

Strategic Plan 2025-2030

We will... Transform ... Reimagine ... Build ... Deliver



DONEGALL PASS
COMMUNITY ENTERPRISES

'Make Donegall Pass a more vibrant and thriving area of inner-city Belfast - a place that is welcoming and open to all.'

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"When looking to the future, a safe and welcoming space, and a thriving area which is well maintained were the top responses reiterating the importance of both safety and presentation of the area."

Dr Harrison McCallum, (2024).
The Pass, People, Place and Space

Foreword

‘Committed to transforming, reimagining, building and delivering together!’



A message from
our Chair:
Mr Ron McMurray

On behalf of the Board of Donegall Pass Community Enterprises (DPCE), it is a great honour to publish our 2025-2030 strategic plan. Over the next five years we will support the development of Donegall Pass and the surrounding areas by focusing on transforming local lives and creating safe, inclusive, and sustainable, urban communities.

In the last three years, we have witnessed significant challenges which have served to amplify ongoing political, economic and social issues. These issues led to an increased need for additional support within the community as well as a decrease in funding and other resources and local services. Furthermore, DPCE experienced internal changes in the form of a new Chair and the sad passing of our valued and respected colleague Neil MacLaren, who served on the Board from the organisation’s early days of conception. His passion and experience is a great loss to the organisation and our work.

Despite a period of challenge and change, DPCE has remained agile, pivoting its work to meet every challenge head on. We have focused on better understanding the community development approach as well as listening and learning from other organisations. We have also extensively engaged with key individuals and groups regarding local needs and good relations. It is this approach combined with engaging local stakeholders that has helped to shape our new strategy.

Led by our values of transparency, inclusion, innovation, leadership and collaboration we will focus on the following four key priorities between now and 2030.

We will

1. **Transform** people lives through insights, information, involvement, and inclusion.
2. **Reimagine** spaces to meet the community’s social, cultural, environmental and economic needs.
3. **Build** respect for people, places, and traditions.
4. **Deliver** a strong and sustainable organisation.

DPCE would like to take the opportunity to acknowledge the continued energy and commitment of the Community Stakeholder Group as well as the support and co-operation of our Tenants Group. We would also like to thank Urban Villages, Queens and Ulster Universities for their expertise, encouragement and assistance.

Furthermore, we would not have been able to develop and deliver our ambitious plans without the ongoing support of the Residents Association and the wider community. Thank you for your patience, trust and open honest engagement. Over the next five years we look forward to transforming, reimagining, building and delivering together.

A handwritten signature in dark ink, appearing to be 'Ron McMurray', written in a cursive style.

Chair, DPCE

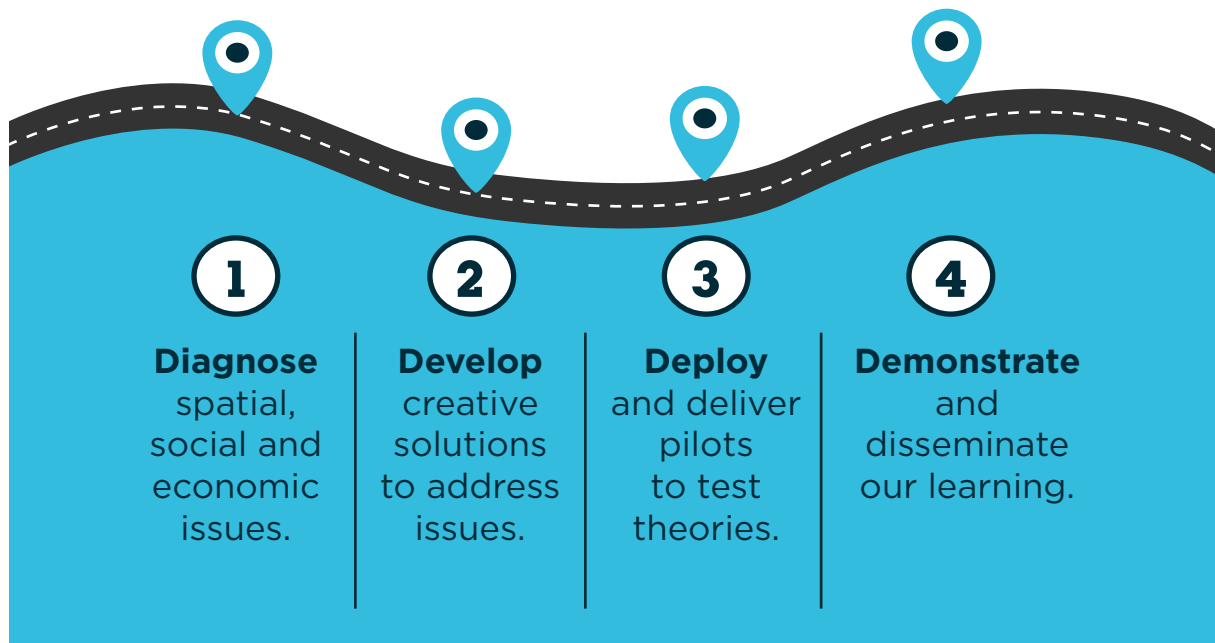
All About DPCE

WHO WE ARE

Donegall Pass Community Enterprises (DPCE) was formed in 2017 to support the development of Donegall Pass and the surrounding area, transforming local lives and creating safe, inclusive and sustainable urban communities. Placing lived and learned experience at the heart of all our work, we aim to engage, influence, and collaborate with multiple stakeholders to develop the physical, social, and economic capacity of this inner-city Belfast area.

HOW WE DO IT

DPCE's work will be proactive and highly intentional. As pathfinders, we will:



“DPCE begins 2025 better informed, better positioned, better connected and ready to deliver an ambitious and exciting 5-year plan driving local development and progress which will positively impact both People and Place.”

Lisa McCloy, Capital Project Coordinator



All About DPCE...

WHAT WE DO

Led by our core values of **transparency, inclusion, innovation, leadership,** and **collaboration**, we will deliver our work by focusing on:



The PEOPLE – we will help build confidence, connections, and capacity within the Donegall Pass and the surrounding area by supporting the delivery of services and programmes which help people, families and communities to thrive.



The PLACE – we will reimagine spaces and places to ensure social, cultural, environmental and economic needs are met.



The PARTNERSHIPS – we will establish, build, and support collaborations which will help us support local leaders to achieve change and transformation for Donegall Pass and beyond.



The PAST – we will champion and celebrate the rich and diverse culture and heritage of the Pass and surrounding area to help shape and inform the future.

Our five-year plan



Our Vision

‘Make Donegall Pass a more vibrant and thriving area of inner-city Belfast - a place that is welcoming and open to all.’



Our Mission

‘To work in partnership to enhance the environment and create opportunities which ensure a safe, vibrant, sustainable place for all to live, work, play and grow.’



Our Values

At the heart of all our work will be five key values:



1



Transparency – we will strive to act honestly, independently, and openly. We are committed to living our values and ideals through everything we do.

2



Inclusion – we will respect people, value diversity and are committed to good relations. We will ensure our work is inclusive and recognises the needs of everyone in our community.

3



Innovation – we will champion informed change and place community insight, creativity, and innovation at the heart of social, cultural, environmental, and economic development.

4



Leadership – we will strive to have the courage to both lead the way as well as champion leadership in our community to shape a better future.

5



Collaboration – we will work in partnership to support community development and maximise opportunities.

Our strategic priorities:

Our mission is to work in partnership to enhance the environment and create opportunities which ensure a safe, vibrant, sustainable place for all to live, work, play and grow. To achieve this, we have identified four key strategic priorities for change over the next five years.

We will:

1. **Transform people's lives through insights, information, involvement, and inclusion.**
2. **Reimagine spaces to meet the community's social, cultural, environmental and economic needs.**
3. **Build respect for people, places, and traditions.**
4. **Deliver a strong and sustainable organisation.**

Our first major piece of work to this end is the development of a Good Relations Community Hub on the former PSNI site on Donegall Pass.

How we are going to do it....

Over the next five years, DPCE will strive to deliver the following drivers:

1. **TRANSFORM PEOPLES' LIVES THROUGH INSIGHTS, INFORMATION, INVOLVEMENT, AND INCLUSION.**

OUTCOME: A safe, progressive, inclusive community, where people connect, learn, and thrive.

OBJECTIVES:

1. Collect insights, lived and learned experience and best practice evidence to drive community led transformation.
2. Create an environment where people can safely connect, share, learn, and thrive together.

How are we going to do it ...

2. REIMAGINE SPACES TO MEET THE COMMUNITY'S SOCIAL, CULTURAL, ENVIRONMENTAL AND ECONOMIC NEEDS

OUTCOME: A thriving area with the appropriate physical, social and economical infrastructure to meet community needs.

OBJECTIVES:

3. Establish an inclusive, engaging, and sustainable Good Relations Community Hub to address the social, cultural, environmental and economic needs of Donegall Pass.
4. Identify and develop local spaces to further improve community assets and infrastructure as well as strengthening social, cultural, economic and environmental concepts.

3. BUILD RESPECT FOR PEOPLE, PLACES, AND TRADITIONS

OUTCOME: Improved respect, understanding and collaboration across communities of Interest.

OBJECTIVES:

5. Strengthen social cohesion through good relations and inclusion.
6. Celebrate and promote the diversity and historical legacies of Donegall Pass across communities based both within and outside of the Donegall Pass area.
7. Build strong, mutually beneficial and collaborative partnerships across public, private and community sectors with the aim of meeting social, cultural, environmental, and economic needs.

4. DELIVER A STRONG AND SUSTAINABLE ORGANISATION

OUTCOME: A strong, robust and resilient organisation.

OBJECTIVES:

8. Strengthen governance structures and further building capacity to ensure DPCE remains accountable, agile, and innovative.
9. Invest in infrastructure that will help tell the important story of the people of Donegall Pass and DPCE.
10. Develop diverse and sustainable income generation to support our existing and future work.

Measuring our impact

To make sure we achieve our outcomes and deliver against our priorities and aims, we will evaluate our progress as we go and use the findings to learn and re-evaluate our approach. As well as measuring our work through individual projects, we will annually review progress as well as perform an in-depth assessment towards the end of this strategy, as part of a review to support the development of the next strategic plan.

We will use a variety of quantitative and qualitative measures that are appropriate to the transformation we are attempting to evaluate.

We will measure our success and impact by:

- Conducting regular community surveys and engagement
- Using appropriate evidence-based tools as defined by the nature of the intervention to measure impact.
- Measuring the impact of our partnership initiatives.
- Analysing feedback from key stakeholders.
- Performing robust internal and external auditing and financial management of our accounts.
- Developing and utilising mechanisms to measure social value and impact.

“

There were a lot more streets than there are now. People lock their doors now. I know change has to happen and I know people need houses, but you need to know your neighbours. People just need to come out.”

Donegall Pass Women’s Group

“ Community is about feeling safe and accepted. We tend to feel unsafe when we don’t know people.”

People, Place and Space, Mapping Insights of South Belfast’s new and Diverse Communities

”

Our Strategic Alignment

We fully support an outcomes-based approach across all areas of our work as we strive to make Donegall Pass a more vibrant and thriving area of inner-city Belfast - a place that is welcoming and open to all. Outlined below is a brief overview of how our planned work aligns with 'Our Plan: Doing What Matters Most. The Programme for Government 2024-2027.

Our work contributes to the following four missions of:



PEOPLE – Working to support everyone at all stages of their life to ensure they have the chance to succeed by improving life opportunities.



PLANET – Harnessing the potential of a green growth economy while ensuring we provide an equitable transition to a sustainable and affordable society as we take responsibility for decarbonising our economy and society.



PROSPERITY – Improving our economic productivity while making sure that we have an economy that works for everyone and our story continues to be an inspiration to others.



PEACE – Making sure that everyone feels the benefit of a growing economy, improved environment, and a safer and fairer society.

Our Strategic Alignment...

Our work supports many of the nine Programme for Government cross-cutting priorities. We have included the following five areas to demonstrate how our work will support this important programme of work.



Grow a Globally Competitive and Sustainable Economy

We will:

- Support businesses, entrepreneurs, communities and innovators, aligning skills, knowledge and experience with opportunity.
- Create a range of rich, captivating, quality tourist experiences which will bring vitality to local neighbourhoods, supporting skills development, income generation and a sustainable Tourism sector.



Cut Health Waiting Times

We will:

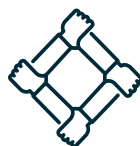
- Reduce health inequalities through the production, dissemination and maintenance of a Directory of Services outlining advice, help and support across South Belfast.
- Work alongside health practitioners to develop innovative community-based health initiatives which support healthy lifestyles, welfare and overall well being
- Promote and enable access to early intervention services.



Deliver More Affordable, Accessible, High-Quality Early Learning and Childcare

We will:

- Support and enable the development of affordable childcare services in the new Good Relations Hub.



Safer Communities

We will:

- Strive to build community cohesion by listening, learning, and sharing insights from and across the diverse communities residing in South Belfast and beyond.
- Create spaces, places, and programmes where people can connect, learn, and thrive, which promote inclusion, acceptance, tolerance, and respect.
- Work collaboratively to respond to local good relations issues, share learning, expertise, reach and increase impact.



Reform and Transform of Public Services

We will:

- Strive to identify and develop interconnected solutions to complex social, economical and environmental issues.
- Invest in multidisciplinary and cross sectoral partnerships as appropriate to make the best use of knowledge, expertise and limited resources and maximise impact.

How you can help us

‘Working in partnership with Donegall Pass residents and local community stakeholders to enhance the environment and create opportunities which ensure a safe, vibrant, sustainable place for all to live, work, play and grow.’

Help us transform local lives and create safe, inclusive, and sustainable urban communities. There are so many ways to get involved – you can:



Donate to us

A single donation could help fund local projects designed to enhance and improve people, places, and opportunities **for people** living in Donegall Pass and the surrounding area.



Raise funds for us

A single donation could help fund local projects designed to enhance and improve people, places, and opportunities for people living in Donegall Pass and the surrounding area. Supporting or hosting fundraising activities could help support local project.



Volunteer with us

Volunteers power our transformation by providing their time, passion, experience and expertise.



Work with us

We are passionate about working in partnership with organisations who identify with our values and vision. If you are interested in supporting our transformation and your social value responsibilities, please get in contact. Together we can reimagine and transform Donegall Pass and the surrounding areas.

'DPCE aims to make Donegall Pass a more vibrant and thriving area of inner-city Belfast - a place that is welcoming and open to all.

We do this by working in partnership to enhance the environment and create opportunities which ensure a safe, vibrant, sustainable place for all to live, work, play and grow.

Strong foundations have been laid. Robust infrastructure has been developed. Key relations have been formed. We invite you to join us on the journey and together we can transform and reimagine communities and build and deliver inclusive change.



www.dpce.org.uk

DPCE Ltd
65 Donegall Pass
Belfast
BT7 1DR

Tel: 028 9013 5873
Email: lisa.m@dpce.org.uk

Find out more about our work.
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