



PARTNERSHIP

New Solutions for People and Communities

**LOCAL DEVELOPMENT SOCIAL
INCLUSION PROGRAMME**

REVIEW OF PROGRAMME 2000-2006

April 2006

TABLE OF CONTENTS

| | |
|---|-----------|
| A1. CONTEXT | 4 |
| Key Challenges, 2000 – 2006 | 5 |
| <i>Changes and Alterations in National Programmes</i> | |
| <i>Perception of Dún Laoghaire Rathdown</i> | |
| <i>Logistical Difficulties</i> | |
| European Programmes | 6 |
| <i>Interreg IIIB – Strategic Planning Action Network</i> | |
| <i>Equal – e-Quality through e-Work</i> | |
| <i>Equal – Transition Supports Project</i> | |
| Key Changes in Social, Economic and Institutional Environment | 8 |
| <i>County Development Board & RAPID</i> | |
| <i>Government Review of Local Development</i> | |
| <i>Integrated Local and Community Development Group</i> | |
| <i>Cohesion Process</i> | |
| A2. STRATEGIES | 9 |
| Measure A: Services to the Unemployed | 9 |
| Measure B: Community Development..... | 14 |
| Measure C: Community Based Youth Initiatives | 21 |
| A3. KEY ACHIEVEMENTS..... | 27 |
| Measure A: Services to the Unemployed | 27 |
| Measure B: Community Development..... | 31 |
| Measure C: Community Based Youth Initiatives | 33 |
| A4. ORGANISATION | 35 |
| Board of Directors | 35 |
| Staff Changes | 35 |
| Changes to Southside Partnership Programmes | 36 |
| <i>Full Time Jobs Initiative</i> | |
| <i>Social Economy – Local Development Training Institute</i> | |
| <i>European Programmes</i> | |
| <i>Specialist Technical Supports</i> | |

A5. COOPERATION, COLLABORATION, LINKAGES.....38

County Development Board38
RAPID39
County Childcare Committee39
Local Drugs Task Force39
Regional Drugs Task Force.....40
European Projects.....40
Local and Community Development Networks.....40
Collaboration with State Agencies.....41
Southside Partnership Networks41
 Measure A: Services to the Unemployed
 Measure B: Community Development
 Measure C: Community Based Youth Initiatives

A6. FINANCE45

A7. FUTURE PROSPECTS.....46

County Focus46
New and Emerging Developments47
Organisation47
Collaboration and Linkages48
European Projects.....48
Funding for Innovative Work48

A1. CONTEXT

Southside Partnership has progressed all of the 20 strategies within its United Vision plan 2000-2006 and none of the strategies were dropped or discontinued. The Partnership has enhanced its focus on key target communities (i.e. areas/pockets of disadvantage) and key target groups (e.g. Travellers, people with disabilities, early school leavers). These positive outcomes have been achieved through the establishment of specialist working groups; through the employment of specialist workers; and through the participation in actions focused on key target communities and groups.

The Partnership has given a great emphasis to the development of integrated initiatives and projects which cut across the individual programmes of the Partnership. This process has resulted in a more holistic and co-ordinated approach towards the main target groups and target communities of the Southside Partnership, and a more effective utilisation of Partnership resources (in respect of these target groups).

The Partnership, responding to one of the recommendations in the review of its work, developed a more coherent and strategic approach to particular geographic areas with a view to linking in smaller communities into cluster groups. This work is ongoing as it strives to build a partnership approach to addressing the issues in communities. This approach is envisaged as a more feasible strategy that will in the longer term be beneficial to all and that can be served more effectively by state agencies and other funders. The Partnership has also invested human and financial resources in enhancing the community infrastructure in places like Ballyogan (e.g. Ballyogan Task Force); Loughlinstown and Shanganagh (e.g. RAPID Area Implementation Team and RAPID sub-groups); and Whitechurch (e.g. involvement in a number of different community based projects and actions). The Partnership also continued to support smaller communities by participating on a number of management committees, providing training and development and most importantly, strategic planning that assists to access core programme funding. In addition to provision of capacity building to these groups, the Partnership has supported them with small grants, bursaries for training, development and homework clubs etc. These interventions and supports have played a key role in the development of community actions and multi-agency strategies within these areas.

In all of the main programme areas of the Southside Partnership (i.e. community development, education and youth development, employment and economic development) the Partnership has played a lead role in the establishment of multi-agency networks and groups which aim to provide a more co-ordinated and integrated response to the needs and requirements of the main target groups of the Southside Partnership. Through this process, available resources have been maximised, new and stronger relationships have been created between relevant agencies/organisations and there is a more cohesive and collective focus on key target groups.

The Partnership (together with other agencies and organisations) has been continually striving to identify new ways of providing services and supports to the key target groups. The networks and task groups established through the Partnership have helped to identify and progress new concepts and new practices. These networks are informed by the target groups they service and each informs the work of the Partnership and member organisations. A whole range of innovative responses have emerged from these networks to address key issues that they identify, for example, the community research project under the Southside Childcare Action Network (SCAN), the different co-ordinated activities that emerged from the Traveller Interest Network, the drop-in centre for asylum seekers through Unite

Project and the Dún Laoghaire Refugee Project and the mainstreaming of early school leaving prevention programmes through the Youth at Risk Network.

Key Challenges for SSP 2000-2006

Some of the challenges for SSP highlighted through the Partnership's mid-term review undertaken by consultant Stephen Rourke included the following:

In **2003**, there was a severe and unexpected reduction in the monies allocated to the Southside Partnership from the Local Development Social Inclusion Programme. This decrease in financial support from one of its main funding sources placed extreme pressure on the capacity of the Southside Partnership to progress the ambitious series of strategies and targets contained within the United Vision six-year plan. It is testimony to the commitment, dedication and resourcefulness of the Partnership staff and Partnership Board that the Southside Partnership was able to achieve significant progress in nearly all of its main programmes and strategies during the course of 2003.

Changes and Alterations in National Programmes to tackle social exclusion had a detrimental impact on the main target groups of the Southside Partnership and decreased the range of supports and services which can be provided by Area Partnership Companies like the Southside Partnership. Reductions in the budgets for the Community Employment, Jobs Initiative and Social Economy programmes and more restrictive eligibility criteria for Back to Work Enterprise and Education schemes served to limit the developmental options which could be presented to the main target groups of the Southside Partnership. In addition, the social welfare cutbacks announced in the 2003 Budget (e.g. in relation to rent supplements and crèche supplements) also had a negative impact on target groups.

The perception of Dún Laoghaire/Rathdown as a rich and affluent area has remained an ongoing challenge for the Southside Partnership as it tried to attract supports and resources to tackle social exclusion and socio-economic disadvantage within the Partnership area. A further challenge for the Partnership has been to persuade and convince policy makers and decision makers within key agencies and organisations about the nature and extent of social exclusion and disadvantage within the Partnership area. The SPAN European project has provided an important opportunity to explore some of the experiences of marginalised communities within more affluent areas

Whilst the overall profile of the county is affluent (e.g. lowest levels of unemployment, highest percentage of people in management classes), there remains a number of communities and target groups within the county which are experiencing significant degrees of poverty and social exclusion (a number of the District Electoral Divisions with the highest deprivation ratings in Ireland are located in the Southside Partnership area). The cohesion process/plan and the 2006 census figures will bring greater clarity to this issue

The logistical difficulties in trying to provide supports and services to 22 geographical communities and 10 target groups within the largest urban Partnership area in Ireland. The geographical area covered by the Southside Partnership encompasses the totality of one local authority area (i.e. Dún Laoghaire/Rathdown) and a small part of another local authority area (i.e. South Dublin). This geographical coverage has posed particular challenges in relation to usage of resources (e.g. more time spent travelling, cost of attending meetings across the area); in relation to the different administrative boundaries of key statutory agencies which do not correspond to the boundaries of the Southside Partnership; and in relation to the

development of a strong and cohesive staff team (when the staff of the Partnership are carrying out work across a wide and dispersed geographical area). It is noteworthy that Southside Partnership has experienced many of the issues in providing full county coverage that other Partnership areas are now planning for through the cohesion process.

EUROPEAN PROGRAMMES

Another of the key areas of the Partnership's work since 2000-2006 has been the development of the EU programmes.

(A) Interreg IIIB: Strategic Planning Action Network (SPAN) (Part of Community Development Measure B programme) 2003 – 2007.

The SPAN Project (Strategic Planning Action Network) is an EU-funded project under the Community Initiative, Interreg IIIB. Involving an academic partner and a practice-based partner from the cities of Belfast (Northern Ireland), Charleroi (Belgium), Dublin (Republic of Ireland) and Reims (France), the project is focusing on the development of new participatory approaches to strategic territorial planning and multi-level governance in both urban and rural areas. It was established in September 2003 and due to finish August 2007. An extension has just been confirmed and the project will now finish August 2008.

In each of the partner areas, two territories will serve as laboratories for the pilot actions focusing on strategic territorial planning and multi-level governance. The two pilot territories in Dublin are:

Primary Pilot Territory: Dún Laoghaire-Rathdown. The principal partner organisations involved in Dublin are: the National Institute for Regional and Spatial Analysis - NIRSA, based in NUI Maynooth (as the academic partner) and Southside Partnership, based in Dún Laoghaire-Rathdown (as the practice-based partner). The secondary pilot territory, County Meath, is represented by the Meath County Development Board (CDB), also a practice-based organisation.

The idea of the project was to create learning networks in and across the four regions and undertake research around the themes of multi level governance and territorial planning. Complementary development work was also undertaken with a community based forum - the Dun Laoghaire Rathdown Community Platform; interagency/community Neighbourhood Taskforces/Consortium in Ballyogan and Mountwood and on the issue of community facilities.

(B) Equal: e-Quality through e-Work (Part of Services to the Unemployed - Measure A programme) 2005 – 2007.

The Partnership is the lead organisation in a Development Partnership of 22 partner organisations that made a successful bid for Equal funding for an innovative initiative "e-Quality through e-Working 2005-2007". The Project is providing training and supports in e-work, with direct links to employers and will target people with disabilities, lone parents and carers.

(C) Equal: Transition Supports Project (Part of CBYI Measure C Programme)

Approximately 350 separated children seeking asylum in are in the care of the Health Service Executive (East Coast Area), largely accommodated in self-catering hostels without professional childcare workers and with limited supervision. On reaching 18 years, these young people are required to move to Department of Justice, Equality & Law Reform facilities without integral supports. This Equal project aims to enable

them to participation in education, both formal and informal and to prepare them for adult life and the world of work. Southside Partnership played a key role in the development of this project but due to changes in accommodation arrangements for young separated people seeking asylum resulting in the closure of hostels in the Dún Laoghaire Rathdown area. As a result the Partnership no longer has a direct involvement in this project

Key changes in the social, economic and institutional environment

A number of significant developments have taken place between 2000 and 2006 in relation to issues concerning local development and the relationship between organisations and agencies which are involved in working with target groups at the regional, area based and local levels. The Partnership has played an active leadership role and been responsive to these changes in government policy and has proactively engaged in making them practical at ground level. This engagement is underpinned by its commitment to the ongoing development of a strong autonomous local and community development sector as part of its core work. These developments have included:

1. **The establishment of the City / County Development Boards and the RAPID programme.** The Southside Partnership has performed a full and active role in the development of these initiatives within its area. Representatives from the Southside Partnership have played key roles within the Dún Laoghaire Rathdown County Development Board and the RAPID programme in the Loughlinstown and Shanganagh areas. Both staff and board members from the Partnership are involved in either chairing significant committees within these structures (e.g. RAPID Area Implementation Team, key committees of the County Development Board) or progressing various actions which have been stimulated by these structures. In addition, the Southside Partnership is the lead agency for a number of actions within the 10 year plan of the County Development Board.
2. **The Government review of local development and community development structures** co-ordinated by the Department of Community, Rural and Gaeltacht Affairs which resulted in a number of significant outcomes. These included (a) the endorsement of local and community development group plans by the County Development Board and (b) the policy not to create additional structures for new community development projects. The Southside Partnership made a detailed submission to this review process. This resulted in new relationships with new support agencies and new service level agreements with new Community Development Projects (CDPs). The Partnership acts as the host agency for Holly House, one of three new CDPs established in the RAPID areas and Ballybrack.
3. **Integrated Local and Community Development (ILCD) body.** Southside Partnership established ILCD in the Dún Laoghaire Rathdown area comprising key local development and community development organisations. This body plays a role in considering the plans being produced by the various constituent organisations so as to ensure cohesion and co-ordination across the plans and to avoid duplication and overlap and links with CDB SIM committee where appropriate
4. **Cohesion:** In late 2005 the Government announced a new cohesion programme with a focus on providing county coverage through one organisation with implications for LEADER groups and Partnerships in delivery of the LDSIP and Rural Development programmes post 2006.

A2. STRATEGIES

MEASURE A: SERVICES TO THE UNEMPLOYED

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|---|--|--|--|
| <p>1. Networks and Working Groups</p> <p>Objective: To maintain and support the networks and working groups established to address issues relating to the economic development of target communities and community groups</p> | <p>Greater focus on those dealing 'first hand' with target groups for example:</p> <ul style="list-style-type: none"> ○ Community Service Managers Network ○ Traveller Interest Network ○ Disability Interest Group | <p>By focusing on specific groups, the needs of Partnership target groups have been better understood and serviced e.g. the launch of 'Equality through e Working' initiative for people with disabilities and lone parents etc.</p> | <p>This strategy has been affected to some extent by change and a reduction in Measure A staff over this period.</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|---|---|---|---|
| <p>2. Third Sector Development</p> <p>Objective: To grow and develop the Third Sector within the SSP area and increase the number of Third Sector enterprises and numbers employed within it.</p> | <p>Initially the strategy focused on the FAS Social Economy Projects. This strategy was expanded to incorporate the wider 'Third Sector' which included the shift to Pobal's Community Service Projects</p> | <p>Supports, finance, advice and training provided to management and staff of local projects.</p> <ul style="list-style-type: none"> ○ Regular monthly network meetings facilitated. ○ Advice given to new interested groups on applications for funding. | <p>Stop/start approach to Social Economy from FAS, recruitment freezes, reductions in funding etc.</p> <p>Shift of responsibility from FAS to Pobal, changes in staff, changes in systems etc.</p> <p>Capacity issues in projects</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|---|---|--|
| <p>3. Labour Market Strategies</p> <p>Objectives: To maintain the community employment scheme (PICES), develop the Job initiative programme</p> <p>To develop e-working opportunities through European Equal project as a means of re-integrating people from target communities and target groups into the labour market.</p> | <p>Equal Equal was established as a new European project. The project focus is on equality through e-Working initiative</p> <p>Community Employment Expansion of PICES Community Employment Scheme</p> <p>Job Initiative Changes in Government policy resulted in a change in Southside Partnership's strategy and a decision to wind down its Job Initiative programme. Partnership was unwilling to change JI from a successful Active Labour Market Programme into a long-term 'supported employment' type initiative</p> | <p>Equal Up to 40 people engaged on the e-Working initiative including people with disabilities /lone parents most distanced from the labour market</p> <ul style="list-style-type: none"> ○ A staff team of three was employed ○ A multi agency partnership was established <p>Community Employment Continued growth of CE with new host groups such as Spinal Injuries allowing for an increase in participant numbers, now approved for 32 places Dec 2006</p> <p>Jobs Initiative Positive progressions of over 83% of JI participants up to Dec 2006</p> <p>The wind down of the JI programme was carried out in a positive and supportive manner with careful consideration of both the participants and groups involved.</p> | <p>Equal</p> <ul style="list-style-type: none"> ○ Delivery of project within a short timeframe ○ EU accountability and strict reporting structures ○ Pre-development needs of target groups ○ Mainstreaming the project <p>Community Employment</p> <ul style="list-style-type: none"> ○ Maintaining high standards ○ Building relationships with community groups ○ Capacity issues within community groups <p>Jobs Initiative Government changes in relation to JI were not in line with goals of the Partnership and necessitated a wind-down of JI. The challenge was to wind down the JI programme in a positive way for participants and community groups.</p> |

| | | | |
|--|--|--|--|
| <p>Labour Market Strategies (cont)</p> <p>To develop strong and effective relationships with employers with a view to improving the numbers recruited from SSP target groups and communities</p> <p>To ensure close coordination and collaboration between the LES and SSP action plans (please see key achievements of the LES, page 26)</p> | | <p>Southside LES / SSP appointed Employer Liaison Officer to develop contacts and linkages with local employers.</p> <p>Database developed of local employers</p> <p>Research on current and projected skills shortages completed.</p> | |
|--|--|--|--|

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|--|--|---|
| <p>4. Enterprise & Self-Employment Supports</p> <p>Objectives To provide support, advice, guidance, and training to people from the target communities and target groups interested in setting up their own business.</p> <p>To provide post start-up support and networking opportunities</p> | <p>Increased provision of enterprise advice and support to target group members not necessarily eligible for the Back to Work Enterprise Allowance (BTWEA).</p> <p>Provision of advice, training etc to community service and other similar community enterprises operating to a 'business model' ethos.</p> | <p>Pre-enterprise training and Business Development courses (12 week part-time) specifically targeted at those most distanced for labour market.</p> <p>Increase in one-to-one mentoring supports to both BTWEA and other enterprise service users bringing combined database totals to over 1,300 individuals</p> <p>One-to-one mentoring and group workshops provided as appropriate on topics of interest e.g. communications, sales, accounts etc. (partly funded by DSFA)</p> | <p>Changes in criteria for Back to Work Enterprise Allowance causing a reduction in eligible applicants.</p> <p>Lack of other enterprise support services for our broader target groups in the area e.g. loss of Bray Enterprise CE.</p> <p>Reduction in Measure A staff levels</p> |

MEASURE B: COMMUNITY DEVELOPMENT

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|---|---|--|
| <p>1. Neighbourhood Strategy</p> <p>Objective: To develop strong and effective Multi-Agency Task Forces in 3 areas with agreed action plans with the aim of improving delivery of services and quality of life for people living in these areas.</p> | <p>As part of the mid term review in 2003 it was decided that SSP would re-organise the ways in which the Southside Partnership relates to the 22 pockets/areas of disadvantage within its geographical areas.</p> <p>The Partnership decided to concentrate its work around three fairly large areas (each of which will include a number of pockets and smaller areas of disadvantage</p> | <p>Ballyogan Task Force established and operating successfully with a number of Task groups in place.</p> <ul style="list-style-type: none"> ○ Action Plan produced ○ Directory of services compiled ○ Task Force was evaluated in February 2005 ○ Many successful outcomes locally including development of new school <p>RAPID AIT and Task groups chaired / facilitated by SSP.</p> <ul style="list-style-type: none"> ○ Continue to chair the Capacity Building Task Group ○ Annual Service providers workshop ○ Facilitated interagency sub group that developed the door to door survey initiative <p>Mounttown Consortium established and proposal for the management of community facility produced.</p> <p>Additional work in Whitechurch, Hillview, Rosemount and smaller communities to respond to local concerns</p> | <p>The relationship between residents and agencies does not always allow for collaboration</p> <p>Some organisations have limited participation in complex planning and development programmes without appropriate professional expertise such as architectural or financial advice.</p> <p>Ongoing challenge of developing collaborative arrangements between agencies.</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|---|---|---|
| <p>2. Capacity Building</p> <p>Objectives: To strengthen capacity of local groups.</p> <p>To improve the ability of local groups to participate in decision making structures.</p> | <p>Capacity building continues to be a very significant issue for SSP and partner groups. SSP began with the delivery of targeted supports to local groups through the CD Toolkit. Formal courses were also delivered and the very successful LDTI provided very popular opportunities for groups to learn together.</p> <p>The Southside Community Training Network is now in place and with the collaboration of local groups will develop a coordinated programme of training and capacity building to local groups that builds on, and draws on the resources within the groups themselves.</p> | <p>Community Development Toolkit developed and published allowing groups to access targeted capacity building services from the Southside Partnership</p> <p>Community Organising Development Education Programme (CODE) This programme provided training courses in Community Development and Training for Transformation to build the capacity of members of community groups and statutory agencies</p> <p>Local Development Training Institute This organised nationally recognised training programmes and a highly popular summer school in all aspects of development. Due to funding restrictions, LDTI was wound up in 2006.</p> <p>Southside Community Training Network was formed in 2006 with funding from the Wheel, Local Drugs Task Force and SSP. A full-time coordinator has been hired by SSP to manage this initiative. The Network has been strongly endorsed by local groups and is now developing a programme of targeted capacity building training to community and voluntary groups in the area.</p> | <p>There is a wide diversity of skills, talents and resources available in the community. However, it can be difficult for organisations to recruit new volunteers to participate in Community Development given that much of the work of management committees is focused on Corporate Governance issues rather than community development. This can lead to many potential leaders refusing to participate and placing a greater burden on those that do.</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|---|--|--|
| <p>3. Priority Target Groups</p> <p>Objective: To develop support structures for target groups, particularly Travellers, People with Disabilities, Ethnic Minorities.</p> <p>To develop action plans for each group.</p> | <p>Travellers Growth and development of Southside Travellers Action Group (STAG) has required changes in the level of support to ensure that it continues to evolve into an independent, successful organisation.</p> <p>Refugees/Asylum Seekers The closure of Kilmarnock House, The Old School House and Sandycove House accommodation centres resulted in SSP expanding its brief beyond refugees to include migrant workers and their families.</p> | <p>Travellers Ongoing support to Southside Travellers Action Group and the Travellers Interest Network through a dedicated worker.</p> <p>Asylum Seekers Refugees, Ethnic Minorities Support to refugees in the area and to the development of UNITE project, a multi-agency network focussed on the needs of Ethnic Minorities in the area.</p> <p>Leadership with DLRCC Social Inclusion Unit on the Anti-Racism and Diversity Plan for Dún Laoghaire Rathdown.</p> | <p>Persistence of discrimination faced by members of minority groups.</p> <p>It can be a challenge to provide supports and technical assistance to minority groups in a culturally appropriate manner that builds on the inherent strengths and resources of the groups.</p> |

| | | | |
|--|--|---|--|
| <p>Priority Target Groups Continued</p> | <p>People with Disabilities</p> <p>As DIG has become more established as a group, it has begun to act at a more strategic level and has now developed a closer working relationship with key organisations including DLRCC, HSE, Disability Federation Ireland and the Irish Wheelchair Association.</p> <p>Lesbian, Gay Bisexual and Transgender Community</p> <p>SSP has developed a specific focus on this group and highlighted issues and needs through its Equality group.</p> | <p>People with Disabilities</p> <p>Support to the Disability Interest Group (DIG) representing people with disabilities, in particular a formal review of the operation of the group and development of a strategic plan.</p> <p>Co-chairing the Disability Consultation Group, allowing for the representing the interests with Dún Laoghaire Rathdown County Council</p> <p>DIG is now working on specific issues including the review of sectoral plans and the Comhairle Amendment Bill on advocacy.</p> <p>Lesbian, Gay Bisexual and Transgender Community</p> <p>Initial consultations have taken place and a representative from the LGBT community appointed to the Board of SSP</p> | |
|--|--|---|--|

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|---|---|--|--|
| <p>4. Community Platform</p> <p>Objective: To build the capacity and effectiveness of the Community Platform</p> <p>To ensure adequate representation of the social inclusion agenda with local bodies and state agencies</p> | <p>Through its work with the Community Platform the Partnership along with the Platform recognised the need to employ a Development Worker if the full potential of the Platform was to be achieved.</p> <p>This was accomplished in 2006 with the appointment of a part-time development worker funded through a mix of LDSIP funds and European funds from the SPAN programme</p> | <ul style="list-style-type: none"> ○ Development and implementation of revised work-plan ○ Development Worker hired ○ Platform profile improved with a defined brand and identity ○ Improved structures for representation were put in place which including formal election, reporting procedures.. ○ Members trained in advocacy, fundraising, and policy issues. ○ Strong links established with the Community Forum. | <p>Membership of the Platform is drawn from leaders of local community development organisations who are already overstretched and dealing with limited resources in their own organisation. Finding time for additional, county-wide activity is therefore challenging.</p> <p>Future challenge: The Community Platform will play a significant role in relation to cohesion in ensuring that adequate and effective representation is in place on the Southside Partnership Board.</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|--|---|---|
| <p>5. Integrated Local and Community Development (ILCD)</p> <p>Objective: To establish the ILCD body to promote the interests of local and community development groups, develop policy.</p> <p>To provide a vehicle for advocacy.</p> | <p>Focus of the strategy remains the same.</p> | <ul style="list-style-type: none"> ○ The ILCD Group has been established as a significant stakeholder in Community Development in the County. ○ Audit of the ILCD group and community resources was completed in 2006 ○ The Group developed and implemented a process allowing for endorsement of plans of local groups by CDB | <p>The diversity of the groups in terms of resources, geographic spread and capacity can make collaboration difficult at times.</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|--|--|---|
| <p>6. Building Sustainable Communities:</p> <p>Objective: To develop, improve and ensure sustainability of community facilities and buildings in the county.</p> | <p>Focus of the strategy remains unchanged</p> | <ul style="list-style-type: none"> ○ The Group facilitated an audit of community facilities in the county. This comprehensive list is now being mapped using a digital mapping system and will provide invaluable information in planning new facilities in the county. ○ The SPAN project has worked closely with the Sustainable Community Development Group. The SPAN research on planning, and the process involved in the development of two community facilities will inform the work of the Group in developing a policy on community facilities in the county. | <p>There had been considerable turnover in the personnel participating in the groups. As a result, maintaining the focus and the vision of the group can be challenging</p> |

MEASURE C: COMMUNITY BASED YOUTH INITIATIVES

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|---|---|---|
| <p>1. Forums, Networks, and Working Groups</p> <p>Objective: To increase communication between all the relevant target groups and involve formal and non-formal providers, including parents and the community;</p> <p>To implement and coordinate strategies in the areas of:</p> <ul style="list-style-type: none"> ○ Early school leaving ○ Achievement at school / Higher education Access ○ Children with Learning difficulties ○ Youth development ○ Traveller / Target Group support | <p>A number of new Networks and Task groups have been set up since 2001. These include:</p> <ul style="list-style-type: none"> ○ Unaccompanied Minors Task Group, linked to the UNITE Network ○ RAPID Education Task Group ○ RAPID Childcare Task Group ○ Ballyogan youth Needs Group ○ Early School Leaving Research Steering Group ○ Childcare Research Steering Group ○ Millennium Consortium; - Millennium Steering Group ○ Youth at Risk Steering Group. | <p>The work of the forums, networks, and working groups which underpins the Partnership's work have produced tangible results and outcomes: such as</p> <p>Production of research</p> <ul style="list-style-type: none"> a) Review of Early Childhood Education Services b) Early School Leaving Research c) Community Childcare research <p>Organisation of Seminars (e.g. Planning for Achievement Seminar, Restorative Practices In-Service),</p> <p>Production of publications (e.g. the Directory of supports and services for Children with Learning Difficulties, Progression Routes for Children with Additional Learning Needs)</p> <p>Setting up of new projects and Initiatives (e.g. Futurama, Youth Choices Project, etc.)</p> | <ul style="list-style-type: none"> ○ The number and range of networks to service and support. ○ Challenges for the Unaccompanied Minors/UNITE were as a result of the closing of hostels in the area, and the difficulty that presented in continuing to provide supports to this target group. ○ The publication of the Early School Leaving and Community Childcare Reports proved challenging in terms of Inter-agency steering groups' capacity to direct the work and edit the publication. ○ Ensuring follow through of the report recommendations through an integrated approach was also challenging. ○ This was successfully achieved with the ESL Report, and progress is ongoing with the Childcare report. |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|---|---|---|
| <p>2. Parent Supports</p> <p>Objective To support parents to enhance their own educational experience and also, thereby, help to support their children in their education</p> | <p>This strategy has not changed significantly: It continues to provide support to the development of innovative programmes which encourage and enable parents to play a more active and effective role in the education of their children.</p> <p>Some of the specific programmes supported have changed, and new programmes have been developed.</p> <p>SSP has managed the Millennium Fund since 2002 which has also supported parents with returning to Education.</p> <p>SSP works closely with Southside LES on this strategy</p> | <p>The Parents in Education Programme (a collaborative project supported by 6 local Home School Community Liaison Clusters) has been very successful both in the levels of accreditation achieved and the progression of participants.</p> <p>Leaving Certificate Applied Course for Adults (in Holy Child Community School) has also shown very high retention and success rates for the students.</p> <p>SSP funded a Case Study on the Leaving Certificate Applied Course.</p> | <p>Difficulty in accessing funding for Parents in Education Programme (cannot be funded through VEC as it is an National College of Ireland Programme, not FETAC accredited.)</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|--|--|---|---|
| <p>3. In-School Support</p> <p>Objective: To support the staff and children in the designated schools, through participation on the committees, and targeted initiatives which reduce early school leaving, and enhance the students' educational experience</p> | <p>National developments in relation to measures to tackle educational disadvantage and early school leaving have led to a change in focus for this strategy (such as the establishment of the School Completion Programme / Delivering Equality in Schools (DEIS), and the establishment of local committees through the HSCLC clusters)</p> <p>The focus for the strategy has been</p> <ul style="list-style-type: none"> ○ supporting the new structures ○ continuing to support designated schools not within the SCP ○ responding to other identified gaps that SCP funding is not able to respond to. | <p>SSP has provided developmental support to the new emerging structures, participates on 4 SCP committees and on the Local Education Committees.</p> <p>Specific supports provided have included</p> <ul style="list-style-type: none"> ○ an in-service for teachers on the issue of Challenging Behaviour in the classroom ○ 2 in-service days on Restorative Practices in schools ○ funding for psychological assessments, therapeutic supports, after-schools/community initiatives, and others. | <p>Challenges include ensuring adequate community/parent representation on new (School; Completion Programme) structures to ensure out of school and targeted supports to most marginalized children</p> <p>Other challenges includes funding shortfalls, and, in particular, the difficulty in accessing therapeutic supports (e.g. speech and language, play and drama therapy) for targeted children.</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|---|---|---|--|
| <p>4. Further Education Access</p> <p>Objective: To increase attainment levels of young people from disadvantaged schools and improve their chances of accessing further and Higher Education</p> | <p>SSP has administered the Millennium Fund for disadvantaged students since 2002 and this has become the primary focus for this strategy</p> <p>SSP also coordinates the Southside Guidance Network and leads actions arising from this group.</p> | <p>70 – 80 students per year have been supported through the Millennium Fund. The feedback from these students indicates that the supports provided have been of significant benefit to them.</p> <p>Additional Supports were provided to those not fulfilling the criteria of the national programme</p> | <p>The continuing need to support a number of students who do not fulfil all the criteria for funding through the Millennium fund.</p> <p>For example Refugees / Asylum-Seekers, and those students living outside the SSP pocket areas pose a continuing challenge.</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|---|---|--|---|
| <p>5. Youth Development / Out-of-School supports:</p> <p>Objective: To support the development of innovative projects and programmes which present new options, opportunities and alternatives to young people from the main SSP target groups / communities.</p> <p>This strategy is primarily focused on young people who have left school early.</p> | <p>The research on Early School Leaving, '<i>Beyond the Barriers</i>' initiated in 2002 and completed in 2004 has formed the basis of this strategy through the Youth at Risk Network.</p> <p>Since 2004 the focus has been on implementation of the report recommendations through an action plan.</p> | <p>The publication of 'Beyond the Barriers' Report, and progression of recommendations, including:</p> <ul style="list-style-type: none"> ○ Development of Futurama 'Out of School' Initiative (SSP was also one of lead agencies in initially setting up this project) ○ Setting up of Youth Choices Outreach/Tracking Service ○ Progress made also includes support of specific actions with Ballyogan Youth Needs group (e.g. supporting the application for a Garda Youth Diversion project for the area, supporting the setting up of the new national school) ○ Setting up the piloting of a Community Digital Media Project with DLIADT and application for Dormant Accounts funding for this ○ Dormant Accounts application for Youth Café for Dun Laoghaire, and others. | <p>Challenges included ensuring continuation and sustainability of the Futurama Project. This was overcome through transferring management of the project to Dun Laoghaire VEC.</p> <p>Mainstreaming of Youth Choices Tracking / Outreach Service (currently on interim LDTF funding)</p> <p>Integration of key stakeholders in the development of responses to ESL recommendations</p> |

| Strategy | Changes to the strategy | Progress made | Challenges faced |
|---|--|---|---|
| <p>6. Community Based Childcare / Early Intervention</p> <p>Objective: To support the Southside Childcare Action Network (SCAN) in developing a range of initiatives and supports in relation to community Childcare services in SSP areas</p> <p>To offer administrative, technical, and developmental support to the network.</p> | <p>The Partnership Childcare Development Worker resigned position in 2001</p> <p>The establishment of City/County Childcare Committees and the change in policy in relation to funding childcare development workers</p> <p>SCAN continued to be supported by the Partnership until a part-time worker was appointed funded through the Dún Laoghaire County Childcare committee in 2003</p> <p>Post 2003 there was a realignment of two Partnership strategies into one</p> <p>SCAN became more focused on the need to provide quality childcare services in the community.</p> <p>Working relationships were developed with DLRCCC, RAPID, DLRVEC, PLANET, FAS and local libraries</p> | <p>Some of the major achievements in which SSP initiated two significant projects</p> <ul style="list-style-type: none"> ○ “The Willows” VEC crèche ○ The Cottage home Childcare centre opened and subsequently managed by Barnardos <p>A mobile crèche was also established (which ceased to operate, as Family Resource Centres opened)</p> <p>Funding for a part time Childcare Development Worker was secured through the DLRCCC in 2003.</p> <p>Through SCAN a number of gaps in childcare services became apparent. As a result, research into Community Childcare in SSP areas was commissioned in 2004. Through this research called “<u>Towards a Model of Best Practice</u>” Five key areas were identified: Funding; Premises and Facilities; Staffing; and Training and Support, all leading to quality service provision.</p> <p>Provision of training for community based childcare staff was provided through SCAN including- Children First training with Health Service Executive; In Touch with Children Managing Challenging Behaviour Committee Skills Training.</p> <p>Links established with DLR Libraries to introduce a “Book Buddy” reading scheme, where volunteer readers read for an hour once a week within Community Playgroups.</p> | <p>There was no Childcare Development Worker in post from 2001-2003 (EOCP funding application unsuccessful).</p> <p>The City / County Childcare Committees became the new vehicle through which resources for childcare were disseminated which caused a delay in the approval of a replacement worker for the Partnership.</p> <p>Low numbers of qualified staff, and high numbers of Community Employment staff in SCAN Community Childcare Centres due to the limited resources, the centres ability to pay salaries, invest in training and reinvest in the centres is an ongoing issue.</p> <p>See “<u>Towards a Model of Best Practice</u>” for a detailed account of the experience of trying to provide Community Childcare.</p> |

A3. KEY ACHIEVEMENTS

MEASURE A: Services to the Unemployed

1. Networks and Working Groups

This strategy informed all our planning and actions during the period

- Continued support to Community Service Programmes during transition from Social Economy Programme to new Pobal funded initiative.
- Ongoing consultation with other agencies helped identify target group needs and possible solutions to servicing these needs e.g. access to a group insurance scheme for clients of Back to Work Enterprise Allowance, along with other community orientated organisations, was arranged in response to work carried out on by the Economic and Employment Network.
- Information provided by other groups such as the Traveller Interest Network, the Community Service Managers Network etc have provide information for us to bring forward to be addressed at a policy level.

2. Third Sector Development:

- Organisation and provision of one-to-one mentoring and group training on business related topics, employment law, marketing, business accounts etc.
- Opening up opportunities for business expansion through public procurement, networking events etc.
- Opening up opportunities to reduce running costs through better 'economies of scale' around group insurance schemes etc.
- Facilitation of monthly networking meetings for Community Services Managers along with providing a 'communication conduit' to Pobal and other agencies as appropriate.
- Provision of supports to new 'potential' Community Service/Third Sector projects.
- Piloting of 'Energy Efficiency' project in conjunction with ESB resulting in the installation of lagging jackets and energy saving light bulbs in over 150 disadvantaged homes in the Partnership area.
- Piloting of second 'Energy Efficiency' project in conjunction with HEAT Tallaght resulting in the insulation of attics and draught-proofing of 8 premises in one of our most disadvantaged areas.

3. Labour Market Interventions:

- Management of Job Initiative Programme allowing over 85 long-term unemployed individuals to re-engage with employment/education while providing much needed human resource support to communities. Positive progression rate of over 83% to December 2006.
- Expansion of PICES CE scheme to allow for new host organisations e.g. Spinal Injuries Ireland. Approved to host up to 32 individuals on community employment at Dec 06.
- Piloting of CODE project (Communities Organising for Development and Education) CE scheme. Discontinued August 2002 (is this the date it was completed), due to changes re eligibility etc.
- Piloting of innovative 'Equality through e-Work' initiative to support up to 40 people with disabilities or lone parents explore the possibilities of e-working as a career option. Project ongoing.
- Publication of Breaking out of the Welfare Trap Booklet for a number of years in cooperation with DSFA. This booklet was an important information tool to advise and encourage uptake of labour market initiatives.

4. Enterprise and Self-Employment Supports:

- Provided assistance, support, guidance and advice around the establishment of local micro-enterprises bringing the overall supported figure to over 800 start-ups in the area, primarily on a one-to-one basis.
- Involvement in the development and management of 2 local enterprise centres.
- Creation of opportunities to reduce running costs through better 'economies of scale' around group insurance schemes etc.
- Provision of appropriate training for this specific client group e.g. manual bookkeeping and accounts in cooperation with DSFA.
- Provision of enterprise awareness and training for specific target groups e.g. people with disabilities and lone parents.
- Provision of Pre-enterprise courses for those interested in exploring self-employment and Business Development training Courses for those interested in growing their existing businesses.

SOUTHSIDE LOCAL EMPLOYMENT SERVICE

Exceptional level of client engagement and progression supports available to clients:

Summary of Client Registrations for Mediation and Guidance from 2000 TO 2004

| YEAR | CLIENTS REGISTERED | TOTAL OF CLIENTS REGISTERED WITH SOUTHSIDE L.E.S. FROM 2000 TO 2006 FOR MEDIATION, GUIDANCE AND EMPLOYMENT SUPPORT |
|------|--------------------|--|
| 2000 | 431 | |
| 2001 | 525 | |
| 2002 | 783 | |
| 2003 | 707 | |
| 2004 | 520 | |
| 2005 | 565 | |
| 2006 | 493 | 4,024 |

| YEAR | Ph 1 Literacy & Jobs Club | Ph 2 Jobs Initiative Community Employment Mainstream Education Mainstream Training | Ph 3 Employment |
|-------|------------------------------|--|--------------------|
| 2000 | Not Recorded | 157 | 106 |
| 2001 | Not Recorded | 233 | 139 |
| 2002 | 59 | 214 | 118 |
| 2003 | 100 | 76 | 105 |
| 2004 | 49 | 113 | 98 |
| 2005 | 95 | 197 | 123 |
| 2006 | 79 | 205 | 108 |
| TOTAL | 382 | 1195 | 797 |

Progressed to Education, Training and Labour Market Initiatives
since 2000 = 1,195
Job Placement Recorded since 2000 = 797

Other relevant Achievements

- The delivery of a successful Jobs Club Programme since 2000 engaging with an average of 120 participants per annum
- The ability to respond to the needs of clients through the development of the client centred service
- The completion of client feedback surveys since 2000 with the average client satisfaction rate of 92% and subsequent initiatives resulting from feedback
- The delivery of a professional and competent Information Service to clients which recorded 790 queries processed during 2006
- Suite of 27 tailor-made education and training programmes developed and delivered to clients since 2000 some of which have been subsequently mainstreamed;
 - Office Skills [in partnership with FAS]
 - Youth Skills – 2000, 2001 [with DL Youth Service and DLVEC]
 - Ballyogan Youth Access [SSP, CDVEC and Ballyogan Community Resource Centre]
 - Warehousing/Forklift Driving
 - PC Maintenance 2000, 2001, 2002, 2003 [CDVEC]
 - Business through computers 2004, 2005, 2006 [CDVEC]
 - Women's Development Programmes X 2 [Southside Women's Action Network]
 - Teleservicing Course 2001, 2002
 - Skills Unlimited 2005
 - Skills Development for Local Industry 2005
 - Basic Computer Training leading to FETAC Foundation in computers X 5
 - Call Centre Training in partnership with Vodafone [2005]
 - Special Needs Assistant Programme – Loughlinstown [2005/2006]
 - Special Needs Assistant Programme – Nutgrove [2006]
 - Manual and Computerised Accounts in conjunction with EQUAL [2006]
- Cultivation of LES profile amongst local industry and employers with an active data base of 450 active employers. Response and feedback from employers in relation to service received.
- Development of innovative staff training programmes to support and maintain staff motivation in dealing with the daily challenges presented by clients.
- Development of policies and procedures for all aspects of service delivery to a standard accepted by the EIQA and been awarded the Quality Mark.
- Recognition of our in-house, staff development and personnel policies and practices to get the accreditation of the Excellence Through People scoring 90% in the 2006 assessment.
- Successful in funding applications to support the development and delivery of education and training programmes from Equality for Women's Measure, Dormant Accounts, Social Welfare, FAS and Southside Partnership
- Successful engagement in communities and working with all target groups defined by the Local Employment Service

MEASURE B: Community Development

Key Achievements for strategies under Measure B include:

1. Neighbourhood Development

- The contributions which have been made to the development of community based groups within areas/estates which have required support with developing community infrastructure (Mounttown, Ballyogan, RAPID, Whitechurch etc). These contributions have often involved cross-programme approaches from the Southside Partnership i.e. involving staff from different programme teams.
- Particular examples of the benefit of multi-agency collaboration include the review of the six year RAPID programme, the development of new CDPs in the RAPID area and the opening of a new school in Ballyogan which was greatly supported by the Ballyogan Task Force.

2. Capacity Building

- The Communities Organising for Development Education (CODE) project which has trained local people to play a more prominent and effective role in community development activities within the areas in which they live (through the utilisation of Community Employment and community development training programmes). This process has served to increase and enhance the number of local people participating in local community activities
- The production of a Community Development Toolkit which incorporates a range of training and resource materials aimed at enhancing the community development skills of local residents and groups. Staff from the Southside Partnership have utilised the Community Toolkit to deliver community development training to a number of local community groups
- Creation of the Local Development Training Institute (LDTI) which provided training and other types of support to people involved in, or interested in, local development within Ireland. Until 2002, the Southside Partnership had direct management and organisational responsibility for the LDTI and played a lead role in guiding it from the conceptual stage to the stage where it became an independent company with its own Board of Directors.
- LDTI was eventually dissolved in 2004 due to a lack of stable funding but in 2006, Southside Partnership was one of 11 groups funded to set up a network of local groups to organise, coordinate and provide capacity building training. A full time coordinator, based in Southside Partnership now coordinates the network which has 21 members and will be rolling out a significant programme of training from 2007 on.

3. Priority Target Groups

- The support for the development of Traveller organisations and for Traveller training programmes (in particular STAG). The Partnership has played an important role in the strengthening of the Southside Travellers Action Group and the Travellers Interest Network. It has also contributed to the organisation of training programmes (e.g. Travellers Primary Health Care Programme) and to lobbying for additional resources (e.g. for a Travellers Youth Service).
- Disability equality training programme has been designed and delivered through the Southside Partnership
- The Partnership played a direct role in a national women's leadership programme for women with disabilities;
- Through the support of the SSP, a Disability Interest Group has been formed which has quickly established itself as a voice for people with disabilities in the area with representation on a number of significant groups including the DLRCC Disability Consultation Group.

- The Partnership made a significant contribution to the Accessible Community Transport Southside (ACTS) Project which provides an accessible and affordable local transport service to people with disabilities, to elderly people with mobility problems and to other target groups experiencing transport problems.
- In relation to asylum seekers and refugees, the Unite project (a network of service providers working with this target group) has received significant support from the Southside Partnership. Key outcomes have included the development of a befriending project; the production of an asylum seekers and refugees information pack; and the establishment of a steering committee for the Unite project.
- Following the closure of the only Refugee Accommodation Centre in the area, the Partnership expanded its remit to address the challenges faced by ethnic minorities in general and is now a leader with the DLRCC Social Inclusion Unit in the development of a County Wide Ant-Racism and Diversity Plan.

4. Community Platform

- The significant role played in the establishment and ongoing evolution of the Community Platform which is the regional network of community groups and organisations in the Dún Laoghaire Rathdown area. The Community Platform has evolved to the stage where it now has responsibility for nominating community representatives into structures such as the Southside Partnership, County Development Board and the Local Drugs Task Force.
- Recognising the need for long term support, the Partnership recruited a half time development worker to support the Platform. With this support, the Platform has significantly raised its profile and improved its functioning.

5. Integrated Local and Community Development

- The ILCD Group was officially established in 2004 and comprised all of the local organisations involved in Community and Local Development. These included the Community Development Projects, Family Resource Centres, Support Agencies, RAPID, Local Drugs Task Forces, Rural Leader and the Partnership.
- A comprehensive audit of all of member groups was completed. This provided a unique insight in the resources in the organisations, both physical, financial and in terms of personnel.

6. Sustainable Community Development

- The development of creative and participatory planning techniques (e.g. Building for Real) which have equipped local residents with skills and knowledge relating to the planning process and which have enabled local residents to contribute to the development of community facilities within their own areas
- The support which has been provided to local groups in places like Ballyogan and Whitechurch in relation to the provision of community buildings and facilities (within which a range of developmental activities can take place with key target groups)

7. Strategic Planning Action Network (SPAN)

- Personnel and financial support to Neighbourhood Taskforces in Ballyogan and Mountwood under the theme of promoting integrated planning at local level; outcomes included updating of a local action plan; convening and chairing the Ballyogan Taskforce and Steering Group at least three times a year ; a school is now in place as a result of the work of members of the Taskforce and Partnership staff ; a directory of services; a newsletter
- Negotiating with the academic partners, Local Advisory Group, to recognise the provision of community facilities is key to involving people in local and external

- governance and planning opportunities and as a result having this key community issue articulated through a formal research channel.
- The learning around why and where communities can and should be involved in governance and territorial planning
 - The value of research in articulating community and agency issues and vitally the role of the researcher as a bridge, or not in cementing or damaging local relationships
 - Connecting national and local issues and people
 - Connections with Southside Training Network to implement a series of advanced level training as a result of the outcomes of the research
 - The Local Advisory Group. This group is a unique mixture of councillors, council planning, community, & housing department staff, community and enterprise staff (CDB), community representatives and Partnership staff. Connections and relationships have been built locally between these people and on some occasions opportunities for joint work developed. Their role as advisors and people with particular skills has certainly exceeded expectations. Many of them have said they have found the experience invaluable for their own learning and building connections between their work and local communities
 - The learning and widening of horizons through the connections to the academic partners and other practitioner partners
 - Heightened profile of the Project and the Partnership

Time will tell how the new knowledge, information and the connections to other expertise can be pulled into the area in terms of concrete outcomes. However, for example as a result of the development plan study, there are plans to develop a pilot project working with local people and the council planning department , to involve people in the new Development Plan. This is important for us as a Partnership, working with people on local issues. Many of the issues have been about where physical planning has an impact on communities, be it the positioning of roads, housing, dumps, schools, employment opportunities We need to know when and how to support communities to become involved at realistic stages in these issues, eg. at prep-planning stages and how to engage with the later planning processes, and how to work with the relevant council departments to ensure collaboration, leading to more desirable results for all.

The extension now allows for a consolidated implementation phase to develop other actions in conjunction with the Local Advisory Group.

MEASURE C: Community Based Youth Initiatives

Key achievements through Measure C Strategies included the following;

1. Forums, Networks and Working groups

Through the work of Networks/Working Groups, a number of important pieces of work were produced, including the following reports/publications:

- Review of Early Childhood Education Services; 2001
- Early School Leaving Research Report (Beyond the Barriers); 2004
- Community Childcare Research Report, 2005
- Directory of Supports and Services for Children with Learning Difficulties, 2003
- Progression Routes for Children with Additional Learning Needs, 2006

2. Parent Supports

- The Parents in Education Programme (a collaborative project supported by 6 local HSCLCs) has been very successful both in the levels of accreditation achieved and the progression of participants.
- Leaving Certificate Applied Course (in Holy Child C.S), supported by Southside Partnership, has also shown very high retention and success rates for the students.
- Southside Partnership funded a Case study/evaluation of this Initiative (Leaving Certificate Applied for Adults) (2003).

3. In-School Supports

- SSP has provided developmental support to the new emerging structures, participates on 4 SCP committees and on the Local Education committees.
- Specific supports provided have included In-Services for teachers on 'Managing Challenging Behaviour'.
- Introduction to the Restorative Practices programme in schools

4. Further Education/Access Supports

- Planning for Achievement Seminar (2000)
- Millennium Fund: 70 – 80 students per year have been supported through the Millennium Fund. The feedback from these students indicates that the supports provided have been of significant benefit to them.

5. Youth Development and Out of School Supports

- The formulation and follow through of an Action Plan to progress the recommendations from Early School Leaving Report
- The setting up and development of Futurama 'Transition' Initiative for 12 to 15 year old 'out of school ' young people, the management of which has now been taken on by the VEC
- The establishment and development of Youth Choices Outreach/Tracking Service for 16 to 25 year old early school leavers who are currently disengaged from education/training/employment

6. Community Based Childcare and Early Intervention

- Strengthening of the Childcare Network (SCAN)
- Recruitment of Childcare Development Worker through CCC, and establishment of close working relationship with CCC
- Progression Routes for Children with Additional Learning Needs, 2006
- The Commission and completion of research report on Community Childcare in SSP "Towards a Model of Best Practice".
- Recommendations regarding the following key areas:
 - Funding
 - Premises and facilities

- Staffing, training and support
- Pilot Childcare Training Programme designed, to be piloted in 2007 in conjunction with FAS.
- Training provided for Childcare staff:
 - “Children First” training (with HSE)
 - “In Touch with Children”
 - “Managing Challenging Behaviour”

A4. ORGANISATION

The partnerships original mission statement contained in the United Vision Plan (2000-2006) has changed to reflect the fact that elected representatives are now a constituent element on the SSP board.

A further amendment to the mission statement in United Vision has involved references to the Southside Partnership's focus on key target groups (as well as specifically designated areas). The Southside Partnership mission statement now reads:

“Our mission is to counter disadvantage through inclusive, comprehensive, sustainable and integrated actions that directly reduce unemployment and social exclusion and improve the quality of life in specially designated areas and with identified target groups.

Our Partnership actively seeks dynamic ways of linking existing services and resources and piloting new programmes that increase employment opportunities for the long-term unemployed and those in danger of joblessness.

Our Partnership works to strengthen the capacity of key target groups in order to influence and develop economic and social policy at the local and national level.’

4.1 Southside Partnership Board

The Partnership Board had the benefit of the strong leadership by three Chairpersons during the period 2000-2006 including Mark Dorman (IBEC), Colm Kinsella (ICTU) and presently Mary Cullen, Community Representative. The Board is a strong participative group that provides clear strategic direction to the Partnership.

The Southside Partnership Board has had a number of changes in Board representation during this period:

- An additional statutory seat was agreed and allocated to County Dublin VEC
- A community seat changed from one representing the long term unemployed to one representing lone parents.
- An additional community seat was created for representation from the Lesbian Gay Bi-Sexual Transgender Community.(LGBT)
- A number of community seats were not filled in 2006 in anticipation of full county coverage and the cohesion process
- The Partnership maintained the senior level representation by seven statutory representatives.
- The Partnership significantly increased its working relationship with local elected representatives on a whole range of issues. There are three elected representatives on the Board (one from South Dublin) who make a significant contribution to the work of the Partnership

4.2 Staff Changes

In 2001 there were significant staff changes including the position of Manager and three Programme Co-ordinators. This resulted in a period of transition followed by

considerable innovation and development of the Partnership strategies in United Vision from the mid to latter period of the LDSIP.

- In addition the Finance and Admin Co-ordinator position changed on three occasions in the six years. This was a challenge for the organisation with multiple funding sources and different accounting procedures. A comprehensive audit by Pobal in 2005 took up considerable resources in addition to the many others by different funding bodies (10 audits in one year).
- Significant budgetary constraints in 2003 resulting from a retrospective decision to disallow the carry-over of under-spends in the previous period led to one redundancy and one position being made part-time. It is testament to the loyalty and commitment of staff that during a difficult period they pulled together in a manner that minimised the impact of these cut backs on programme delivery
- In 2005, the Co-ordinator of Measure A, Economic Inclusion resigned. The Partnership made the decision not to recruit immediately and to re-design the functions of a number of existing staff roles to give an opportunity to consider the longer term resource needs for this programme.
- Three people were recruited to support the EQUAL European programme. (see Measure A, Strategy 3, page 9)
- Existing staff were assigned roles in the SPAN, Strategic Planning Action Network Programme, an Interreg EU programme along with an additional part time development worker to support the Community Platform. (See Measure B strategy).

4.3 Changes to SSP programmes

(a) Jobs Initiative Programme

In 2005, the Partnership Board took the decision to discontinue the Job Initiative (JI) programme on the grounds that Government policy shifts meant it was no longer a three year labour market initiative that the Partnership had contracted to provide. The Partnership had always operated its JI programme on a three year contract basis as was the brief from the Department of Enterprise, Trade and Employment and FAS. Indeed when operating at full capacity, it had a progression rate of 83%. This Government policy was changed to respond to the circumstances of other areas and so it was with regret that the Partnership decided to wind it down as one of its programmes. The wind down process will continue until November 2007 when the last JI participant leaves.

(b) Social Economy: Local Development Training Institute

In 2005, the Local Development Training Institute (LDTI), a unique and worthwhile social economy initiative became unsustainable in its current form. Prior to becoming a social economy initiative, the Institute had the benefit of being part of a European funded programme (CREADEL) which had provided essential capital to support its sustainability. Pobal had also grant aided LDTI over a number of years but discontinued funding due to budgetary constraints. LDTI was subsequently gifted back to the Partnership which is currently availing of a fresh opportunity with increased resources and new collaboration with local and community development organisations to re-launch a local development training initiative

(c) European programmes

The Partnership was successful in developing three European Projects which greatly developed its work for the latter part of the LDSIP. These included (a) SPAN (Measure B); (b) Equal (Measure A) and (c) Equal (Measure C). The Partnership was the lead managing agent for two of these projects. (See A1 Context, pages 4 ,5)

(d) Specialist Technical Supports

From 2000-2006, the Partnership has had an increased role in providing technical supports to community based organisations and groups. Its finance and administration department has mentored a number of community groups. For example the Partnership has assisted setting up finance systems in STAG; held lease for premises until it was in a position to hold its own, did payroll until recently when it had the capacity to do its own. The Partnership intends to develop this support further as a form of anchor organisation that provides such supports to smaller groups.

A5. COOPERATION, COLLABORATION, LINKAGES

In all of its work, the Partnership works with appropriate partners to develop local responses to locally identified needs. Strong links have been developed between local and community development organisations and statutory agencies along with local government to ensure a more co-ordinated and effective delivery of services to communities. It is fundamental to its approach that the Partnership provides a space for local communities to identify needs and issues and to address these needs by bringing together the relevant stakeholders.

In addition the Partnership made its premises available to over 60 groups in one year.

5.1 County Development Board

The Southside Partnership has extensive links with the Dún Laoghaire Rathdown County Development Board (CDB) and actively participates on structures at every level. In addition, the Southside Partnership shares information and feeds into the plans of the South Dublin County Development Board as one of its designated communities (Whitechurch) falls within the boundaries of South Dublin County Council.

The Partnership role in the CDB includes the following

- Chairing the Social Development Strand covering education, health, family support, childcare, older persons, substance misuse, domestic violence, social inclusion, community and local development, safety, security and policing.
- Participating as a member of the CDB Co-ordinating Committee.
- Chairing and participating on the Social Inclusion Measures (SIMS) group
- Linking into the sub-structures of the CDB – economic development, living space, education, training, sustainable communities, social inclusion etc.

Southside Partnership has also encouraged strong links with the CDB through

- Presenting the organisation, its policies and strategic plan to SIMS.
- Informing SIMS committee on SSP activities and raising social inclusion issues
- Initiating and developing the Integrated Local Community Development (ILCD) body, a collective of independent local and community development organisations, that works to co-ordinate activity to ensure maximum impact within communities. This group develops its thinking on issues such as endorsement and negotiates/feeds into SIMS when appropriate.
- Supporting and resourcing the Community Platform to ensure a stronger voice for communities on the CDB through its Community Forum and SIMS.
- Undertaking and funding a number of joint actions with the CDB including anti-racism work, volunteer bureau, and disability consultative committee. SPAN EU project and a wide variety of complementary actions common to both strategic plans
- Continuing to be a lead agency for 25 actions within the CDB 10 year strategy and providing a support role in many more
- The Partnership participated on the High Level Traveller Group under the CDB. It negotiated the inclusion of STAG the Traveller Organisation in the county and fed into the design of the consultation process, participated in training and facilitation of the consultation process

5.2 RAPID - Loughlinstown and Shanganagh:

The Partnership plays a key strategic, facilitative and leadership role in the RAPID Programme. Building on the experience of the Integrated Service Process (ISP), RAPID has tried to build coordination across the range of organisations in the RAPID area. In addition, the Partnership has provided significant funding for key pieces of work linked to building community capacity in the area. Some of the key roles include:

- The Manager chairs the Area Implementation Team
- Programme staff facilitate a number of Task Groups
- The Partnership provides for the coordination of Task Groups
- The Partnership administers programme funding.
- The Partnership is a member of Social Inclusion Monitoring Committee (SIMS) which oversees the CDB role in relation to RAPID

In addition, the Partnership planned and facilitated a number of key events

- Plans and facilitates the annual service provider workshop (90 people);
- Facilitation and co-funding of a community research steering group which oversaw a comprehensive piece of research into community needs that will feed into the new RAPID plan.
- Facilitation of workshops with key services providers to strengthen the links between the outcomes of this research and the inclusion of key actions in agency service plans.
- Design, development, and facilitation of five stage review/consultation process in development of the new Rapid Plan which will in turn feed into the Partnership Strategic Plan post 2006. This is a pilot model of consultation that may be used across the county. In addition, to enhance community participation in the RAPID area, the Partnership funded the community consultation event (Dec 2006) and has further invested in an initiative that will harness leadership and integration of all the community based organisations in the RAPID area.
- Through the SPAN EU project, the RAPID model has been linked to wider EU policy initiatives.

5.3 County Childcare Committee:

There are strong links between the Partnership and the County Childcare Committee. The Partnership has been represented on the County Childcare Committee (CCC) by the Vice-Chair since its inception. Our part-time Childcare Development Worker, funded by the County Childcare Committee, our Chair, and the Education Coordinator along with the Manager of the CCC sit on a sub committee to oversee the work of this post. During 2005 the Partnership undertook a comprehensive review of community childcare with the support of key community partners which has further deepened its connections with the County Childcare Committee in terms of delivering on the recommendations.

5.4 Local Drugs Task Force:

The Education Coordinator is the appointed Partnership representative on the Local Drugs Task Force and also participates on a number of Task Force sub structures. The Local Drugs Task Force co-funded CODE 2, the joint training initiative 'Training for Transformation' which provided comprehensive training for 60 people in 2003/2004. The programme was evaluated and its recommendations provided the basis for the Partnership's training strategy in 2006-2007 which has also been successfully completed. This training programme will now form part of a

comprehensive new co-ordinated training strategy under the Southside Training Initiative with additional monies sourced from the Wheel. Extensive cooperation was also present in joint work around the early school leaving research report and in follow up with the recommendations. The Local Drugs Task Force funds a development worker (employed by the Dún Laoghaire VEC) to progress the recommendations.

5.5 The Regional Drugs Task Force:

The Education Coordinator attends the Regional Drugs Task Force on behalf of the Manager and is also on the education sub group. This dovetails well with her representation on the Local Drugs Task Force

5.6 European Projects

The two European projects that the Partnership manages have greatly improved collaboration and linkages with a whole range of different partners. In particular, SPAN has provided important learning opportunities with key partners such as the CDB, County Council officials and elected representatives, communities and local development agencies at local county and national levels. In addition it has developed new European partners in Belgium and France and in particular Northern Ireland with increased co-operation being made over and above the project. Finally, it has provided linkages with academic partners in a very substantial way that has brought new learning and analysis to social inclusion through research, case studies and conversation (See SPAN page, 27).

The Equal EU project that focuses on e-working for people with disabilities and lone parents has been the catalyst for a highly participative and effective Development Partnership that oversees the project. Links have been developed between the Partnership and key partners including FAS, Dún Laoghaire Rathdown County Council, Department of Social and Family Affairs, Roslyn Park, One Family, Senior College Dún Laoghaire, Enterprise Board and Dublin South Supported Employment. Community partners have included the Disability Interest Group and Southside Womens Action Network. It has also developed strong partnership at European levels with two groups in Poland as well as groups in the Czech Republic, Scotland and Spain.

5.7 Local and Community Development Networks;

The Partnership established both of these networks to strengthen the sector:

- Integrated and Local Development Body (ILCD formed in 2003) brings together all the community and local development agencies in the county to focus on co-ordination, sharing resources and key policy issues. It also serves as a useful link with the CDB / SIM committee as appropriate. (See Measure B, Strategy 5)
- Community Platform (formed in 1996) supported by the Partnership (with a development worker funded through SPAN and LDSIP) brings together all community groups in the county with a focus on social inclusion. The Community Platform facilitates community elections onto the Partnership, the Local Drugs Task Force, the Community Forum, RAPID, the County Childcare Committee and a range of other structures. (See Measure B, Strategy 4)

5.8 Collaboration with state agencies:

The Partnership collaborates with all its partner state agencies on the Board, on the CDB and through EU initiatives. It has many joint initiatives with agencies, provides services on behalf of agencies, and has programme funding for a wide variety of actions from state agencies. Over the years, framework meetings have taken place with different agencies some regularly e.g. FAS others more ad hoc or on as-needed basis. A policy to do this on a more regular basis and more systematically has been agreed by the Board in 2006 for implementation in 2007.

5.9 Southside Partnership Networks:

Measure A – Services to the Unemployed

| Networks/Groups and sub-groups | |
|---|--|
| Enterprise & Employment Network | SSP is Lead agency providing staff support, follow-up and financial support for meetings etc. |
| Community Services Managers Network | SSP is Lead agency providing staff support, follow-up and financial support for meetings etc. |
| SSP/STAG Childcare Steering Group | SSP is Lead agency providing staff support and follow-up for meetings etc. |
| Traveller Interest Network | SSP is Lead agency, chaired by Community Development co-ordinator. We provide staff support and follow-up for meetings etc. |
| FAS framework | Consultation with FAS on CE issues affecting local groups |
| PLANET Enterprise Forum Network | Insight on Enterprise issues from a national perspective to feed back at local level through Enterprise Officers. Attended by Enterprise Project Leader. |
| CDB County Education and Training Forum | Support partner to CDB Action code B2.4.1 attended by Enterprise Project Leader. Identifying educational needs of target groups. |
| CDB Economic Data Working Group | Support partner to CDB Action code B9.4.1 attended by Enterprise Project Leader. Gathering data on county's entrepreneurial performance. |
| E-Equal project related meetings | Developmental Partners meetings re progress and future of e-Work project. Partners include DSFA. Meetings facilitated and funded primarily through SSP Equal funding stream. |

MEASURE B : COMMUNITY DEVELOPMENT

| NEIGHBOURHOOD GROUPS | |
|---|--|
| Ballyogan Task Force | Staff support, technical assistance and financial support |
| Mounttown Consortium | Staff support, technical assistance and financial support |
| RAPID Area Implementation Team | Manager Chairs AIT Staff support, technical assistance and financial support |
| RAPID Capacity Building Task Group | CD Coordinator Chairs Staff support, technical assistance and financial support |
| Whitechurch Network | Staff support, technical assistance and financial support |
| Blackrock / Brookfield Network | Staff support, technical assistance and financial support |
| Holly House CDP Management Committee | SSP Hosts Holly House CD Coordinator member of Management Committee Financial Support, Technical Assistance |
| Rosemount Family Resource Centre Advisory Committee | Staff support |
| COMMUNITIES OF INTEREST | |
| Travellers Interest Network | CD Coordinator chairs Staff support, technical assistance and financial support |
| Local Travellers Accommodation Consultative Committee | Staff support |
| Disability Interest Group | Staff support, technical assistance and financial support |
| Disability Consultation Group | Staff support, technical assistance and financial support |
| Unite | Staff support, technical assistance and financial support |
| Anti-Racism and Diversity Plan Steering Committee | Significant joint leadership with Social Inclusion Unit, DLRCC, SSP lead on certain actions, significant financial and technical support |
| Older Persons Service Providers Forum | Staff support |
| POLICY, PLANNING and COLLABORATION | |
| Strategic Planning Action Network (SPAN) | SSP lead organisation, employs Project Leader Staff support, technical assistance and financial support |
| Southside Community Training Network | SSP lead organisation, employs Project Leader Staff support, technical assistance and financial support |

| | |
|--|--|
| Community Platform | SSP host Community Platform Employs Development Worker, technical assistance, financial support |
| Integrated Local and Community Development Group | SSP hosts ILCD Staff support, technical assistance and financial support |
| Sustainable Community Development Group | CD Coordinator chairs Staff support, technical assistance and financial support |
| Dún Laoghaire Rathdown Volunteer Centre Steering Committee | CD Coordinator member of Steering Group Staff support, technical assistance and financial support |
| Dún Laoghaire Rathdown County Development Board | Manager on CDB, SSP is lead on certain actions. |
| Social Inclusion Monitoring Committee | CD Coordinator member of committee, SSP is lead on certain actions |
| Dún Laoghaire Rathdown, County Childcare Committee, Project Evaluation Sub-Committee | CD Coordinator, member of Committee |

Measure C – Community Based Youth Initiatives (amended for 2005)

| | |
|--|---|
| NEIGHBOURHOOD GROUPS | |
| Ballyogan Task Force | Staff support, coordinating Youth Needs task group |
| RAPID Education Task Group | Ed. Coordinator coordinates this group with RAPID coordinator |
| RAPID Youth task group | Ed/Youth Worker on this group |
| RAPID Childcare Task Group | Childcare worker on this group |
| Whitechurch YDP | Ed/Youth Worker in this Committee |
| COMMUNITIES OF INTEREST | |
| Travellers Interest Network Traveller Education Task group | Education Coord. and Ed/Youth Worker on TIN and coordinate TETG |
| Southside Childcare Action Network | Childcare Development Worker Coordinates |
| Youth at Risk Network | Ed. Coordinator/ Ed. Youth Worker Coordinates this network and sub-groups |
| Southside Guidance network | Ed. Coordinator /Ed. Youth Dev Worker coordinates |
| Unite | Support, with CD (cross-programme) |
| POLICY, PLANNING and COLLABORATION | |
| Regional Drugs Task Force Dun Laoghaire Rathdown local Drugs Task Force | Education Coordinator sits on both committees Education/Youth development worker on Education Prevention Sub Group |
| Mounttown Neighbourhood Youth Project | Education Coordinator – on management committee |

| | |
|--|--|
| Dun Laoghaire Community training Centre | Education Coordinator on management Committee |
| DEIS: St. Tiernans Community School SCP Committee Ballinteer CS SCP Committee Cabinteely SCP Committee Holy child CS SCP Committee | Education Coordinator Education/Youth development worker On these Committees |
| SAVE Forum | Education/Youth Development Worker – member of this forum |
| Dún Laoghaire VEC Adult Education Board | Education Coordinator - member of Board |
| Dún Laoghaire Rathdown County Development Board | Ed. Coordinator: County Education and Learning Forum member Member of Substance Use focus group. SSP is lead on certain actions |
| Futura Steering Committee | Ed.Coordinator / ed. Youth development Worker on this committee, |
| Youth Choices Steering group | Ed Coordinator/ Ed/Youth Dev. Worker. Ed/Youth Dev. Worker also on Operations sub-group |
| Childcare Steering group | Ed. Coordinator coordinates this Interagency steering group with CCC |
| Millennium Steering group | Ed. Coord coordinates this Inter-agency steering group |

A6. FINANCE

The premises occupied by the Southside Partnership and its direct subsidiaries are all occupied under short term leases and hence have no capital value to the organisation. However other assets include office equipment along with furniture and fittings which to December 2006 have a net book value of €129,000. Finally as listed below funds unspent retained in relevant bank accounts at the end of December 2006 total €94,170 bringing total reserves of the Southside Partnership as at 31st December 2006 to €223,170.

| BANK ACCOUNT NAME | AMOUNT |
|-------------------------------------|---------------|
| | € |
| FAS CE A/C | 6,267 |
| FAS JI A/C | 25,818 |
| Equal A/C | 18,984 |
| Holly House a/c | (1,171) |
| Millenium a/c | 11,611 |
| Southside Partnership (Main a/c) | (26,791) |
| CODE/LDTF a/c | 8,829 |
| European Refugee Fund | 5,222 |
| Southside Partnership (Savings a/c) | 10,200 |
| FAS LES | (4,996) |
| FAS Jobs Club | 545 |
| FIT Account | 39,652 |
| Total | 94,170 |

Total direct funding from all sources generated by the Southside partnership in the year 2006 was €3,168,159 of which LDSIP contributed €1,039,030.

A7. FUTURE PROSPECTS

7.1 County focus –areas, target groups and rural area capacity.

The long identified and ongoing challenge in the Southside Partnership area is to establish the levels of social exclusion and poverty largely hidden in pockets in otherwise more affluent areas. Community infrastructure is weak and under-resourced by comparison to other partnership areas nationally.

Different DEEDS that are mixed in terms of wealth and poverty produce skewed data in terms of deprivation and social exclusion. Agencies with different administrative boundaries also do not capture the extent of deprivation and so inward investment is not proportionate to other areas where there is a perception of greater need. The Partnership is working with the CDB (lead agency) to address some of this deficit which we hope will provide a more accurate picture and analysis of social exclusion in the county in the future.

The Partnership has the experience of working across the county in 22 different geographic communities and so is familiar with the additional organisational challenges and resources required to provide a service across such a large geographic area. In addition through the cohesion process it will be providing fuller coverage to marginalised groups living right across the county and in the rural community.

The Partnership is committed to finding additional accommodation on the west side of the county to service neighbouring communities and the rural area (preferably near Ballyogan / Dundrum). The Partnership also operates contact points in 7 communities across the county for the purpose of delivering local employment services. It is considering the feasibility of strengthening this strategy by linking enterprise supports; information services through Comhairle and the Citizens Information Service; and the volunteer bureau into these contact points.

In order to reach dispersed communities, the Partnership is well experienced in the development of networks across the county to address social exclusion both on a geographic and target group basis (See Section A5 on Collaborations). In organising a network approach to the work, it is also providing a way in which state agencies can link with communities and with other agencies in support of social inclusion work.

This network approach also needs to be complemented by recognition that there are different needs in different areas and that many of the communities are at different stages of development. There are large under resourced areas such as Ballyogan that need concentrated work with a strong emphasis on co-ordination and co-operation. The length of neglect and absence of key developments have resulted in disaffection and considerable fragmentation - a challenge to all who wish to see improvements in the quality of life for people living in the area.

The Partnership has adjusted its programme of activities to develop its work with existing target groups and to include new target groups in the latter part of the LDSIP. It has developed strong links with the Lesbian, Gay, Bi-sexual and Transgender (LGBT) community with representation on the Board. In recent times, it has made new key strategic links with older people with a view to developing a strategy in its new strategic plan. In addition, it is developing an enhanced strategy that addresses as a central issue the needs of children and families.

7.2 New and Emerging Developments

The further development of the Partnership Training Strategy will take place through the development of the new Southside Community Training Network. Building on the work of the Local Development Training Institute and in co-operation with a broad range of local and community development organisations, this network will co-ordinate, design, and deliver training to key communities and target groups across the county.

Strengthening the policy aspect of the work is key to the next phase of Partnership work. Building the links with elected representatives has been of immense importance and needs to happen more systemically in the future. Its presence at CDB level is of key importance in relation to this strategy. However its absence on Strategic Policy Committee (SPC) structures within the council has a limiting effect. The SPAN European project has also assisted the development of valuable links at county, regional, national and European levels. Its themes of community and citizen participation in multi-level governance and planning are a key area of policy interest. The Partnership is currently working with groups to influence and shape a council policy on community infrastructure. At national level, the Partnership plays an active role in PLANET, the national network of partnerships, which will remain of central importance going forward.

A community health project is just being developed by the Partnership with the establishment of a Health Service Executive funded Healthy Eating Project. This project will bring an initial emphasis on health to disadvantaged communities and target groups. It is envisaged that this will form part of a key strategy in the future along with a partnership commitment to the important development of primary care teams in the county. The Partnership has developed framework meetings with the two sides of the county and will support their development as appropriate.

7.3 Organisation

There is an excellent high level Board providing strategic direction to the organisation. It is served by a very effective Operations Group. A key challenge in this transition year is to further develop the Board in terms of guiding the Partnership's strategy and direction during the course of the next NDP. Board development will take place to facilitate this objective. SSP as an organisation is now more complex and in terms of ensuring good governance and supporting staff continuing to provide effective management is key to next phase of development. Ongoing role consultation and team building with the management team and other teams within the organisational will support the leadership of the company for the next NDP.

Some restructuring and review of job design has taken place, staff development and training opportunities have been provided identified to bring people into a new phase of partnership responding and adapting to the needs that are emerging in the county.

Systems to support the expansion and complexity of the organisation are in the process of being improved. The need for dedicated human resource management has become apparent and resources will be sought to achieve this. The Partnership would also like to be in a position to support smaller community groups and organisations with issues they may have in this regard.

Information technology within the organisation has also been improved and made more secure. This in turn is being rolled out to communities.

Identifying and moving to new accessible premises is a key strategy of Partnership. Currently a building is being considered with proposed move in 2007. Affordable accommodation remains a challenge in terms of the kind of rents that are required for accessible accommodation in this county. A key challenge for this Partnership is that this market reality has not historically been taken account of in terms of budget allocation from Pobal.

7.4 Collaboration and linkages

Building on existing relationships is central to the next phase of Partnership. This will be done on a more systematic way with regular framework meetings established. Strengthening links with agencies such as HSE will be vital especially given the roll out of Primary Care Teams, something the Partnership can assist in terms of local community connections. Given its history of working with the named groups over more than a decade, the Partnership is in a key position to assist with these processes.

7.5 European Projects

The two main European projects that form central parts of the Partnership work will be coming to an end in 2008 and the implications of this both in terms of building on the learning and mainstreaming of the work remain significant challenges.

7.6 Funding for innovative work

Accessing resources for innovative work will also be key challenge for the Partnership in the next phase. There will be a considerable loss of revenue when the two European initiatives end in 2008. It is also clear from the NDP budgets that there is not going to be significantly increased direct resources to Partnerships. The Partnership has been working now with the disability interest group for over a decade. It is vital that core funding is found so that it can move into a new phase of development. In addition, resources to provide community development supports to vulnerable target groups and geographic communities to meet developing needs will need to be accessed.

