young, diverse and growing population
- Strong inter-agency collaboration.
- The building is being used effectively, proactively maintained and, the grounds provide an opportunity for expansion
- Staff have access to training and upskilling and are responsive to change

Our Challenges

- Growing demand for services in Larchville and Lisduggan
- Flat organisational structure
- Limited processes to capture the outcomes and impact achieved
- Dependent on volunteers and CE schemes
- Significant population growth and relatively high levels of local deprivation and community needs
- Sustainable funding challenges
- Need to increase marketing, promotion and community engagement
- Old building requires significant ongoing maintenance and operating at capacity

Our Opportunities

- Promote the work and impact of the Brill FRC
- Expanding presence in Larchville and Lisduggan
- Streamline and increase communication methods
- Succession planning
- Building maintenance plan and strategy
- Partnerships to further develop integrated services for the local community
- Impact reports and ongoing governance reviews
- Grants, funding options and fundraising

Our Threats

- National funding models changing
- Growing cost of operations
- Cost of living crisis impacting local community needs
- Shifts in government focus or policies
- Changing policy environment
- Volunteer burnout, apathy or disengagement from community and voluntary sector
- Succession planning

Our Strategic Plan

2026-2031

Our Vision



Our Vision is that all children, families and communities will actively participate and be included in a society that is free from prejudice, inequality, discrimination and exclusion, and which will contribute to their greatest possible wellbeing.

Our Outcomes



Our Priority Areas

1.1 Promote healthy lifestyles and good nutrition.	2.1 Strengthen evidence-based parenting education and peer supports.	3.1 To strengthen individual and family resilience by promoting secure, stable, and caring home environments.	4.1 To increase employment skills and opportunities.	5.1 To create stronger community connections.
1.2 Enhance mental health and emotional well-being by providing therapeutic supports and leading health-promotion initiatives.	2.2 To promote school readiness, academic and non-formal learning supports for children and young people.	3.2 To further support parents/guardians of children with additional/higher needs.	4.2 To enhance provision of supports and initiatives that alleviate cost of living difficulties.	5.2 To ensure an evidence-based response to community needs.
	2.3 Increase access to community education and training.	3.3 To further support children with additional /higher needs.		

Outcome 1: Active and Healthy

Aim To strengthen community wellbeing by encouraging healthy lifestyles, good nutrition, and positive mental health.

- Outcomes**
- Enhanced mental and emotional wellbeing.
 - A more resilient, inclusive, and health-conscious community.
 - Better nutrition and healthier eating habits across the community.
 - Improved access to healthy, affordable, and locally produced food.
 - Improved awareness and uptake of local health and wellbeing supports.

Priority Area 1.1: Promote healthy lifestyles and good nutrition.

No.	Action	Responsibility	Timeframe
1.1.1	Develop and expand the Waterford Family Cookery School and Nutrition Centre.	FRC Manager/ Cookery School Tutors	2026-2031
1.1.2	Support programmes that raise awareness and promote positive healthy lifestyles and good nutritional habits.	FRC Manager/ Cookery School Tutors	2026-2031
1.1.3	Continue to develop community allotments to encourage shared growing, healthy food choices, and outdoor engagement.	FRC Manager/ Ballybeg Greens Business Manager	2026-2031
1.1.4	Further development of community/farmers market towards increasing accessibility/ reducing cost of access to good quality food.	FRC Manager/ Ballybeg Greens Business Manager	2026-2031
1.1.5	Further develop the commercial garden in line with Cookery School and Community/Farmers Market development.	FRC Manager/ Ballybeg Greens Business Manager	2026-2031

Priority Area 1.2: Enhance mental health and emotional well-being by providing therapeutic supports and leading health-promotion initiatives.

No.	Action	Responsibility	Timeframe
1.2.1	Increased provision in health and wellbeing supports and services for youth and adults.	FRC Manager	2026-2031
1.2.2	Number of mental health supports and signposting/ referrals to appropriate services.	FRC Manager	2026-2031
1.2.3	Increased engagement numbers in creative therapy services and programs such as Art Therapy; Music and Movement Therapy; Play Therapy; and Social & Therapeutic Horticulture.	FRC Manager/ BrillFRC Creative Therapies	2026-2031



Outcome 2: Achieving in Learning and Development

Aim To strengthen learning and development by supporting parents, children, and individuals to reach their full potential.

- Outcomes**
- A more confident, skilled, and empowered community.
 - Improved confidence and skills among parents and caregivers.
 - Enhanced school readiness and learning outcomes for children and young people.
 - Greater engagement in education, training, and lifelong learning.
 - Increased access to inclusive, community-based learning opportunities.

Priority Area 2.1: Strengthen evidence-based parenting education and peer supports.

No.	Action	Responsibility	Timeframe
2.1.1	Maintain and develop evidence-based parenting programmes and supports.	FRC Manager/ Waterford Parent Hub Coordinator/ Parent Child Plus Coordinator	2026-2031

Priority Area 2.2: To promote school readiness, academic and non-formal learning supports for children and young people.

No.	Action	Responsibility	Timeframe
2.2.1	Support families through school readiness supports and services.	Family Support	2026-2031
2.2.2	Provision of academic and non-formal learning supports for children and young people.	Pro-teen Co-ordinator	2026-2031
2.2.3	Children and young people engaged in homework and study supports, youth work programmes focused on personal and social development.	Pro-teen Co-ordinator	2026-2031

Priority Area 2.3: Increase access to community education and training.

No.	Action	Responsibility	Timeframe
2.3.1	Community-based education and training supports and services.	FRC Manager/ ATEC Coordinator	2026-2031
2.3.2	Provision of community education and training classes.	FRC Manager/ ATEC Coordinator	2026-2031



Outcome 3: Safe and Protected from Harm

Aim

To ensure individuals and families are safe, supported, and protected from harm.

Outcomes

- Improved safety, stability, and wellbeing within families and homes.
- Enhanced parenting confidence and capacity to provide nurturing care.
- Greater access to family and parenting supports for those most in need.
- Increased wellbeing of children with additional or higher needs.
- Greater sense of safety, belonging, and being valued within the community.

Priority Area 3.1: To strengthen individual and family resilience by promoting secure, stable, and caring home environments.

No.	Action	Responsibility	Timeframe
3.1.1	Where requested, support families in the Meitheal process.	FRC Manager/ Family Support Worker	2026-2031
3.1.2	Increased provision of parenting and family support services.	FRC Manager/ Family Support Worker	2026-2031
3.1.3	Increased numbers of families within the Lisduggan and Larchville area engaging with FRC services.	FRC Manager	2026-2031

Priority Area 3.2 To strengthen supports for parents, guardians, and children with additional or higher support needs.

No.	Action	Responsibility	Timeframe
3.2.1	Increase the provision of services and supports for families with neurodiverse needs.	FRC Manager	2026-2031

Outcome 4: Economic Security and Opportunity

Aim To ensure communities are supported to access employment opportunities and achieve economic security.

Outcomes

- Improved access to employment, education, and training opportunities.
- Reduced risk of poverty and financial hardship.
- Enhanced confidence, skills, and readiness for employment.
- Greater access to supports for individuals and families experiencing financial vulnerability.
- A more resilient, inclusive, and economically secure community.

Priority Area 4.1: To increase employment skills and opportunities.

No.	Action	Responsibility	Timeframe
4.1.1	Maintain and develop employment support services, Community Employment (CE) Schemes and Training Supports.	FRC Manager/	2026-2031

Priority Area 4.2: To enhance provision of supports and initiatives that alleviate cost of living difficulties.

No.	Action	Responsibility	Timeframe
4.2.1	Deliver supports and services that aim to alleviate cost of living difficulties and poverty.	FRC Manager	2026-2031

Outcome 5: Connected, Respected and Contributing to their World

Aim To ensure individuals and communities are connected, valued, and actively contributing to their social and community life.

- Outcomes**
- Stronger social connections and sense of belonging within the community.
 - Increased participation in local activities, groups, and community initiatives.
 - Improved access to inclusive and welcoming community spaces and supports
 - Enhanced community engagement informed by evidence and local needs.
 - A more connected, respected, and inclusive community where everyone feels valued.

Priority Area 5.1: To create stronger community connections.

No.	Action	Responsibility	Timeframe
5.1.1	Maintain and develop social groups and universal community development activities.	FRC Manager	2026-2031
5.1.2	Expand drop-in community development universal supports and services.	FRC Manager	2026-2031

Priority Area 5.2: Ensure an evidence-based response to community needs.

No.	Action	Responsibility	Timeframe
5.2.1	Expand targeted supports and services based on identified community needs.	FRC Manager	2026-2031



6. Governance and Operations

Aim

To ensure the organisation is well-governed, sustainable, and equipped with the people, structures, and resources to deliver high-quality services.

Outcomes

- Improved governance, accountability, and organisational transparency.
- Enhanced financial sustainability and resource management.
- Stronger organisational structures, policies, and systems that support growth.
- A skilled, supported, and empowered staff and board team.
- Improved communication, collaboration, and visibility across networks and stakeholders.

Priority Area 6.1: Governance

No.	Action	Responsibility	Timeframe
6.1.1	Further promote and protect community development supports	FRC Manager/ VBOM	2026-2031
6.1.2	Continue to build on board staff and board training and development.	FRC Manager/ VBOM	2026-2031
6.1.3	Maintain and build on policy development.	FRC Manager/ VBOM	2026-2031
6.1.4	CRA compliance form to continue to be maintained.	FRC Manager/ VBOM	2026-2031
6.1.5	Continue Annual Governance and VBOM Audit/ Review and updates to VBOM Handbook.	FRC Manager/ VBOM	2026-2031
6.1.6	Ongoing VBOM recruitment and succession planning exercise.	FRC Manager/ VBOM	2026-2031
6.1.7	Undertake annual reporting to monitor impact, track outcomes, and inform continuous improvement.	FRC Manager/ VBOM	2026-2031
6.1.8	Revise Organisational structure.	FRC Manager/ VBOM	2026
6.1.9	Revise terms of reference and strengthen sub committees.	FRC Manager/ VBOM	2026-2031

Priority Area 6.2: Funding

No.	Action	Responsibility	Timeframe
6.2.1	Continue to undertake regular budget reviews to ensure financial sustainability and informed decision-making.	FRC Manager/ VBOM/Audit Governance and Finance Sub Group	2026-2031
6.2.2	Investigate CSR, funding and sponsorship opportunities.	FRC Manager/ VBOM/Audit Governance and Finance Sub Group	2026-2031
6.2.3	Capacity building for staff and VBOM around funding and grant applications.	FRC Manager/ VBOM/Audit Governance and Finance Sub Group	2026-2031

Priority Area 6.3: Buildings and outdoor space

No.	Action	Responsibility	Timeframe
6.3.1	Continue to promote and advertise room rental opportunities.	FRC Manager/ VBOM	2026-2031
6.3.2	Enhancement of outdoor areas and community allotments.	FRC Manager/ VBOM	2026-2031
6.3.3	Ensure the buildings and outdoor spaces remain fit for purpose and support future expansion.	FRC Manager/ VBOM	2026-2031
6.3.4	Develop a land use sub-committee.	FRC Manager/ VBOM	2026-2031

Priority Area 6.4: Staff and Volunteers

No.	Action	Responsibility	Timeframe
6.4.1	Continue to provide the existing levels of training support for all staff.	FRC Manager/ VBOM/HR, Staff Liaison and GDPR Sub Group	2026-2031
6.4.2	Ensure ongoing population and increased engagement with CRM system.	FRC Manager/ VBOM/HR, Staff Liaison and GDPR Sub Group	2026-2031
6.4.3	Undertake a role review and implement capacity-building initiatives to enable staff to share leadership and managerial functions effectively.	FRC Manager/ VBOM/HR, Staff Liaison and GDPR Sub Group	2026-2031
6.4.4	Enable staff to undertake ongoing support and service reviews and evaluations.	FRC Manager/ VBOM/HR, Staff Liaison and GDPR Sub Group	2026-2031
6.4.5	Continue staff reviews and internal meetings.	FRC Manager/ VBOM/HR, Staff Liaison and GDPR Sub Group	2026-2031

Priority Area 6.5: Communications

No.	Action	Responsibility	Timeframe
6.5.1	Continue to support the FRC National Forum.	FRC Manager/ VBOM	2026-2031
6.5.2	Continue and build upon inter-agency collaborations.	FRC Manager/ VBOM	2026-2031
6.5.3	Create and deliver a communications strategy with targeted advertising through a multimedia approach (such as online, print, and local media outlets).	FRC Manager/ VBOM	2026-2031

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Monitoring & Evaluation

The Strategic Plan and annual action plans will be reviewed by the VBOM quarterly or as needed to make the necessary changes required to support the FRC's mission. The VBOM will monitor and evaluate the current level of service and community needs annually to ensure the needs of the catchment are being met and that all the family support services and programmes provide the highest quality service.

The Strategic Plan and annual action plans will be subjective to formative internal evaluation through the following methods:

- The staff of Brill FRC will provide reports on the work plan for the VBOM
- SPEAK Returns, Annual Progress Reports and FRC Evaluation Reports will provide the main evidential materials from which the Board can monitor the progress of the Strategic Plan
- Consultation with the community and users of the Centre.

The Brill FRC DataHub profile will provide an ongoing, up-to-date socio-economic analysis of the catchment area. This should be referenced periodically throughout the lifetime of the Strategic Plan to ascertain any necessary changes to actions/objectives required to meet emerging community needs. Where necessary, the VBOM should seek external consultancy assistance to navigate operational context changes.

Success/achievement will be measured later against the outlined actions and objectives, and whether the Outcomes have been reached.





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