**The South Dublin Local Economic and Community Plan 2016 – 2021**

***To improve the economic, social and cultural life of our people and our communities***

**Glossary of Acronyms**

|  |  |
| --- | --- |
| AIRO | All Island Research Observatory |
| CSO | Central Statistics Office |
| EAs | Electoral Areas |
| EDs | Electoral Divisions |
| EMRA | Eastern and Midland Regional Assembly |
| EI | Enterprise Ireland |
| ETB  | Education and Training Board |
| HSE | Health Service Executive |
| IDA | Industrial Development Agency |
| ITT | Institute of Technology |
| LA | Local Authority |
| LCDC | Local Community Development Committee |
| LECP | Local Economic and Community Plan |
| LEO | Local Enterprise Office |
| OPRAH | Older People Remaining at Home |
| PPN | Public Participation Network |
| SDCC | South Dublin County Council |
| SPC | Strategic Policy Committee |

Contents

[**Introduction** 5](#_Toc434410643)

[South Dublin – an Overview 5](#_Toc434410644)

[The Local Economic and Community Plan – A Background 6](#_Toc434410645)

[Consistency with National, Regional and County Plans and Strategies 7](#_Toc434410646)

[**LCDC Membership** 8](#_Toc434410647)

[**Economic Development SPC Membership** 8](#_Toc434410648)

[**South Dublin LECP Advisory Steering Group Membership** 9](#_Toc434410649)

[**Developing the South Dublin LECP** 10](#_Toc434410650)

[**Improved Collaboration, Research and Information** 11](#_Toc434410651)

[LECP Work Programme for 2016 12](#_Toc434410652)

[**INFRASTRUCTURE** 13](#_Toc434410653)

[**Goal 1: Maintain and develop existing enterprise to support and improve the economic infrastructure of South Dublin County** 13](#_Toc434410654)

[**Goal 2: Transform older industrial areas into high quality centres for enterprise** 17](#_Toc434410655)

[**Goal 3: Strengthen the economic fabric of our towns and villages** 20](#_Toc434410656)

[**ENTERPRISE and EMPLOYMENT** 22](#_Toc434410657)

[**Goal 4: Develop new and existing enterprises with significant employment, capital, income or growth potential** 22](#_Toc434410658)

[**Goal 5: Improve the quality and diversity of employment in the County** 25](#_Toc434410659)

[**Goal 6: Actively engage with other Authorities and Agencies in the continued economic development of the Dublin region** 27](#_Toc434410660)

[**Goal 7: Develop micro enterprise, community economic development and start-ups** 29](#_Toc434410661)

[**HEALTH and WELLBEING** 31](#_Toc434410662)

[**Goal 8: Empower our communities to improve their health and wellbeing and quality of life by providing relevant information and accessibility to quality services** 31](#_Toc434410663)

[**ENVIRONMENT** 33](#_Toc434410664)

[**Goal 9: Protect and enhance our environment by providing information that is accessible to all and applying the principles of sustainable development** 33](#_Toc434410665)

[**POVERTY and INCLUSION** 35](#_Toc434410666)

[**Goal 10: Reduce poverty, social exclusion and disadvantage, and improve levels of income for disadvantaged communities, including children and families** 35](#_Toc434410667)

[**EDUCATION and TRAINING** 38](#_Toc434410668)

[**Goal 11: Continue to improve opportunities for our people to participate in life-long learning opportunities** 38](#_Toc434410669)

[**Goal 12: Develop and empower our local workforce through improving skills and increasing the accessibility of further educational opportunities** 41](#_Toc434410670)

[**CITIZENSHIP and PARTICIPATION** 44](#_Toc434410671)

[**Goal 13: Support our communities to influence decisions that matter in their areas and lives and encourage political, economic and cultural citizenship** 44](#_Toc434410672)

[**Goal 14: Strengthen connections, cooperation and coordination between service providers and between service providers and communities** 47](#_Toc434410673)

[Appendix 1 – South Dublin County Socio Economic Profile 49](#_Toc434410674)

[Appendix 2 – Screening for Appropriate Assessment 50](#_Toc434410675)

[Appendix 3 – SEA Final Determination Report 51](#_Toc434410676)

# **Introduction**

## South Dublin – an Overview

South Dublin County is one of 4 Local Authority areas in the Dublin region, with a population of 265,205 and a total area of 222.7 square kilometres. The number of people living in the County grew by 11% during the period 2002 – 2011. While this makes South Dublin the 4th most populated County in Ireland, the rate of growth is considerably less than the national rate of 17.1% over the same period.

South Dublin is a County of contrasting areas in terms of socio economic profile. Using the Relative Index Scores for 2011 South Dublin is the 10th most affluent County in Ireland with a score of -0.1. However rates of disadvantage vary greatly across the County, with a score of 8.9 in the Rathfarnam local electoral area and -8.4 in the Tallaght South local electoral area. At small area level the differences are more extreme, with 35 small areas classified as *very disadvantaged* and 1 area classified as *extremely disadvantaged.* This is one of only 3 such *extremely disadvantaged* areas in the state. In these small areas there are very high levels of people who are experiencing, or who are at risk of poverty.

In relation to educational attainment the number of people who have completed education to degree level or higher is in line with the national average. However in some areas of the County the rate is just slightly more than half that national average. The same is true for levels of unemployment. In the local electoral area of Templeogue – Terenure there was an 11.9% rate of unemployment at the 2011 Census, the rate in the Tallaght South local electoral area was 29.5%. While the more up to date live register figures do show a similar rate of increase across all local electoral areas in levels of employment in recent years, it is clear that some areas are starting from a lower base.

There are more than 105,000 people in the County in employment, with over 80,000 jobs located in the County. South Dublin has the highest rate of out of County commuting for work in Ireland at 57.2%. However South Dublin does attract large numbers of commuters to jobs in the County, particularly from the mid-east region. There are over 6,800 business entities in the County with business categories including retail, transport and distribution, professional and financial services and manufacturing. Over 80% of firms in the County have 20 or less employees making the SME sector the largest single proportion of business in the County.

## The Local Economic and Community Plan – A Background

Under the Local Government Reform Act (2014) each local authority is required to establish a Local Community Development Committee (LCDC). The South Dublin LCDC was one of 10 frontrunner committees and was established in 2013. The Local Government Reform Act also requires each LCDC to produce a 6 year Local Economic and Community Plan in partnership with the Economic Development Strategic Policy Committee (EDSPC).

The South Dublin County 6 year Local Economic and Community Plan (LECP) has been developed following a year of consultation and collaboration involving stakeholders from the community and economic development sectors in the County. This process has been coordinated by the LCDC and the EDSPC. The planning process has taken into account the strategic policies of national, regional and local bodies, and has been approved by the Eastern and Midlands Regional Assembly and by South Dublin County Council. This Plan is not intended to replace the statutory, strategic or operational plans of national and local agencies and organisations. It aims to develop improved integration and reduced duplication through a collaborative action focussed plan.

This LECP contains both economic and community elements, recognising that economic and community development should happen in tandem and serve common rather than conflicting interests. There are 7 economic high level goals, and 7 community high level goals, however there are elements of crossover and joint action. The plan builds on the strong culture of integrated and collaborative work in South Dublin County. It further progresses the achievements of earlier plans and strategies produced by interagency committees including the County Development Board, the Joint Policing Committee, the Tourism Working Group and the Economic Development Strategic Policy Committee. The LECP aims to introduce new approaches and programmes of work while complementing existing programmes and plans.

Through the LECP new partnerships will be built and existing partnerships will be strengthened. New commitments will be made to ensure that the planning of work in the areas of community and economic development will prioritise value for money, reducing duplication, sharing resources and more evidence based practice. This is an action focussed plan with a strong emphasis on the monitoring and evaluation of the LECP actions. These actions will be reshaped, adapted and developed over the 6 year period of the plan. The process of developing this LECP has taken account of *Putting People First – the Action Plan for Effective Local Government* which highlighted the scope for a more joined up approach by the local government and local development sectors. By utilising mutual strengths and experiences of both sectors there is the potential for more cost effective and efficient delivery of services and more meaningful impacts for communities.

This plan represents the strategic vision for the development of the community and the economy of South Dublin County. It will be implemented alongside the South Dublin County Development Plan and, where relevant, LECP actions will be required to go through the statutory planning process.

## Consistency with National, Regional and County Plans and Strategies

The LECP is one of a collection of national, regional and County plans and strategies. It provides a framework for organisations to link their strategies and plans and to combine investment and resources to achieve common agreed goals. In preparing and developing the LECP these national, regional and county plans and strategies have been reviewed, including the current regional planning guidelines and the current South Dublin County Development Plan 2010-2016.

South Dublin County LECP includes a range of actions that sustain existing businesses, focus on the redevelopment of underutilised areas, develop regional competitiveness to attract mobile largescale international investment projects and support the development of sustainable, inclusive and thriving communities.

This plan is consistent with the Regional Planning Guidelines 2010-2022 and the core strategy of the South Dublin County Development Plan 2010-2016 through the inclusion of policies promoting appropriate sustainable economic and community development within the context of the wider Dublin strategic planning area.

The South Dublin County LECP has been screened for compliance with Strategic Environmental Assessment (SEA) and Appropriate Assessment (AA) under the relevant legislative requirements.

## **LCDC Membership**

|  |  |
| --- | --- |
| Anna Lee | Chair, Community  |
| Billy Coman | SDCC |
| Colm Ward | Local Enterprise Office (replacing Emer O Gorman and Loman O Byrne) |
| Larry O Neill | South Dublin County Partnership |
| Fiona Ward | Department of Social Protection |
| Padraig Rehill | Health Services Executive  |
| Deirdre McKeon | Education and Training Board (replacing Paddy Lavelle) |
| Cllr. Paula Donovan | SDCC |
| Cllr. Kieron Mahon | SDCC |
| Cllr. Eoin Ó Broin | SDCC |
| Doreen Carpenter | PPN (Social Inclusion Pillar) |
| Maurice Walsh | PPN (Social Inclusion Pillar) |
| Stephen Dunne  | Vice Chair, PPN (Community Pillar) |
| Ronan Leydon | PPN (Community Pillar) |
| Justin Byrne | PPN (Environment Pillar) |
| Prof. Mary Corcoran | NUI Maynooth, Community |
| Prof. Joe Barry  | TCD, Community  |
| Peter Byrne | South Dublin Chamber |
| Greg Tierney | Crosscare  |

## **Economic Development SPC Membership**

|  |  |
| --- | --- |
| Cllr. Emer Higgins | Clondalkin |
| Cllr. Ronan McMahon | Templeogue - Terenure |
| Cllr. Guss O'Connell | Lucan |
| Cllr. Paul Foley | Templeogue - Terenure |
| Cllr. John Lahart | Rathfarnham |
| Cllr. Brendan Ferron | Tallaght Central |
| Cllr. Francis Noel Duffy | Rathfarnham |
| Cllr. Anne Marie Dermody | Rathfarnham |
| Gareth Robinson | South Dublin Chamber |
| Dr Damian Roche | IT Tallaght |
| Sean Reid | South Dublin Chamber |
| Tara de Buitlear | PPN representative |

## **South Dublin LECP Advisory Steering Group Membership**

|  |  |
| --- | --- |
| Philip Murphy | SDCC, Chief Officer of the LCDC |
| Frank Nevin  | SDCC, Director of Economic, Enterprise and Tourism Development |
| Cllr. John Lahart | Economic Development SPC |
| Cllr. Eoin Ó Broin | LCDC |
| Seán Reid | Economic Development SPC |
| Larry O Neill | LCDC |

# **Developing the South Dublin LECP**

The 5 stage process outlined by the Department of Environment, Community and Local Government has been followed in the development of the LECP.

**Stage 1 – Preparation**

This stage involved the development of a socio economic statement for the County, drawing on available socio economic data and the expertise of the members of both partner committees.

**Stage 2 – Public consultation**

A 6 week consultation process was completed over a period in April, May and June 2015. The socio economic statement was widely advertised and circulated and submissions were invited from members of the public and other stakeholders. Following completion of this process a set of 14 high level goals for the LECP were agreed by both partner committees. During the consultation process 3 key areas for focussed improvement were identified - Collaboration, Information Provision and Research.

**Stage 3 – Developing Objectives and Actions**

These 14 high level goals became the basis for the development of a set of 40 detailed objectives. Both partner committees then consulted with stakeholders to develop over 80 clear, measurable and time bound actions under these objectives. It became clear that it would be difficult to secure 6 year commitments to actions and so it was agreed that a work programme for 2016 would be initially developed. This work plan will then be reviewed and updated with new actions over the 6 year life of the plan. The development of actions was supported by a mapping and data analysis carried out by the All Island Research Observatory in NUI Maynooth. (see Appendix 1)

**Stage 4 – Final Plan**

The final plan was approved by both partner committees on x dates and was then submitted to the Dublin Regional Assembly. Approved by South Dublin County Council on x date.

**Stage 5 – Monitoring and Review**

An ongoing monitoring and review process has been agreed by the 2 partner committees. This process will be coordinated by an Advisory Steering Group consisting of members of both committees.

# **Improved Collaboration, Research and Information**

During the process of developing the LECP 3 areas of focus for improvement emerged; Collaboration, Research and Information.

There is an identified need for more **Research,** data gathering and analysis to be built into programme and service planning and development. Improved information will allow for a progression towards more evidenced based practice, more targeted interventions and improved outcomes for communities and the County.

South Dublin County has benefitted from a strong culture of interagency information sharing and cooperation. However there will always be opportunities for improved **Collaboration**, the strengthening of existing partnerships, and the development of new relationships. Many of the LECP actions have been designed to build on previous experiences of organisations working together.

South Dublin County is well served by many excellent facilities, services and programmes however too often people report that they are unaware of opportunities that exist. Therefore there is a need to improve the provision of **Information** about services, programmes, opportunities and policies and procedures. This applies to the information shared by service providers, but also to the methods of providing this information to service users.

# LECP Work Programme for 2016

This work programme is the result of a year-long consultation process involving the LCDC and EDSPC and coordinated by the Advisory Steering Group. In the initial stages of development 7 themes were agreed, with 14 high level goals. During the public consultation phase participants were asked to highlight priorities, strengths, weaknesses and opportunities under each of the high level goals. A brief summary of the feedback received through this process, along with relevant socio economic data, is outlined in the narrative provided for each of the high level goals.

The resulting objectives and actions have stemmed from the combination of socio economic data analysis, the experiences and expertise of service providers, and the issues raised by other organisations and members of the public. The action plan will be reviewed on an annual basis as new resources become available, new initiatives are developed and new partnerships are built.

Action timelines are short term, to be carried out or completed in 2016, medium term, to be carried out or completed by 2018 and long term, to be completed by the end of the 6 year period in 2021. Some actions are described as ongoing, where work has already commenced and will continue over the duration of the plan.

The monitoring and reviewing of the action plan will be coordinated by the Advisory Steering Group. Ongoing consultation will be an important element of the review process, it will be important to ensure that the LECP continues to be a reflection of the views and needs of service providers and communities across the County. This will ensure that the impact of each action on the community, economy and the environment will continue to be monitored by a wide range of stakeholders, as well as members of the LCDC and EDSPC.

# **INFRASTRUCTURE**

## **Goal 1: Maintain and develop existing enterprise to support and improve the economic infrastructure of South Dublin County**

There are over 6,800 business entities in South Dublin County employing over 80,000 people within 4800 operational business premises. Business categories include retail, transport and distribution, professional and financial services and manufacturing. Over 80% of businesses in the County have 20 or less employees, making small and medium enterprise the most common business type in the County. There are however a number of large industrial employers such as Pfizer, Irish Distillers and SAP.

There are a number of economic character areas in the County. These are the Technology Crescent, Rail Corridor, Tallaght, the Luas Corridor and Towns and Villages. They represent areas of similar economic activity. A marketing strategy will be developed for each character area, building on the County economic profile and economic strategy developed in 2012. These marketing strategies will include Unique Development and Selling Points for each area and the development of relevant information material. The provision of this information will further develop the focus on local business and the particular benefits of locating in each area.

In conjunction with the development and rollout of a marketing strategy there are two complementing programmes, the identification of key infrastructure supports for individual character areas and supporting and developing local business collaboration networks based on the networks developed as part of the Business support grant initiative, leading to a better understanding of local business needs.

Collaboration with third level institutions is an important element in fostering improved economic development. The Institute of Technology Tallaght is in the process of incorporating into the Dublin Technical University and there are close connections between the Ryan Institute and Dublin City University. There are opportunities to build on the existing networks to support improved services and linkages to the wider business community. There are also opportunities to develop incubation and step up space and campus company development based in areas such as food and tourism development.

The Local Enterprise Office will establish a register of potential business and service opportunities. This will serve as a starting point for potential entrepreneurs looking for ideas.

Agriculture is a relatively small employment sector in South Dublin. However the location of the County was highlighted by the recent County tourism strategy as providing opportunities for South Dublin County Council to actively support the development of sustainable rural and outdoor tourism product development. There are also opportunities for an increase in the development of locally grown food and food products, particularly through links with local restaurants and niche retailers.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Support the development of development plans for enterprise character areas** | Develop a marketing strategy for enterprise character areas | Medium Term  | LEOSouth Dublin Chamber South Dublin County Council  | Develop marketing strategy.Establish work programme |
| Develop information material to encourage and support national and local business to locate and grow in the County | Short Term  | LEOSouth Dublin Chamber South Dublin County Council | Establish and populate database of relevant information. |
|  |
| **Develop and support models of collaboration between existing business** | Build and develop the sustaining business programme in conjunction with South Dublin Chamber and the LEO | Ongoing | South Dublin ChamberLEOSouth Dublin County Council | Maintain programme, focus on exporters |
|  | Develop an opportunities register for people looking to start and develop small business within the County | Short Term | South Dublin ChamberLEOSouth Dublin County Council | Register developed  |
|  |
| **Work with local and regional third level institutes to develop opportunities for company start-ups** | Develop an enhanced collaboration between the third level institutes, Synergy centre, South Dublin Chamber and LEO to identify and support a programme for start-up and step up business.  | Medium Term | I.T. TallaghtRyan InstituteSynergySouth Dublin ChamberLEO | Develop model for identifying physical locations for start-up, step up facility and suitable tenants. |
| **Support the development of outdoor and rural enterprise.** | Develop a programme to support tourism product development in conjunction with Fáilte Ireland | Ongoing | South Dublin County CouncilLEOFáilte Ireland | Identify tourism product within the County and potential for development based on tourism strategy focus.Develop soft business supports for tourism companies in conjunction with Fáilte Ireland |
| Seek to develop links between local food producers and local restaurants and food retailers. | Ongoing | LEOSouth Dublin ChamberBord Bia | Identify linkage between food producers and local retailers. |

## **Goal 2: Transform older industrial areas into high quality centres for enterprise**

South Dublin County has a range of older industrial estates which are in need of regeneration and renewal. An analysis of the rates database and the County economic profile reveals that particular areas of the County, including Cookstown, parts of Ballymount and areas in the vicinity of the Nangor Road, have high vacancy rates of approximately 30%, while the rate for the County as a whole is 11.2%. These older industrial areas date from the 1960s to the 1980s. They are spatially well located and serviced, have a high potential to be re-developed and have the potential to make better use of existing zoned, serviced land. This would then enhance the further consolidation of the built area.

There is a need to develop and maintain an understanding of the issues faced by businesses in these areas through the development of networks and to identify specific infrastructure opportunities and deficits.

Supporting upgrade and redevelopment opportunities, particularly the promotion of start-up and step-up facilities, along with identifying and promoting the development of improved infrastructure will support the redevelopment of these well located but

Underutilised areas.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Develop network of businesses within older industrial areas** | Develop network of firms based on the rollout of the Business support grant supports. | Ongoing | LEOSouth Dublin ChamberIdentified local businesses | Establish pilot network in Cookstown and JFK areas |
| Identify key issues facing business in older industrial estates | Ongoing | LEOSouth Dublin ChamberIdentified local businesses | Identify initial programme based on established BSG programme |
|  |
| **Identify opportunities for the development of start-up/ step up facilities** | Develop existing collaboration model between LEO, the Chamber, local third level institutes and South Dublin County Partnership to identify location for start-up/ Step-up facilities | Ongoing | LEOSouth Dublin Chamber South Dublin County PartnershipThird Level institutes ( ITT, Ryan Institute, Synergy) | Identify potential location for initial start-up/ step-facility.Scope out physical requirements.Identify and establish management structure. |
| **Identify specific infrastructural supports for re-development of older industrial areas** | Identify key existing infrastructure within Older industrial estates and identify key infrastructure development opportunities particularly power and telecoms facilities | Ongoing | South Dublin County CouncilService ProvidersSouth Dublin Chamber | Map existing services within older industrial areas with above average vacancy rates, JFK, Cookstown, Ballymount. |
| **Encourage and promote programme of physical supports for the improvement of older industrial areas** | Build on work carried out for the Business Support Grant and work with local businesses to identify key interventions required | Ongoing | South Dublin County CouncilSouth Dublin Chamber | Identify rolling programme of key physical interventions required. |

## **Goal 3: Strengthen the economic fabric of our towns and villages**

South Dublin County has a collection of rural and urban villages and towns which support ongoing economic and community development. The County Economic Profile carried out in 2014 identified retailing as the largest economic activity in the County and there are opportunities to provide further support for niche retailing, particularly within the towns and villages.

The County Tourism Strategy developed in 2015 identified the towns and villages of the County as essential to the development and enhancement of the tourism product. Providing supports for economic development within the towns and villages will be key to the development of tourism.

These supports will include:

* Improved permeability and wider improvements to mobility plans and smart travel initiatives
* Development of models of co-operation and support for retailing within the County, particularly in towns and villages. Initiatives will include the Village initiative, the shop front grant and the way finding strategy.
* Supporting the development of tourism initiatives within the County arising from the County tourism strategy
* Consideration of particular supports for larger retailing centres within the County
* Exploring the feasibility of developing Arts / Crafts / Tourism centres

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| **Objective** | **Action** | **Timeline** | **Collaborators** | **Measurement / Target for 2016** |
| **Develop and maintain communication channels with local retail/ business** | Develop a support network for local retailers and identify key supports required by retailers | Ongoing | South Dublin Chamber LEOLocal retailers | Establish pilot programme with the niche retail sector and investigate the development of an online platform for promoting local retail |
|  |
| **Support the rollout of the South Dublin County Tourism Strategy** | Support identified tourist product development:- Rollout County wayfinding strategy- Initiate heritage village trails | Ongoing | South Dublin County CouncilSouth Dublin ChamberFáilte IrelandTourism Implementation Group | Establish programme for rollout of village wayfinding signage. Install new signage in villages.Develop pilot heritage trail in TallaghtIdentify and support development of festival with regional draw.  |
| **Support a marketing strategy for villages within the County** | Develop unique character for each village, particularly for niche retailing | Short Term | South Dublin County CouncilSouth Dublin Chamber | Identify marketing provider to develop marketing programme |
| Develop and support village improvements | Short Term | South Dublin County CouncilSouth Dublin Chamber | Continue shop front grantIdentify wi-fi improvementsContinue to develop round tower and Dublin Mountain flagship projects. |

# **ENTERPRISE and EMPLOYMENT**

## **Goal 4: Develop new and existing enterprises with significant employment, capital, income or growth potential**

South Dublin County has a strong track record of attracting and developing large scale inward investment projects with examples of large scale inward investment located throughout the County. However there are clusters located in City West Business Park and also in Grange Castle International Business Park, which is owned and managed by South Dublin County Council.

Large scale inward investment projects have key physical requirements including serviced site availability, power availability and accessibility to a large pool of potential employees. South Dublin is well situated to attract mobile investment projects given its location as part of the Dublin region, excellent links to the Dublin Port and Dublin Airport, the rest of the Country, the proximate availability of a large, well educated workforce and service connections.

However there are a limited number of large serviced sites, both regionally and within South Dublin County, of 40acres or more in size. (This being the size needed by a large bio-pharma/ high tech manufacturing facility). In order for the County and Region to compete at a global scale for these types of major inward investment developments, consideration needs to be given to the identification of appropriate sites and to the development of a sustainable model, including the promotion of green technology, for their servicing and bringing to the market. This is a key economic development policy as it meets with an identified national and regional need. This policy would also build on the collaborative relationship between South Dublin County Council and the IDA as evidenced by the successful ongoing development of Grange Castle International Business Park.

In supporting and developing existing and new large scale industrial development South Dublin County Council and South Dublin Chamber will work with companies to support their location in the County. A key objective will be the development of a marketing and information pack that sets out the most attractive features of the County for businesses looking for a new location.

South Dublin County Council will continue to proactively support the necessary infrastructure for economic development within the County and will continue to facilitate pre-planning meetings to advise on future economic development proposals.

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| **Objective** | **Action** | **Timetable** | **Collaborators** | **Measurement / Target for 2016** |
| **Support initiatives to improve the availability of serviced sites for large inward investment projects** | Identify serviced land priorities | Ongoing | South Dublin County Council Industrial Development Agency | Identify priorities for servicing of sites  |
| Further develop Grange Castle Business Park | Ongoing  | South Dublin County Council Industrial Development Agency |
| Plan for the continued development of Grange Castle |
|  |
| **Continue to develop and improve a dedicated marketing strategy to attract large scale inward investment projects** | Build on Grange Castle marketing information | Ongoing | South Dublin County Council Industrial Development Agency | Enhance and expand Council Business pages on Website and related promotional material |
| **Identify and support improved infrastructure required to support large scale inward investment projects** | Develop a detailed understanding of infrastructure needs of large inward investment projects.Work with service providers to meet identified needs. | Ongoing | South Dublin County Council Industrial Development Agency Service Providers | Support 220kv upgrade.Examine development options for Grange Castle and environs |
| **Support the development of improved links between local third level institutions and large local employers** | Develop network between major employers and third level institutions. | Ongoing | South Dublin County Council, South Dublin Chamber, Third level institutions. | Identify participants in network and establish pilot network group. |

## **Goal 5: Improve the quality and diversity of employment in the County**

There is a wide range of employment types in South Dublin County including retail, transportation and distribution, industry and manufacturing and professional and financial services.

The development and maintenance of employment within the County is an economic requirement and essential to this is ongoing support for people to develop appropriate skills for current and future employment opportunities. This is not just for those seeking employment but also for those already in employment.

To coincide with the Central Government jobs strategy South Dublin County Council has developed a jobs strategy for the County which will continue to be implemented. It is envisaged that a regional jobs strategy will be also be drafted by early 2016. South Dublin will be active in the development of this regional strategy which will build on the work already underway.

The recent economic profile for the County undertaken by South Dublin Chamber and South Dublin County Council identified the need to improve training within existing business to support ongoing development. A more focused survey was undertaken in 2015 to identify the training needs of existing businesses. As a result training programmes will be developed and facilitated through the South Dublin LEO. The ongoing development and support of targeted training supports for existing business is a key objective of this LECP.

There is also a need for the development of targeted supports for exporting companies. Just over 20% of companies in South Dublin currently export, and these exports are mainly to the UK. Through targeted training and networking supports it is envisaged that the level of exports from the County will increase.

Further collaboration will be undertaken to identify and support direct links between third level institutes and business in the County, including the Ryan Institute and Synergy centre. This will allow for the identifying of existing and future training needs and support the development of local entrepreneurship. These will be a particular focus in the areas of food and tourism supports.

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| **Objective** | **Action** | **Timetable** | **Collaborators** | **Measurement / Target for 2016** |
| **Support the development and rollout of a Regional Jobs Strategy for Dublin** | Actively support the development of the regional jobs strategy | Ongoing | South Dublin County CouncilLEODepartment of Jobs and Enterprise | Provide input and support the development of a regional jobs strategy |
|  |
| **Develop a training programme based on the needs of local employers** | Identify training needs and develop mechanism for delivery, incorporating certification where possible. | Ongoing | LEOSouth Dublin ChamberLocal business | Develop and rollout training programme based on 2015 survey results. |
|  |
| **Develop training supports to enhance and develop exporting companies within the County** | Identify supports for exporting companies and develop network to support exporting companies within the County | Ongoing | LEOSouth Dublin ChamberLocal Exporters | Survey exporting companies to identify future training needs |
|  |
| **Work with local stakeholders to promote upskilling of local workforce** | Identify particular skill deficits | Ongoing | LEOSouth Dublin Chamber I.T. TallaghtSolasSocial Enterprise centres | Identify programme to tackle skill deficits including existing and emerging apprenticeship opportunities |

## **Goal 6: Actively engage with other Authorities and Agencies in the continued economic development of the Dublin region**

##

As part of the Dublin metropolitan area the economy of South Dublin is heavily integrated into that of the wider Dublin region with significant flows of workers both into and out of the County. At the last census 42,500 people enter the County for employment while over 57,000 workers commute out of the County, mainly to Dublin City centre.

South Dublin has a number of key enterprise locations which are integral to the wider regional and national economy including Grange Castle International Business Park and City West.

Building on the existing models of collaboration between Grange Castle International Business Park and the Local Enterprise Office, there will be continued collaboration with other agencies and authorities, in particular with the IDA and Enterprise Ireland. The focus of collaboration with the IDA will be on existing and new smaller businesses, exploring areas of collaboration and supports that can be offered, particularly through the LEO. The focus of collaboration with Enterprise Ireland will be to identify key sites to be made available for inward investment throughout the County and to co-ordinate their marketing and servicing. Consideration of the needs for future envisaged target sectors for foreign direct investment will form part of this work programme.

The availability of necessary services is essential to attracting new business and supporting economic activity. There are currently a number of key infrastructural projects that are required at a regional level and through the LECP support will be given to their delivery by South Dublin County.

There are successful models of collaboration between economic actors and state agencies including the Local Authority in South Dublin County. To support economic development and to develop models of collaboration active support will be given to the development of regional economic data with the other Dublin Local Authorities and the development of a regional economic forum in conjunction with the Regional Authority.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Support the continued collaboration with other agencies and authorities to develop and support economic enterprise** | Continue to develop and deepen collaboration with the Industrial Development Agency | Ongoing | Industrial Development Agency | Develop protocols for identifying key inward development site size and locationContinue to develop and enhance the marketing of Grange Castle Business Park to prospective clients |
| Continue to develop and deepen collaboration with Enterprise Ireland  | Ongoing | Enterprise Ireland  | Develop and expand models of collaboration with Enterprise Ireland |
|  |
| **Support the identification and development of Key regional infrastructure provision** | Work with state agencies to support business case for delivery of key infrastructure | Ongoing | Irish WaterEirgridDublin Local AuthoritiesNational Transport AgencyNational Roads Authority | Identify key regional infrastructure requirements |

## **Goal 7: Develop micro enterprise, community economic development and start-ups**

There is a wide range of micro and community enterprises and new start-ups within South County Dublin. They range from hi-tech start-ups to a diversity of local enterprises. Active support structures are in place to assist these enterprises in start-up and development phases. The Local Enterprise Office plays an important role in supporting the development of micro enterprises. South Dublin County Partnership, Action Clondalkin Enterprise and Partas provide supports to community economic development and social entrepreneurship in the County.

Ongoing support is provided to ensure the development of the South Dublin LEO as a first stop shop for the development of enterprise within the County.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Support the ongoing development of the South Dublin LEO as a first stop shop for the development of enterprise within the County.** | To support the development of start-up and small business expansion in the County and to maximise the development of enterprise in South Dublin | Ongoing | Enterprise IrelandSouth Dublin ChamberLEO | Develop a County Enterprise strategy for South Dublin County.Develop a training support programme based on the 2015 business survey.Maximise the take up of allocated funding measures under measure one and two programmes |
|  |
| **Support a network for the development of community economic development within the County** | Identify key actors to be included in network and develop programme of work | Short Term  | LCDCLEOSocial Enterprise Centres South Dublin Chamber | Establish a network and develop programme of work to identify existing factors most inhibiting community economic development |
| **Support the development of a network for the promotion of social entrepreneurship in the County** | Identify key actors to be included in network. | Short Term | LCDC, LEO, Social enterprise centres, chamber, Social Entrepreneurs  | Establish network of stakeholders to identify existing factors most inhibitingto the development ofsocial enterprises  |

# **HEALTH and WELLBEING**

## **Goal 8: Empower our communities to improve their health and wellbeing and quality of life by providing relevant information and accessibility to quality services**

At just 1.43%, South Dublin has a very low proportion of its population who self- reported bad or very bad health in the 2011 Census. This rate is below the national average of 1.52% and well below the Dublin City rate of 2.03%. South Dublin also has lower than average numbers of people with a disability. However, there are areas of the County where rates of poor health, disability and chronic illness are high. The 2014 Health Assets and Needs Assessment of Tallaght, carried out by Trinity College and Tallaght Hospital, collected data on 1082 individuals living in households in Tallaght. Of these individuals, 22% were reported to have a chronic illness, with rates of heart disease, diabetes, mental health issues and cancer all increasing since an earlier study in 2001. There were a total of 18% of people in receipt of a disability allowance, a very considerable increase on the 2001 figure of 11%. This clearly suggests the need for service providers and policy makers to consider geography and local data when planning new programmes and services.

Health and Wellbeing includes many diverse areas and within this context participants in the consultation process were asked to focus particularly on gaps and areas for improvement in existing programmes and services. Several strong themes emerged including the need to improve future planning and service development by carrying out a comprehensive analysis of current resources and the need to improve communication and cooperation between those providing services. Participants identified target groups and target areas that are felt to require more concentrated efforts, these included adolescent mental health, older people, community safety, physical activity and addiction and mental health and suicide amongst members of the Traveller Community.

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| **Objective** | **Action**  | **Timetable** | **Collaborators** | **Measurement / Target for 2016** |
| **Provide information about health and wellbeing services that is available and accessible to all people living in the County**  | Develop a Data Hub for South Dublin County – to include directories and mapping of services and existing networks  | Short term | South Dublin County Council Health Services ExecutiveNational University of Ireland, Maynooth | Contractor engaged and data hub developed |
| Produce an information pack to promote the roll out of literacy audits and translation of documents / forms / websites  | Short term | South Dublin County Council - Individual member organisation to consider their approach  | Information pack produced and circulatedMember organisations surveyed |
|  |
| **Ensure high quality services are provided by increasing cooperation and collaboration** | Develop an agreed protocol for engagement between the LCDC and existing interagency committees and collaborative groups  | Ongoing  | Joint Policing CommitteeHealthy CountyAge Friendly CountyChildren and Young People’s Services CommitteeDrugs Task ForceTraveller Interagency Group | Protocol agreed and circulated to existing committees and groups for consideration Develop a reporting relationship with other committees |
| Continue to support projects which demonstrate collaboration and cooperation | Ongoing | Healthy CountyHealth and Wellbeing WeekOPRAHChildren and Youth Services CommitteeJoint Policing Committee and Local Policing Forums Traveller Interagency Group  | Secure Healthy County accreditation for Tallaght in 2016Include no. of new partners in Health and Wellbeing week 2016 |

# **ENVIRONMENT**

## **Goal 9: Protect and enhance our environment by providing information that is accessible to all and applying the principles of sustainable development**

During the LECP consultation process it was acknowledged that the remit of this plan is limited and rather than focussing on larger issues actions would concentrate on assisting communities to become more involved in protecting and improving their environment and their local areas. Participants in the consultation highlighted the benefits of existing allotments and community garden projects across the County. These projects not only improve the immediate environment, they also provide opportunities for learning about food, composting and water conservation. There is also evidence to show that community gardens developed by local communities are not subjected to the same levels of vandalism and anti-social behaviour as environmental improvements carried out by, for example, the Local Authority. Another theme which emerged from the consultation is the need for increased and improved information to empower communities to take more responsibility for their environment. The issues of dumping, littering and dog fouling were also raised. It is strongly felt that ensuring an attractive, clean and safe environment is essential to ensuring that local communities take ownership and make use of open spaces and parks in the County.

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| **Objective** | **Action** | **Timetable** | **Collaborators** | **Measurement / Target for 2016** |
| **Provide opportunities for all people in the County to be better informed about how to enhance, protect and enjoy their environment**  | Develop the Annual Eco Week to include new partners and new information and training initiatives  | Short term  | South Dublin County CouncilSouth Dublin County PartnershipPPN Environmental Pillar | No. of new partnersNo. of new events |
| Develop a Community Garden *How To* manual for communities  | Short term | South Dublin County Council, South Dublin County Partnership | Manual developed and distributed |
| Training and Education – Grow your own, water conservation, recycling  | Ongoing  | South Dublin County CouncilSouth Dublin County PartnershipPPN Environmental PillarEducation and Training Board | No. of people involved in training  |
|  |
| **Increase opportunities for communities to become involved in protecting and enhancing the environment**  | Map existing Community Gardens and Allotments and identify new locations with interested communities  | Short term | South Dublin County CouncilSouth Dublin County PartnershipPPN Environmental PillarAIRO / NUI Maynooth | Map developed and no. of new locations identified  |
| Support Community Clean Ups / Tidy Towns  | Ongoing | South Dublin County CouncilSouth Dublin County PartnershipPPN Environmental Pillar | No. of tidy towns and community clean ups supported |
| Support existing projects such as Clondalkin Community Recycling Initiative and Recreate  | Ongoing | South Dublin County Partnership |  |

# **POVERTY and INCLUSION**

## **Goal 10: Reduce poverty, social exclusion and disadvantage, and improve levels of income for disadvantaged communities, including children and families**

Relative Index Scores for 2011 indicate that South Dublin is the 10th most affluent County in Ireland with a score of -0.1. However rates of disadvantage vary greatly across the County, with a score of 8.9 in the Rathfarnam local electoral area and -8.4 in the Tallaght South local electoral area. At small area level the differences are more extreme, with 35 small areas classified as *very disadvantaged* and 1 area classified as *extremely disadvantaged.* This is one of only 3 such extremely disadvantaged areas in the state. In these small areas there are very high levels of people who are experiencing, or who are at risk of poverty. Certain groups who are known to be a greater risk of poverty are often concentrated in these more disadvantaged areas. For example South Dublin has the 4th highest number of lone parents in the state, at 27.6% of the total number of families with young children. However in the Tallaght South local electoral area the proportion is 41.8%, while in Clondalkin it is 37.9%. South Dublin County has the 5th highest number of non-Irish national residents in the state at 13.2%. Again the proportion is significantly higher in certain areas, with the figure in Lucan standing at 19.6%.

Due to the socio economic profile of South Dublin County Council then, there was a significant amount of feedback in relation to poverty, social exclusion and disadvantage. Much of this feedback focussed on cuts to services and benefits in recent years, and the real impacts of these cuts on the community. The multi-factoral causes of poverty and exclusion were highlighted, for example difficulties in securing and accessing employment can be compounded by a lack of public transport or affordable childcare. For this reason the need for improved cooperation and communication between service providers was emphasised. There was a strong feeling that the most marginalised members of the community have been left behind in recent years, with an over emphasis on getting people job ready and fewer supports for those who may be several steps away from being ready to take up employment. The issues of housing and homelessness were also raised and while the provision of housing is outside the remit of this plan, there is an opportunity to develop a more coordinated response from service providers.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Develop research and data gathering strategies to improve the targeting of available resources to those most in need** | Develop a publicly accessible data hub for South Dublin County to include relevant data sets and research  | Short term  | South Dublin County CouncilHealth Services Executive  | Secure consultant to carry out initial development Secure partners to ensure information is regularly updated  |
|  |
| **Increase accessibility to existing services** | Local transport feasibility study, including bike rental, car share, developing local link services etc.  | Short term | South Dublin County Council | Feasibility study, including recommendations, completed  |
| Develop a leaflet / webpage for all agencies and groups involved in homeless services to ensure consistent and accurate information is available.  | Short term | Crosscare South Dublin County CouncilDepartment of Social ProtectionClondalkin Travellers Development Group | Leaflet and Webpage developed  |
| Carry out a review of ECCE in the County to establish if there are barriers to taking up available places | Short term | South Dublin County Childcare Committee | Review completed and results circulated  |
|  |
| **Ensure high quality services are provided by increasing cooperation and collaboration**  | Establish a homelessness forum to include all relevant service providers and community representatives | Short term | South Dublin County CouncilClondalkin Travellers Development Group | Forum established  |

# **EDUCATION and TRAINING**

## **Goal 11: Continue to improve opportunities for our people to participate in life-long learning opportunities**

South Dublin has a well-educated population with the number of people who have completed education to degree level or higher almost in line with the national average. However in some areas of the County the rate is just slightly more than half that national average. Rates of no formal or primary education only are high in some areas, for example in Tallaght Central local electoral area at 20.7% and Clondalkin at 17.7%. These numbers include many older people who did not complete their education during childhood, and who are now at increased risk of unemployment and poverty as a result.

During the consultation phase many issues relating to education and life-long learning were raised. There was much discussion about the importance of parental involvement in school attendance, homework and the home learning environment.

Literacy was also highlighted as a major concern in the County, particularly for older people with lower levels of educational attainment. The libraries network in the County was highlighted, with participants pointing to the need to promote the services that are offered to a wider audience. The area of culture was also raised, and in particular the entitlement of communities to engage with and express their own cultural identity.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Promote and develop informal education and training opportunities in the County** | Improved dissemination about Library Services through examining the potential use of new methods of communication  | Short term | South Dublin County Council Library Services  | New communications strategies developed  |
| Support the Education and Training Boardcommunication strategy by improving collaboration with other service providers | Ongoing | Education and Training BoardLCDC members  | New relationships developed  |
|  |
| **Ensure information about life-long learning opportunities are available and accessible to all**  | Literacy audits by service providers including training for staff | Ongoing  | South Dublin County CouncilEducation and Training BoardDepartment of Social Protection  | No. of Literacy Audits carried out  |
| Service providers to explore other methods of communicating opportunities  | Ongoing  | South Dublin County CouncilEducation and Training BoardDepartment of Social ProtectionSouth Dublin County Partnership | Communications strategies adapted  |
|  |
| **Provide supports for people from disadvantaged communities to access life long learning opportunities**  | Expand SDCC bursaries scheme to include early school leavers and members of target groups  | Short term | South Dublin County CouncilI.T. Tallaght | 2 new grants in 2016 |
| Map 3rd level Access Programmes  | Ongoing | I.T. TallaghtOther 3rd level institutionsSouth Dublin County Partnership  | Identify programmes and no. of students attending 3rd level on programmes |
| Develop collaboration between the ETB and Tallaght I.T.  | Ongoing  | I.T. TallaghtEducation and Training Board |  |
| Support the extension of the Yellow Flag Programme in South Dublin Schools | Ongoing  | Clondalkin Travellers Development GroupYellow Flag ProgrammeIrish Traveller Movement  |  |

## **Goal 12: Develop and empower our local workforce through improving skills and increasing the accessibility of further educational opportunities**

Unemployment and underemployment continue to be an issue for many people in the County. As is the case with other indicators there are significant differences in areas across the County. In the local electoral area of Templeogue – Terenure there was an 11.9% rate of unemployment at the 2011 Census, the rate in the Tallaght South local electoral area was 29.5%. While the more up to date live register figures do show a similar rate of increase across all local electoral areas in levels of employment in recent years, it is clear that some areas are starting from a lower base.

There are more than 105,000 people in the County in employment, with over 80,000 jobs located in the County. South Dublin has the highest rate of out of County commuting for work in Ireland at 57.2%. However South Dublin does attract large numbers of commuters to jobs in the County, particularly from the mid-east region. There are over 6,800 business entities in the County with business categories including retail, transport and distribution, professional and financial services industry and manufacturing. Over 80% of firms in the County have 20 or less employee’s making the SME sector the largest single proportion of business in the County.

As there are now clear signs of improvement, this is an opportune time to reflect on the skills required by the workforce to take up the jobs that are available, and will become available in the future. It was acknowledged that levels of information sharing and collaboration between service providers in the community, and local employers, could be improved. It was suggested that strengthening the connection between these groups would place community employment services in a better position to tailor training and other supports to the needs of employers. There are also opportunities for local employers to act as role models and provide mentoring, particularly for schoolchildren and students.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Ensure training is targeted at potential employment opportunities by developing links between employers and providers of further education and training** | Establish a Skills Committee  | Short term | Local Enterprise OfficeSouth Dublin County PartnershipLocal Employment ServicesLocal Training ProvidersSouth Dublin Chamber  | Committee Established |
| Jobs website or page on LEO website with information on how to access opportunities | Short term | Local Enterprise OfficeSDC PartnershipLocal Employment ServicesLocal Training ProvidersSouth Dublin Chamber | Website / page developed and launched |
|  |
| **Increase opportunities for young people from disadvantaged communities to progress to further education and work** | Businesses to develop mentoring, role modelling and work experience programmes with second level schools in disadvantaged areas | Short term | Local Enterprise OfficeSouth Dublin County Partnership South Dublin Chamber SchoolsEducation and Training Board | Approach no. of businesses and no. of schools to invite participation and develop a programme  |
| SDCC Bursaries – develop to include other target groups, for example early school leavers, members of the Traveller Community and older people  | Ongoing  | South Dublin County CouncilTallaght IT | 2 new grants awarded in 2016/2017  |
| Support and Promote Jobs Week | Ongoing  | Department of Social Protection  | Jobs week supported  |
| Review of current interventions targeting young people not in employment of education | Short Term  | Department of Social ProtectionSouth Dublin County PartnershipEducation and Training BoardRathcoole EFG project  | Review completed |

# **CITIZENSHIP and PARTICIPATION**

## **Goal 13: Support our communities to influence decisions that matter in their areas and lives and encourage political, economic and cultural citizenship**

There is a strong culture of volunteering and participation in the County. This should be acknowledged, but also developed, particularly amongst younger people. Suggestions from the consultation process included forming a network of groups who use volunteers to share experiences and learning and to offer support. There was also some discussion about a volunteer awards scheme, to recognise the contribution of exceptional volunteers. Along with volunteering there is a need to improve the number of people in the County who vote, (numbers) and who participate in decision making and policy forming bodies. There are opportunities to build on the success of the voter registration campaign for the recent referendum, and also to use the Public Participation Network to encourage more people to become involved in committees and other structures.

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| **Objective** | **Action** | **Timetable** | **Collaborators** | **Measurement / Target for 2016** |
| **Support the culture of volunteering in the County by recognising the value of volunteers and community groups** | Develop a volunteer awards scheme | Short Term  | South Dublin Volunteer County Volunteer Centre | Awards Scheme developed and piloted  |
| Develop a South Dublin Community Groups awards scheme and increase participation of South Dublin groups in national award and recognition programmes | Short Term | South Dublin County Public Participation NetworkSouth Dublin County Council  | Awards Scheme developed and piloted |
| Develop a forum for organisations using volunteers providing support, training and learning | Short Term | South Dublin County Public Participation NetworkSouth Dublin Volunteer County Volunteer CentrePublic Participation Network | Forum established  |
| Volunteer credits for students in I.T. Tallaght | Medium Term | South Dublin Volunteer County Volunteer CentreI.T. Tallaght  | Feasibility of scheme to be explored  |
|  |
| **Improve the provision of information for citizens to enable them to participate in the social, economic, political and cultural life of the County** | Develop the communication strategy of the Public Participation Network to ensure information is accessible and widely disseminated  | Short Term | Public Participation Network | New Communication Strategy to be developed and agreed by the PPN Plenary  |
| Support the employment and work programmes of the PPN Resource Worker and ensure all LCDC partners encourage groups to become active members of the PPN | Ongoing | South Dublin County CouncilPublic Participation NetworkSouth Dublin County Volunteer Centre South Dublin County Partnership | Work programme developed and supported  |
| Voter Registration Campaigns | Ongoing | South Dublin County CouncilPublic Participation Network Clondalkin Travellers Development GroupSouth Dublin County Partnership  | No. of campaigns  |
| Training for young people to take up directorships  | Short Term  | South Dublin County Volunteer CentreComhairle na nÓgSouth Dublin County Partnership  | No. of young people trained  |
| Community involvement in Primary Care roll out | Ongoing | Health Services Executive Healthy Cities Committee | No. of members of community involved |
| Develop a programme to raise awareness of Traveller Culture | Short Term | Clondalkin Travellers Development Group and partners  | Programme developed  |

## **Goal 14: Strengthen connections, cooperation and coordination between service providers and between service providers and communities**

There is a strong history of collaboration in the County and this was recognised during the consultation process. However it was also recognised that there will always be a need to build upon existing relationships, form new partnerships and improve cooperation. It is also agreed that new methods of communication, social media in particular, can be used to better effect to ensure effective and timely communication with communities. The development of a citizenship charter was also raised, with the possibility that this charter or protocol could be used by groups and agencies who have agreed to be involved in LECP actions.

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| **Objective** | **Action** | **Timetable**  | **Collaborators** | **Measurement / Target for 2016** |
| **Develop new methods of enabling service providers to share information, develop collaborative relationships and improve cooperation** | Explore the development of a protocol for engagement for all LECP collaborators  | Short Term | All LCDC Members and Collaborators  | Agreed protocol developed  |
| Include information on existing networks and potential partners on the South Dublin County data hub | Short Term | South Dublin County Council All LCDC Members and Collaborators | Data Hub developed  |
|  |
| **Improve the provision and accessibility of information to communities about services and opportunities**  | Develop a new database of groups and services in the County  | Short Term | South Dublin County CouncilPublic Participation Network  | Database developed  |
| Social media strategies – supports for service providers to develop | Ongoing  | All LCDC Members and Collaborators | Supports and training offered  |
|  | Develop a South Dublin Website for communities  | Short Term  | South Dublin County CouncilPublic Participation Network | Website developed and no. of hits  |

# Appendix 1 – South Dublin County Socio Economic Profile

# Appendix 2 – Screening for Appropriate Assessment

# Appendix 3 – SEA Final Determination Report