

Elsa Security Limited

Abridged Version

SOCIAL IMPACT STATEMENT

Elsa Security Ltd
Security Office
Darndale Belcamp Village Centre
Darndale
Dublin 17

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2003 & 2006

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Statement of the Board of Directors, Elsa Security

We are very pleased to present this social impact statement from Elsa security Ltd. It reports the views of staff, clients, the broader community and other key stakeholders on the social impact that Elsa security has had on them since the company started trading. Stakeholders can be described as *those people or organisations who are either affected by, or who can affect the activities of the organisation.*

It sought to capture the range and extent of non-financial impacts of our activities. As a social enterprise, achieving social impact is of critical importance to us – these impacts however, have remained unrecorded to date.

The project has been funded under the FÁS social economy programme since 2002, and is currently funded by the successor to the FAS programme: The Community Services Programme – under the Dept of Community Rural and Gealteacht Affairs – administered by POBAL. We are in our fourth year. The base-line data was collated at mid point.

In completing this study, we consulted with our stakeholders, asking them to report to us how Elsa has impacted on them. The report outlines how people’s lives and the lives of their families have been positively impacted by Elsa; as well as how those using the services of Elsa, including community groups have been able to provide services with the support and assistance of the project. We are proud that all those consulted reported that Elsa had achieved a positive social impact, and there were no dissenting views.

This social impact statement has also included a review of the organisation against established indicators for best practice social economy enterprise activity.

Together, we feel that this document provides a good basis for Elsa going forward, building on its social performance to date and achieving long-term sustainability.

In completing this we would like to acknowledge Louise Kelly, FÁS Baldoyle and Enda Fynes of DBI for their support and encouragement.

**William Byrne
Chairman, Elsa Security Limited
For and on behalf of Elsa Security Limited**

Background to the Social Impact statement

This report is a statement by the company on its social impacts amongst internal and external stakeholders, based on consultations with these stakeholders.

A social impact statement can be described as:

A statement by an organisation, which reports the social impacts of the activities of that organisation, on the basis of stakeholders' views and feedback.

Stakeholders can be described as: *those individuals and organisations who are affected by, or who affect an organisation.*

A social impact statement is a means of reporting on the social performance of the organisation. It differs from the practice of social auditing, in that it is not independently verified and it does not involve the establishment of social book-keeping procedures¹ in advance of reporting.

The national social economy programme delivered by FÁS requires Social Economy enterprises supported under the programme to undertake a social audit. However, this is being applied flexibly, principally due to the onerous task of completing a social audit in the initial trading period of a social economy enterprise.

Objectives of the social impact statement

The objective of this social impact statement is to examine how Elsa security has impacted on its stakeholders in non-financial terms. This is the first social impact statement established by Elsa and its specific objectives are to:

- ▶ Establish the impact of the enterprise on its internal stakeholders, identified for this social impact statement as staff of the company
- ▶ Establish the impact of the enterprise on its external stakeholders, identified for this social impact statement as clients, beneficiaries and users of the service and the broader community
- ▶ Establish the extent to which Elsa corresponds to best practice social economy enterprise development and activities.

¹ Social book-keeping is the process of routinely gathering information which is used in the social auditing process to give an indication of social impacts and outcomes

Methodology

The social impact statement sought to generate information which is both qualitative and quantitative and allows for individuals stories to be recorded in the process. The methods for doing this included:

- ▶ Assessment of the impact and performance of the company against selected, generic indicators established by ADM for social economy enterprises
- ▶ Consultations with Board members and staff members in the form of a workshop and questionnaire administration.
- ▶ Analysis of company documentation, articles and other literature on ELSA security
- ▶ Feedback was received from stakeholders, clients of the project and those who have used their security services. This was either in the form of a semi-structured interview or written feedback from groups.

Introduction and background to project

In October 1998, the Darndale Belcamp Initiative (DBI) in association with the Northside Partnership and the EU Urban programme ‘Regeneration of Urban North Dublin’ (ROUND) commissioned research to identify the opportunities for social economy and enterprise development in Darndale and Belcamp². One of the key recommendations of this study was that support should be provided for Darndale Security Services, and that it was one of three existing entities identified as having the potential to become sustainable social economy enterprises in the Darndale/Belcamp area

Darndale Security Services had been established in May 1997, when 8 long term unemployed people (7 men and 1 woman) from the Darndale/Belcamp areas started work securing community buildings in Darndale. The staff were recruited under the FÁS Jobs Initiative Programme. These community buildings included: two schools; one community hall providing community services in the area; one church and one parochial house were.

Arising from the research, and with funding available under the Round Programme, the Northside Partnership delivered a range of strategic and developmental supports to the project. Of the original eight security officers working with Darndale Security Services, four formed Elsa security, along with another two security officers.

Before May 1997, crime in the area surrounding the community buildings was widespread. On average, the caretaker for the junior school was called back to de-activate the alarm system during the night twice a week. Local youths would play inside the school buildings, sometimes racing around the classrooms on bikes. Windows were constantly being smashed in both schools. With regard to the church, Priests could not celebrate midnight Mass on Christmas Eve without fear of their houses being burgled.

Since ELSA was formed, levels of crime have dramatically reduced in the area.

In 2002, Elsa was approved funding the FÁS social economy programme for 20 staff plus one manager and continues to receive this funding. This funding has been a key element in enabling Elsa to move towards long-term sustainability.

² (1999): Social Economy Enterprise Development in Darndale and Belcamp, Smith Everett & Associates and Third System Approaches.

There are now 20 Full Time positions, plus a manager with Elsa funded initially through the social economy programme, and now funded through the CSP: Community Service Programme. The project also provides security training for participants on the local Jobs Initiative Programme. Elsa has a fleet of three vehicles, and at least one van is one the road at all times as an emergency response vehicle. The services provided by Elsa security are:

- ▶ Key holding service
- ▶ Patrol spot checks
- ▶ 24 hour call out service
- ▶ CCTV monitoring services
- ▶ Training

Elsa is registered as a Company Ltd by Guarantee. The Board of Directors Elsa Security are:

Name	Representation
Kevin O Meara	School Principal, Our Lady Immaculate, Senior National School, Darndale
Peter Bolger	FÁS Training Manager, Discovery Training Centre, Darndale
Fr Terence Murray	Curate, Parish of Our Lady Immaculate, Darndale/Belcamp
Paul Healy	Enterprise Development Worker, Darndale Belcamp Initiative
John Moyles	Voluntary Community Representative
Gerard Byrne	Voluntary Community Representative
Brendan Hyland	Worker Director, Managing Director
William Byrne	Worker Director, Chairman of the Board
John Conyard	Worker Director
Christy Kelly	Worker Director
George Martin	Worker Director
John Shannon	Worker Director

Stakeholders

Stakeholder categories for Elsa are identified as follows:

Internal stakeholders:

- ▶ Staff
- ▶ Board of Directors

External Stakeholders:

- ▶ Customers – Dublin City Council
- ▶ Recipients and beneficiaries of Elsa service – users and groups using the Darndale Belcamp Village Centre and surrounding areas
- ▶ Support organisations – Northside Partnership and Darndale Belcamp Initiative
- ▶ The broader community and community organisations and representatives
- ▶ The Garda Síochána
- ▶ Funders – FÁS (since replaced by POBAL)

Consulted were.....

- ▶ Staff
- ▶ Board of Directors
- ▶ Dublin City Council and a local councillor
- ▶ Local schools and groups
- ▶ The local parish
- ▶ The Northside Partnership
- ▶ Community groups
- ▶ Garda Síochána, Coolock

See below for the full list of organisations consulted

Social impacts | Internal Stakeholders - Staff

All staff involved in Elsa were previously long term unemployed, and consultations with staff indicated that the impacts of working in Elsa was both financial and personal, but also extended towards other family members.

When the project started in 1997 some staff (at first) found it quite hard getting back into a routine after so long out of the workforce (many staff were over 10 years unemployed). In particular, the strict rules and regulations security officers have to adhere to; the fact that Security Officers had to do a 12 hour shift (shifts included both days and nights) and the low salary rates added to this difficulty. However, most of the eight security officers took to the job well and as time went on, prided themselves on the fact that their area was virtually crime free.

According to staff consulted, to be working each day gave people back a sense of pride in themselves. To be working at security with a chance of owning and running your own business gave the security officers an added incentive, and, *“for the first time in many years, we had a goal”*.

In 1998, J Shannon and J Conyard started to work as Security Officers under the Jobs Initiative Programme in Darndale. These two men were to make up the final six who would go on to form ELSA security Ltd under the FÁS SEP scheme.

ELSA staff have received training in every aspect of security work as well as first aid; health and safety and fire safety training to City and Guilds standard, in addition to management supervision training and self defence training. All staff in Elsa have completed *Safe-Pass* health and safety training

According to staff, working with Elsa has had a significant impact on all their lives, both financially and personally, and the quality of life for all staff and their families has been enhanced. In addition to this, staff have a strong sense of ownership of the project, and their participation in decision-making is key to this. Of particular importance according to staff, is the very good working relationships between all the men: staff work co-operatively; know each other very well and staff feel that this has contributed to the success of the project; staff have clear objectives for the future of the project and roles and structures are well defined and operate well to achieve these objectives.

The following includes some quotes from staff members taken from the consultation process carried out during this study:

When I was long term unemployed, I was afraid of bills coming in the door...The moneylenders would be at the door every Friday night

The Jobs Initiative programme gave hope to other workers, and now our activities act as a role model for other people in the area

Before doing this work, I was stuck in the house all the time with nothing to do

Working with Elsa has allowed me to buy my house from the Corporation

I feel there is more respect now for us, as individuals and as a group

I can hold my head high walking down the street now, before I would hold my head down

Its not just me, it's the whole family that are affected.....Before, you would be in bad form, fighting with your wife, hanging around all day, upsetting her routine.

Before if my kids asked for something I had to say no. Now, that is changed and it makes it easier to give to your kids things that they need and they want

I feel more secure in life.

Elsa has created a lot of jobs in the community and some of the employees feel that they would never have got this opportunity to get a real job or a chance of employment without it.

There is less vandalism in the community

Social impacts | the community and external stakeholders' views

Before Elsa security existed, Darndale/Belcamp was characterised by high levels of crime, vandalism, anti-social behaviour and damage to property. Much of this behaviour was concentrated in the area where the schools, community groups, village centre and other services are now located.

The social impact study sought to establish what impacts Elsa has had on the local community, both in terms of measurable benefits and more qualitative benefits. The views of clients, community groups and key stakeholders have been gathered to present these impacts.

The organisations which access the services of Elsa include:

- ▶ Darndale Belcamp Village Centre
- ▶ Darndale Belcamp Moatview Parent Support Group
- ▶ Our Lady Immaculate Senior National School
- ▶ Our Lady Immaculate Junior National School
- ▶ Parish of Our Lady Immaculate
- ▶ Darndale Belcamp Community Sports and Leisure Complex
- ▶ Turas Family Centre
- ▶ Darndale Belcamp Drugs Awareness
- ▶ Springboard Youth Project

These organisations were all contacted and asked to report on their dealings with Elsa security, and what the impact of Elsa has been. In addition to these organisations, the following stakeholders were contacted:

- ▶ Dublin City Council
- ▶ Cllr Larry O Toole, local councillor for the area
- ▶ The Gardai, Coolock Station
- ▶ The Northside Partnership

All clients and stakeholders consulted expressed positive views of the outcomes of Elsa security and its impacts. No reservations were expressed, and it is clear that Elsa enjoys the full confidence of the range of stakeholders consulted. The views of stakeholders are presented below in respect of the impacts and features of Elsa security.

Darndale/Belcamp Village Centre

Elsa's main contract for services is with the Darndale/Belcamp Village Centre, and the security project has provided services to this centre from development phase to the present (since 1999). Currently, 95% of Elsa's traded income is from this contract, and Elsa provides 24 hour security, 7 days per week on the site (static security as well as CCTV monitoring security).

The Darndale Belcamp village centre is an integrated services centre for the community of Darndale and Belcamp, and the following services are based in this state of the art facility which was completed in 2001:

- ▶ Enterprise and Employment Centre
- ▶ Training Centre
- ▶ Community Resource Centre
- ▶ Childcare facility
- ▶ Health Centre
- ▶ Dublin City Council regional office
- ▶ Social housing

- ▶ Conference, training and meeting space
- ▶ Retail units
- ▶ Village square

This Village centre is an important facility to the Darndale/Belcamp area which has little community infrastructure and services. It is located next to a range of community buildings, and is close to the national schools in the area.

The Village Centre as the main client of Elsa security reports a high degree of satisfaction over both the professionalism of the security company as well as its impact on maintaining the area as a crime free area. According to the CEO of the Village Centre:

"[Elsa security] has provided both manned security and CCTV monitoring for the entire complex. We have worked with them in a partnership arrangement and they have been proactive in identifying improvements in our security needs. They have kept the Village Centre as an open and crime free zone for the local community. They are a community based security company and they have developed a professional approach to their dealings with us."

Robert Gaine, CEO, Darndale/Belcamp Village Centre

The impact on Dublin City Council as a key tenant of the Village Centre echoes this view. According to the Area Housing Manager:

"I can confirm that the service provided has increased the safety for my staff and the Council's Clientele...on the occasions on which I have had to call on their services for particular incidents, I can report that I have enjoyed the full co-operation from their team. I feel that the Village Centre and associated security for this facility and its environs has had a positive impact on the extended community"

John McEvilly, Area Housing Manager, Dublin City Council

Impacts on crime and enabling community activities to take place

The activities of Elsa security extend beyond its contractual obligations to the Village Centre. Many of the community projects located close by receive security protection from Elsa security for free, as part of the social objectives of the project. It was clearly identified in the course of consultations that this has resulted in significant reductions in crime, anti-social, threatening and intimidating behaviour as well as vandalism.

Prior to the services provided by Elsa, the schools experienced break-ins, damage to property (in particular broken windows) and vandalism. The extent of broken windows and other criminal activity has dramatically reduced as a result of the services provided by Elsa. According to the Principal of Our Lady Immaculate Senior National School, one of the recipients of these services,

"Elsa security are patrolling this school 24 hours a day, 7 days a week, and we find the levels of break-ins have dropped considerably because of this"

K. O Meara, School Principal

Similarly, the Sports and Leisure Complex has recorded a reduction in criminal activity as a result of Elsa's services:

"Elsa security has provided security inside and outside our premises the last number of years. This in turn has decreased the number of break-ins and vandalism to the hall building."

Kim Kasey, Acting Manager, Darndale/Belcamp Community Sports and Leisure Complex

Gerard Byrne, Treasurer, Darndale/Belcamp Community Sports and Leisure Complex

The provision of free security by Elsa has also enabled services to continue to be provided (and which – in the absence of Elsa security – may have to close). It is of importance to note that many community projects receiving the services of Elsa offer family support activities during evening times, and are therefore particularly vulnerable to anti-social behaviour. According to the to the Parent Support group, their services could not be provided without the existence of Elsa, due to the extent of anti-social behaviour in the area.

“Without Elsa we would not be able to operate [our] services as we have a lot of anti-social behaviour (youths drinking and people taking drugs) outside the premises where we work. On several occasions we have had youths kicking in the doors when we are on the premises and the people felt very uncomfortable in these situations. We hope we will be able to use Elsa Security in the future so we can continue the work that we do,”

Patty Reid, Project Worker for the Parent Support Group

The availability of security services also contributed to the success of the performance of *Joseph and The Amazing Technicolor Dreamcoat*, in Our Lady Immaculate Senior School with a cast of 57 children from the school. This was the first time in 24 years that such a performance had taken place in the community hall, and it was extremely well attended. The show ran for two nights, there were no security instances in the area whatsoever, and Elsa was acknowledged by the school for its contribution to the success of the event.

Midnight Mass can now take place in Darndale Parish Church without any security fears – in previous years and before Elsa security was in place, incidents of anti-social and criminal behaviour were frequent.

Elsa has also provided services in the event of local occasions and gatherings, such as weddings, funerals etc. Elsa provided security services for the visit of President Mary McAleese to Darndale in November 2001, ensuring that the visit was a resounding success, and that it passed without incident.

It was also noted that community and social activities have a much higher attendance by local people, as fears for personal safety have been replaced by confidence to use community facilities. This was particularly noted in regard to social events such as bingo, which are much better attended by local women now. According to (local) Councillor Larry O Toole,

“Elsa security has made a very significant and positive impact on the quality of life on the Darndale Belcamp Community over recent years. Their excellent work...is greatly valued by the clientele of the services and by the community in general.”

Cllr Larry O Toole, Dublin City Council

Locally based with local knowledge

The free services that Elsa provides is facilitated by the contribution of the company to the local community; the subsidies the project receives from FÁS, as well as from voluntary labour from staff. This service would probably not be provided if the enterprise itself was not part of the local community. According to the **Managing Director of Elsa project, Brendan Hyland,**

“all security officers have always said that they don't mind working extra hours for the schools where their children are educated, or for the church because nobody knows when they might need a priest.”

The local knowledge of staff is also recognised as a key factor in providing a quality service. According to the Principals of Our Lady Immaculate Junior and Senior National Schools,

“Because Elsa is a community based company, they have a great depth of local knowledge which can be used to sort out problems quickly and with a minimum of fuss. This also helps to foster a good relationship with the students and the wider community.”

K. O Meara, Principal Our Lady Immaculate Senior National School, Darndale

P. Slavin, Principal Our Lady Immaculate Junior National School, Darndale

As a local community enterprise, Elsa have worked co-operatively with the Gardaí and their local knowledge has been of assistance to the Gardaí. According to the Gardaí,

[Elsa has been] of assistance in the fight against crime, providing information and video footage to the Gardai. On the occasion of VIP visits to Darndale, they have provided assistance to the Gardai in stewarding and parking.....there is a good working relationship between the Coolock Gardaí and Elsa Security Ltd”.

Garda Robert Burke, of the Garda Síochána’s Superintendent’s Office in Coolock.

Elsa has provided assistance to the Gardai in the reporting of illegal dumping (through CCTV monitoring) in the area around the Village Centre.

This co-operation has also manifested itself on another occasion, when one of the staff members averted a potential tragedy and intervened in the case of a potential kidnapping incident. In January 2003, an 11 year old girl was targeted by a man in a van who screamed at her and attempted to get her to get into his van. An Elsa security guard saw the incident and challenged the man, prevented what may have been an attempted abduction, and called the Gardai to the scene. This incident emphasises the need for security for general property protection but also for protection for the general community’s safety.

As a result of the effective monitoring of CCTV in the area surrounding the Village Centre by Elsa security, Dublin City Council have announced plans to introduce CCTV throughout Darndale and Belcamp.

Being a community business with local control and ownership has had other impacts. According to the Northside Partnership, the project can be a model for local economic development in Darndale and Belcamp for several reasons. First, many of those who now work for Elsa have made the successful transition from long-term unemployment to full time employment. Second, Elsa’s work is carried out close to community services and infrastructure, close to schools, the health centre and other community amenities. The project is therefore highly visible to the local community. Third, the access and delivery of contracts for security services by local people allows income generated in the community to remain in the community, stimulating local economic development.

Efficiency and Professionalism

Elsa has prioritised a high level of professionalism in all its services since it was established. Elsa has emphasised staff training and development since its establishment, and training provided to staff to date includes:

- ▶ Accredited training in all aspects of security (Static security, CCTV monitoring; health & safety, first aid and fire safety training) to City and Guilds standard
- ▶ Management Supervision Training (provided by FÁS in Baldoyle)
- ▶ All staff have Accredited *Safe-Pass* Health and Safety Training
- ▶ Training in methods of self-defence

Elsa has also achieved the Quality Mark ISO999/2004 for Security Industry, and is fully compliant with the PSA (private security authority) regulations.

Some of the comments from those consulted as regards the professionalism of Elsa:

We have been using Elsa security since October 2002 and have found them to be very efficient, trustworthy, punctual, courteous, helpful to all our staff and to clients who use the centre

Angela McLoughlin, Drug Awareness, Darndale

On occasion, when the alarm system has been activated during the night, they have checked our premises and reset the alarm system

Dolores Carroll, Manager, Springboard

They are a community based security company and they have developed a professional approach to their dealings with us

Robbie Gaine, CEO Darndale Belcamp Village Centre

They have managed the transition from a group of unemployed individuals to a professional business really well...they undertake their duties in a very professional manner...their training, appearance and commitment to their work is excellent. I am conscious of their commitment to health and safety issues. They have provided security for me on many occasions covering special events in the church and schools, etc...I am very grateful that they have done this on a voluntary basis by way of contributing back into the community

Fr Willie Fitzpatrick, OMI PP

We would highly recommend Elsa for any security arrangements....to put in place at any function or venue

Eileen Walsh, Parent Support Group, Darndale

We are very happy with the service we have received from Elsa Security. They provide a dependable, flexible service and we have found all the staff extremely helpful in all our dealings

Geraldine O Hara, Turas Family Centre Manager

Adherence to social economy best practice principles

This social impact statement has sought not only to provide an insight into external and internal (staff) impacts of Elsa, but also to establish the extent to which the enterprise adheres with best practice social economy enterprise development, as a traded entity. Elsa as a project funded initially under the FÁS social economy programme and now funded by Pobal, seeks to achieve long term sustainability as a community enterprise.

Area Development Management (ADM) has produced a set of indicators which can be used to assess and evaluate social economy activity and individual social economy enterprises. This document has been used as a basis for the assessment of Elsa's adherence to social economy best practice principles, and it includes a set of 'core dimensions' of social economy activity. The core dimensions which are relevant here are:

- ▶ Social impact/quality of life: meeting community needs; service provision; equality
- ▶ Economic activity
- ▶ Long term sustainability
- ▶ Networking
- ▶ Accountability

For each of these dimensions of social economy activity, a range of indicators are established against which Elsa is assessed. Elsa performs very well in relation to the dimensions and their

accompanying indicators (please see Table 1 below for details). What follows in this section is a summary of Elsa's performance in relation to these dimensions.

Social Impact/Quality of life

All indicators of social impact and quality of life are met by the project. Given the size of the enterprise and its reliance on one main contract, it has developed extensive capacity to provide a range of services for free to local groups and services in the area, in an area with a particular need for security services. The establishment of the project was based around this need, so there exists a very good fit between community need and service provision. The enterprise is particularly targeted in its approach also through employing local people in the provision of services, which also enhances the quality of security, according to staff and users of the service.

The project adheres to local development objectives, through developing local employment and training opportunities and developing social economy enterprise activities. This is acknowledged in the support that they have received from Darndale Belcamp Initiative; Dublin City Council and the FÁS Social Economy Programme.

Staff are reported by clients to be very professional in their approach. Staff have received accredited training by the project, and the project is very conscious of the need to have a very high level of professionalism in service delivery.

Staff report that they their lives and the lives of their families have been very positively effected by working with Elsa, and satisfaction amongst staff is very high.

Staff report that a very focused view exists as regards the future of the project, and this is evidenced by the strong co-operation between the staff of the project, and the existence of a business plan with clear objectives for long term sustainability, diversifying services, accessing new contracts and offering a competitive, efficient and professional services. There is a very strong commitment by the enterprise to secure sustainable employment positions and strategies are in place to achieve this.

Economic Activity

Elsa plans to secure its long-term sustainability through generating new contracts for security services as required in order to subsidise the free and low cost services given to community projects.

The current supports received by the project enable it to provide a range of services without charge to local community groups. The extent to which these free services can be provided in the long term future is uncertain and dependent on continued support.

Elsa utilises voluntary labour at Board level and also at staff level. These are not formally recorded into the accounting process, and it is recommended that the voluntary labour is included as a contribution (and the value of this contribution should be recorded), as it should represent a significant asset to the enterprise.

Long Term Sustainability

Elsa's strategy for achieving sustainability relies on utilising public grant aid for part of its social provision and earning trading income to meet the gap between the funding and the cost of service provision.,

The project has a very strong Board of Directors, have developed effective systems for planning and managing long-term sustainability, including financial reporting and accounting and business management systems. According to the Northside Partnership, there was a development and support process when the project was first established, which was provided as part of the Round Programme and the Northside Partnership's strategy to develop the social economy sector in the area. Supports and training were provided to the group, and the capacity of the enterprise was developed throughout this phase.

Networking and links with other groups

Elsa has links with local groups through its Board structure and through its close relationship with users of its services. Elsa is a member of the *National Union of Security Employers* (NUSE), ensuring that it keeps in line with best practice security procedures. Elsa has also provided presentations on its activities with groups from the UK who have attended meetings convened by FÁS.

Elsa has worked extensively with statutory agencies (e.g., FÁS and Dublin City Council) and has provided services to other Government departments through its existing client base in Darndale/Belcamp.

Accountability

Elsa has a good relationship and links with the local community at all levels in the organisation: informally and through individual staff in the course of their work, and formally through the participation of community representatives, the curate of the local Catholic Church; the Local Enterprise Development Group (LEDEG) and the National Schools on the Board of Directors. Internal procedures for communication and consultation with staff are positively perceived by staff members, and there is a strong degree of participation by staff on structures (including participation on the Board of Directors).

This social impact statement is the first stage in the project developing a social auditing process. Aside from this, the company held its first AGM in May 2003 and produced its first set of audited accounts at this time.

Future Plans

Future plans to achieve sustainability have been identified by Elsa in their business plan. A swot analysis was undertaken as part of the consultations with the Board and staff of Elsa, as follows:

Strengths

Staff live in the area and have local knowledge
Staff work co-operatively and there is a very good working relationship between staff
Staff are well trained (security, health & safety, first aid)
Very good reputation amongst clients and customers
Ability to provide some services for free
Well known in the local community

Weaknesses

Difficulties in recruiting people under FÁS criteria
Project cannot employ staff who are under 35 years old
Need to establish permanent contracts

Opportunities

Ambitions to be 'up there with the best'
Project can create opportunities for long term unemployed people in the area
Plans to expand services as part of business planning activities
Can build on existing reputation to access new contracts

Threats

Competing with security companies which operate in the black economy and can provide cheaper services
Competing with security companies established to provide small scale security services

According to the **Managing Director of Elsa, Brendan Hyland**: *Our aim would be to continue providing security in our own area, but also to see outside contracts so as we can continue to be successful and viable. That way, we can continue to employ security officers and create more employment and training opportunities in the Darndale and Belcamp area.*

Table 1: Assessment of the social impacts of Elsa Security drawn from indicators for assessment of social economy enterprises (ADM)

Core Dimension	Key Elements	Criteria	Indicator	Elsa’s performance in relation to these indicators
SOCIAL IMPACT/ QUALITY OF LIFE	Meeting Community Needs	Identification of community needs	<ul style="list-style-type: none"> The project has carried out research on local and community needs The project has provided evidence of community needs, demands and latent demands A community of interest has been identified identification of target group experiencing social exclusion the project can demonstrate support and legitimacy for its activities within the community/community of interest The project has established an action plan focusing on the meeting of needs and practical implementation of plans The project is consistent with local development objectives 	<ul style="list-style-type: none"> ✓ Yes - action research conducted prior to original training period. Security services provided prior to trading (village centre) ✓ Yes - This has been substantiated by staff and stakeholder ✓ Yes ✓ The community of Darndale and Belcamp ✓ Yes – customers, clients and acknowledgements ✓ Business plan – this has been implemented and project is actively looking for additional new contracts ✓ Yes – targeted, local employment, enterprise/social economy enterprise development
SOCIAL IMPACT/ QUALITY OF LIFE	Service Provision	<ul style="list-style-type: none"> Direct service provision and benefit to the community of interest Quantitative demonstration of meeting local needs 	<ul style="list-style-type: none"> Number of individuals accessing services provided by project Proportion of activity or trading activity reserved for community of interest 	<ul style="list-style-type: none"> ✓ Project provides ongoing services to at least 10 groups in the area ✓ The project provides free security services to the local community, church and community buildings. All current traded activity takes place within the community of Darndale/Belcamp
		<ul style="list-style-type: none"> No of sustainable jobs in the project 	<ul style="list-style-type: none"> Number of people employed by project Number of people employed from target groups or community of interest No of sustainable jobs in the organisation 	<ul style="list-style-type: none"> ✓ 16 full time employees ✓ all staff are from the local area ✓ the project plans to make all these positions sustainable
		<ul style="list-style-type: none"> Quantitative and qualitative impact of training and development 	<ul style="list-style-type: none"> No. of individuals within the organisation who have increased their skills base No of individuals from the community of interest who have increased their skill base No of people receiving formal training No of people receiving accredited training Training and development opportunities for all stakeholders of the organisation 	<ul style="list-style-type: none"> ✓ All workers have undertaken technical security training ✓ 16 trained staff – 15 of these are all from the local community ✓ 16 staff ✓ health and safety training; first aid; security training (safe-pass) ✓ Development opportunities are provided to those who sit on the Board of Directors

	Equality	<ul style="list-style-type: none"> measures to increase equal access to participation 	<ul style="list-style-type: none"> stated commitment to equality in rule/constitutional documents/ company memorandum and articles gender and equality proofing procedures established target groups specified evidence of implementation of an equality policy amongst all stakeholder groups No and proportion of directors/positions on the management committee held by women, members of community of interest, and minority groups No of women employed in the organisation proportion of female employees in the organisation No of employees from minority, target groups and community of interest Proportion of employees from minority, target groups and community of interest 	<ul style="list-style-type: none"> x x ✓ community of Darndale/Belcamp ✓ While no women are on the board, all Board members are living or working in the Darndale/Belcamp area ✓ 1 woman is employed by Elsa and this represents a proportion of 6% of the total employees ✓ 94% of employees are from local community of interest
	Environment	<ul style="list-style-type: none"> role of environmental concerns in the trading activity and policies of the organisation 	<ul style="list-style-type: none"> monitoring and reporting of environmental effects of project as part of social auditing procedures 	<p>The project is not primarily environmental in its emphasis or in the activity that it undertakes. However, it has had a positive environmental impact through crime, vandalism reduction as well as preventing incidences of illegal dumping.</p>
ECONOMIC ACTIVITY	The project must be engaged in trading activity	The project is trading commercially	<ul style="list-style-type: none"> the project is primarily involved in the provision of goods and services engaged in some form of trading activity with a third party turnover is derived principally from trading activity Viability and long term sustainability has been established by the project principally on the basis of trading activity or projected trading activity voluntary labour and inputs are costed as part of the economic inputs into the organisation 	<ul style="list-style-type: none"> ✓ Yes ✓ Yes ✓ Funded through the SEP as well as traded income ✓ Yes, business development and sales development strategy in place. x Voluntary labour is not formally costed.

LONG TERM SUSTAINABILITY	The project has considered the Planning and trading implications for long term sustainability	<ul style="list-style-type: none"> Existence of explicit strategic objectives Existence of a project development plan and a contingency plan Statement of intention for long term sustainability in aims/ objectives 	<ul style="list-style-type: none"> The project has projected future traded income and other sources of income A development plan is in place Project has a contingency plan Project has identified sources of grant income, subsidy and trading income to ensure its sustainability Time-frame for achieving long term sustainability is established The project has identified a need, demand or latent demand for the product or service The project has effective organisational systems to ensuring sustainability: financial; legal and accounting; business management systems 	<ul style="list-style-type: none"> ✓ Yes
NETWORKING	LINKS WITH OTHER GROUPS/ SECTORS	<ul style="list-style-type: none"> Activity and partnership involving key agencies, social economy organisations, community groups, government departments and agencies; local authorities; community fora etc. 	<ul style="list-style-type: none"> The project engages in activities and partnerships with community groups, other social economy organisations and other relevant parties Examples of wider collaboration and alliances (regional, national and trans-national) The project has engaged with statutory agencies No of networking activities and partnership initiatives in place 	<ul style="list-style-type: none"> ✓ Yes, DBI on the board of enterprise, as well as FÁS funded discovery centre, local curate from parish, principal of local school, and two representatives from the local community. Elsa works on a daily basis with local community groups and service providers in the local community. ✓ Elsa is a member of the National Union of Security Employers. Project has made presentations on its work to UK based study group . ✓ Elsa has a contract with Dublin City Council, and has received funding from FÁS ✓ Project is based in the village centre and provides services to local comm. Groups in the area
ACCOUNTABILITY		<ul style="list-style-type: none"> Commitment to communication and consultation with community/community of interest commitment to social auditing procedures in the constitutional or legal documents of the organisation 	<ul style="list-style-type: none"> consultation and participation of all stakeholders in the organisation internal procedures and structures for participation and consultation the project has established social auditing procedures the project has carries out and publishes a social audit at least tri-annually the project publishes its financial audits other documentary evidence of accountability and communication with stakeholders is in place 	<ul style="list-style-type: none"> ✓ Yes. Board structure facilitates this. The project has recently held its first AGM ✓ Staff meetings and staff participate in Board structures. Staff are intrinsic players and stakeholders in project and report satisfaction with participation ✓ Social auditing procedures being developed with the social impact study as the first stage ✓ Currently undertaking a social impact study, as first stage in social auditing methodology development ✓ Yes. The project has produced its first set of audited accounts. ✓ Yes. Details of stakeholder and client feedback available.