



Dún Laoghaire-Rathdown

Cohesion Report April 2007

Presented to Minister Eamon O'Cuiv
Minister for Community, Rural & Gaeltacht Affairs



On behalf of the
Dún Laoghaire-Rathdown
Cohesion Steering Group

*Facilitated by the
Nurture Programme,
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Contents Page

Section One: Introduction

- 1.0 Introduction Page 1
- 1.1 Local Context Page 1

Section Two: Southside Partnership

- 2.0 Overview of the Southside Partnership Page 3
- 2.1 Social Inclusion Actions Since 2000 Page 4
- 2.2 Overview of Rural Dublin LEADER Company Page 7

Section Three: Proposed Board Structures

- 3.0 Introduction Page 9
- 3.1 Cohesion between Rural Dublin LEADER and the Southside Partnership Structures. Page 9
- 3.2 Proposed Partnership Board structures, and substructures post cohesion Page 9
- 3.3 Partnership Objectives Page 9
- 3.4 Community Representation Page 11

Section Four: Demographic Analysis

- 4.0 Introduction Page 14
- 4.1 Demographic analysis and resource implications Page 14
- 4.2 Resource implications Page 15

Section Five: Towards Cohesion

- 5.0 Moving from the current reality towards cohesion Page 16
- 5.1 Implementation strategy Page 15

Stakeholders signatory sheet Page 17

Profile of Southside Partnership Areas of Disadvantage Page 17

Appendices

Appendix i: Partnership achievements and key activities

Appendix ii: Demographic analysis

Appendix iii: South Dublin south of the Naas Road analysis of target groups in the 10 most disadvantaged ED's.

SECTION ONE: INTRODUCTION TO COHESION

1.0 Introduction

The following is the final report on the Dun Laoghaire-Rathdown Cohesion Process. The process to date has been overseen by a Steering Group with membership from the Southside Partnership, the Rural Dublin LEADER Company and DLR CDB who acted in a facilitative capacity. The Steering Group commissioned an independent consultancy group, namely the Nurture Programme (now known as Nurture Development) to assist in the consultation process regarding the issues of cohesion.

The process focused on two strands of consultation, strand one examined the means by which cohesive community representation might be strengthened; and strand two facilitated the cohesion of the Rural Dublin LEADER Company and the Southside Partnership.

Extensive consultation was also undertaken with statutory agencies, political representatives, alongside relevant community groups throughout the county. The document to follow details the outcomes of the discussion and ultimate agreements that were reached as a result of the consultation process.

The Cohesion Programme was formally announced by Eamon O’Cuiv, Minister for Community, Rural and Gaeltacht Affairs (CRAGA) in September 2005. This was as a result of a review of structures and delivery mechanisms that address issues of social inclusion and local development e.g. Local Development Social Inclusion programme (LDSIP) and rural development programmes such as LEADER and the Rural Social Scheme. The announcement stated that the Minister, in conjunction with Michael McDowell, Minister for Justice, Equality and Law Reform and Dick Roche, Minister for Environment, Heritage and Local Government, were providing €7 million to bring about greater cohesion in delivery of Partnership and Rural Development programmes post March 2007.

Minister O’Cuiv’s statement went on to say that, ‘until now, there have been parts of the country not covered by Partnerships, whereas the LEADER programme covered all of rural Ireland. As part of the change that will take place on a gradual basis over the next year and a half, it is intended that in both urban and rural areas, the Partnerships (and community groups) will cover all parts of the State. It is also intended, in rural areas, that the Partnership and the Rural Development programmes, which will have increased importance because of the recent European Agriculture and Rural Development negotiations, will be delivered by unified structures. It is also intended, where suitable, that recognition will be given to county, and in cities, to electoral area boundaries.’

The main purpose of the Cohesion Fund is to achieve the integration of LEADER Companies and Partnerships so that Partnerships and Rural Development programmes such as

LEADER and the Rural Social Scheme are delivered by one body in each area. As far as is practicable, the new bodies will also align their boundaries with city and county boundaries. In addition, the Programme is to be extended to cover the whole State.

1.1 Local Context

In Dun Laoghaire-Rathdown (DLR) the cohesion process has been more straightforward than in other parts of Dublin by virtue of the fact that only one Area Based Partnership namely the Southside Partnership operates within the County. Additionally, discussions between the Partnership and LEADER with regard to the role out of social inclusion and rural development programmes in the County advanced quickly and efficiently, and agreement in principle was reached early in the process.

The terms of reference of the steering group set the parameters within which each of the respective stakeholders discussed the principles and practical implications of cohesion within the County. It was agreed that the fundamentals of cohesion were a matter for local discussion and agreement between the Southside Partnership and Rural Dublin LEADER Company and that the County Development Board would adopt a facilitative role in supporting both organisations to that end.

The applications for cohesion funding noted the terms of reference for the steering group as follows:

Background/Rationale

The core objective of the cohesion process was to ensure that full county coverage is achieved in Dun Laoghaire-Rathdown County with the full involvement of the local development agencies operating in the county. One of the primary objectives of the cohesion process was to ensure an enhancement of and increase in the linkages with and supports to community based groups. It was further agreed that the principles of community development should underpin the process.

The two organisations identified the following priority topics for discussion and debate as part of the cohesion process. It was agreed that these topics should be examined in detail throughout the process to determine the most appropriate methods to ensure full county coverage:

- *Re-alignment of structures*
- *Identification of geographical areas and target groups currently not included in the LDSIP*
- *Analysis of geographical areas and target groups currently not included in the LDSIP*
- *Review of current service delivery by organisations (target groups, operational area, organisational capacity)*
- *Development of service level agreement*
- *Sharing of premises*
- *Staffing*

Based on the aforementioned rationale/terms of reference the following actions were agreed.

Proposed Actions

1. Carry out consultation between the two Boards to negotiate and agree the proposed new boundaries, ensuring that existing expertise is maintained and channelled in order to effectively deliver the local and rural development programmes in the county.
2. Carry out consultation in the new communities which are to be included in the LDSIP. This will include discussion with regard to representation in the new structure.
3. Carry out consultation with the Community Forum and Community Platform with regard to the extension of the LDSIP, proposed new boundaries and representation.
4. Bring proposals to each Board which detail the proposed new boundaries and structure and the identification of steps that need to be taken to achieve same.
5. Discuss and agree with community based groups ways to strengthen current linkages and increase support
6. Discuss with statutory agencies the proposed boundaries and identify possibilities for new and/or improved delivery of services.

The steering group in presenting the following report are confident that it contains a detailed, logical and locally appropriate mechanism for promoting greater cohesion within DLR. The agreements contained below enjoy the support of the Board and Staff members of the Southside Partnership and Rural Dublin LEADER Company. Additionally they find favour with our statutory, voluntary and community partners who were consulted as part of this facilitative process.

It is also important to note that in keeping with best practice the steering group operated solely within the mandate afforded it in the context of the terms of reference as agreed in the original submission for cohesion funding to the Department of Community, Rural and Gaeltacht Affairs as referred to above. The Steering group are mindful of the recent guidelines that have been issued by the Department with regard to Cohesion, and note the importance of attending to them in the greatest of detail. Therefore, it is the view of this Steering Group that in keeping with due process, our original terms of reference should be extended to mandate this group to respond in a coordinated and democratic way to these guidelines.

In the meantime based on the current terms of reference agreed by the Department of Community, Rural and Gaeltacht Affairs, below are the heads of agreement for the process by which cohesion will be realised in Dun Laoghaire-Rathdown County.

SECTION TWO: OVERVIEW OF THE SOUTHSIDE PARTNERSHIP AND RURAL DUBLIN LEADER

2.0 Southside Partnership overview

Mission Statement;

'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.

Prior to the cohesion process the Southside Partnership targeted 22 geographical pockets of disadvantage in the Dun Laoghaire/ Rathdown County and the Whitechurch area in South County Dublin.

Whitechurch is the only part of the Partnership's area not in Dun Laoghaire Rathdown (it is in the South Dublin County area and closer to Tallaght than Dun Laoghaire). Much work has been done there over the years. However in terms of future cohesion along county boundaries, Southside will need to ensure that Whitechurch continues to receive appropriate supports, but within South County Dublin.

When applying for cohesion funding the steering group undertook to ensure that the Whitechurch area can continue to have the benefits of being in a designated Partnership area (indeed to improve on the existing levels). It was proposed initially that SSP in co-operation with Tallaght Partnership and Rural Dublin LEADER open exploratory discussions with groups located in Whitechurch to establish their needs and requirements.

As part of the South Dublin County Cohesion process in Partnership with Southside Partnership, it has been agreed that Whitechurch will be serviced by one of the two new Partnership structures to be established in South Dublin County. The New Partnership structure in question will be located south of the Naas road as is Whitechurch itself. It has been further agreed that Whitechurch will hold two seats on the New Structure's community development committee, of which one will be nominated to represent the area of Whitechurch on the Board of that new Partnership and one will represent a (yet to be named) target group across the entire new Partnership catchment.

The estimated population of these 22 pocket /areas of disadvantage is in excess of 46,000.

The Partnership also focuses on vulnerable groups or people likely to be socially excluded, most notably but not exclusively, people with

disabilities, asylum seekers, early school leavers, Travellers, lone parents and gay, bisexual and trans-gendered people.

The Partnership manages the Southside Local Employment Service targeting the long term unemployed and members of vulnerable groups.

The Partnership operates a number of European programmes in the county and three core Measures under the National Development Plan.

Core Measures

Measure A: Services to the Unemployed

Measure B: Community Development

Measure C: Community Based Youth Initiatives

Key European Programmes

Interreg IIIB: Strategic Planning Action Group
Equal-e-Quality through e-work

The Partnership works to support the development of key groups and the 22 communities through a number of strategies under each of the measures and the European programmes cited above, with actions that create opportunities and alternatives for people experiencing varying levels of social exclusion. These include enterprise supports, employment, education and training initiatives, childcare and community development/capacity building.

As well as providing opportunities to individuals or groups directly, the Partnership works to ensure the progression and sustainability of community initiatives through networking, promoting co-ordination and integration, piloting new initiatives, advocacy, lobbying and leveraging funds for social inclusion.

The Partnership also makes available administrative and practical supports to community groups and organisations. It also initiates research to improve and validate the work that they and the community groups and state agencies are doing.

2.1 Summary of Social Inclusion Actions 2000-2006

Measure A . Unemployment Enterprise and Economic Outcomes

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| Strategy Example | Mediation, Information and Guidance Southside LES has provided information, guidance and mediation to 4024 people from 2000-2006 | Target Groups Unemployed/ Under-Employed | Outcome 797 employed 720 job clubs |
| Strategy Example | Education and Training Southside LES organised 27 tailor made education and training programmes between 2000 and 2006 | Same | Since 2000, 1195 people have progressed to education, training and labour market initiatives. |
| Strategy Example | Services to Employers From 2000 to 2006, 2288 contacts were made with employers | Employers & Unemployed | Generated 724 job opportunities |
| Strategy Example | Promotion, marketing, outreach Use of stands, forums and information points to disseminate information, plus production of brochure "Breaking out of the Welfare Trap- An Easy Guide for Lone Parents, People with Disabilities and Others." | Lone parents Disabled Underemployed Unemployed | 80 promotional events |
| Strategy Example | Labour Market Interventions E-quality through e-work, a training and employment scheme whereby people with mobility /childcare issues who need to stay at home can learn and eventually work online. The Partnership, through its Community Employment Programme PICES (Partnership Integrated Community Employment Scheme), employs 32 people from the main target groups in 11 locations around the county. In total 80 people have completed Community Employment Programmes. The Partnership has run a very successful Jobs Initiative Programme for the long term unemployed. Over 85 participants have progressed through this programme since November 1998, the vast majority of which have been positive progressions | Lone parents Disabled Immobile Target Groups Long Term Unemployed Long Term Unemployed | Creates alternative job and training opportunities for 60 people |
| Strategy Example | Self Employment Support Southside Partnership assisted over 800 start up businesses by providing a range of services and a back to work enterprise allowance. | Community Unemployed Underemployed Unskilled | Small businesses have created 200 jobs for local people |
| Strategy Example | Social Economy The Southside Partnership has assisted in the creation of 9 FAS funded and a number of other community businesses. | People with mobility issues Unemployed Underemployed | 9 businesses developed for underemployed individuals |
| | | | |

| Measure B- Community Development | | | |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy Example | | Target Groups | Outcome |
| | <p>Capacity building with Target Groups Helped to establish and supports on an ongoing basis the Disability Interest Group (DIG).</p> <p>Supports a range of training and capacity building programmes including a Leadership Training Course for women that was part of a national training programme.</p> <p>Provision of an Equality training programme designed and delivered by the Partnership</p> <p>The Partnership has also provided significant support to the Southside Traveller Action Group (STAG) e.g. through a dedicated SSP development worker, through technical and cross programme supports, advocacy and funding.</p> | <p>People with disabilities</p> <p>Women with disabilities</p> <p>Travellers</p> | <p>STAG has grown significantly with the support of Southside Partnership. It now has its own premises and increased staff numbers and resources.</p> |
| | <p>Neighbourhood Work The Communities Organising for Development Education (CODE) project trained and up skilled 50 local people to play a leadership role in communities. These included community representatives as well as voluntary and statutory representatives</p> | <p>Community</p> | <p>Increased and enhanced community participation.</p> |
| | <p>Neighbourhood Work The Partnership supports three Neighbourhood Task Forces in the target areas; Ballyogan Task Force, the RAPID programme in Loughlinstown/Shankill and the Mountown Consortium.</p> | <p>Residents, Community and Statutory Service Providers</p> | <p>Increased co-operation and collaboration. Improved outcomes for communities.</p> |
| | <p>Supporting New Initiatives Supported and developed the Accessible Community Transport Southside (ACTS) project.</p> <p>SSP is playing a significant role in establishing a volunteer bureau for Dun Laoghaire/Rathdown, is a member of the interagency steering group and supports the initiative with funding.</p> | <p>Elderly, People with disability or mobility issues.</p> | <p>Accessible & affordable transport for special needs.</p> <p>Development Worker recruited. Steering committee established. Funded a successful UCD volunteer event.</p> |
| | <p>Local and Community Sector Development The Partnership played a key role in the establishment of the Community Platform and now employs a part time worker that supports the platform in its development as an organisation and in the implementation of its work plan.</p> | <p>Community groups with an anti-poverty and social inclusion focus.</p> | <p>Platform now facilitates the nomination to Partnership Board and other governance bodies in the county.</p> |
| | | | |

| Measure C- Education, Youth Development and Childcare Outcomes | | | |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy Example | <p>In School Support Support focus on target groups: Facilitation of Guidance Network and 'Directory Of Progression Routes' for those with additional learning needs developed in response to gaps highlighted.</p> | <p>Target Groups Travellers Teachers Parents Students with behavioural difficulties.</p> | <p>Outcome Target Schools provided with training in Challenging Behaviour and Restorative Practices. Play Therapy and Therapeutic Supports provided to target schools.</p> |
| Strategy Example | <p>Third Level Access Conference: 'Planning for Achievement' and researched third level access in the County - particularly direct entry placements Support for Psychological Assessments Maths Supports Millennium Fund for Disadvantaged students</p> | <p>Youth seeking to access third level from disadvantaged areas. Children and Young people at risk of early school leaving. Fund to support students from disadvantaged areas in further and higher education courses.</p> | <p>Identified main barriers to third level. Improved supports for vulnerable individual children and young. From 2000-2006, financially supported 400 students in terms of retention and participation in further and higher education courses.</p> |
| Strategy Example | <p>Youth Development Commissioning, publishing, and launching of Research Report on Early School Leaving locally (Beyond the Barriers). Implementation of Recommendations through Youth at Risk Network. Development of Futurama Project, focuses on needs of children ages 12-15 out of education. Seeks to reengage children in education.</p> | <p>People- young people at risk</p> | <p>Significant alternative to formal education. Outreach, Tracking and Referral Project Worker for early school leavers employed in response to 'Beyond the Barriers'. Ongoing support for Futurama through advisory committee and administration of dormant account funding.</p> |
| Strategy Example | <p>Parent Support Provided support so that parents can go back to education through involvement in schools; provided support to Leaving Certificate Applied Programme on school site, with crèche facilities. Supported Parents in Education programme, and 'Read to Succeed' programme, with schools (HSCLC clusters). Involved in joint initiatives with LES</p> | <p>Parents Under-employed Lone parents Disadvantaged women</p> | <p>Significant numbers of adults and parents have returned to education Produced 'Moving on Up' guide to easing transition from Primary to Post-Primary</p> |
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| <p>Strategy Example</p> | <p>Childcare Action Network The Childcare Action Network partnered with the VEC to provide a crèche in the Community College in Sallynoggin.</p> <p>Coordinated SCAN (Southside Childcare Action Network – comprised of 22 Community Childcare providers).</p> <p>Commissioned, published and launched research report on Community Childcare in SSP ‘Towards a Model of Best Practice’. Implementation of recommendations ongoing. Design of Framework for a pilot Childcare Training Programme in progress with FAS.</p> | <p>Target Groups Parents going back to education</p> | <p>Outcome Parents can avail of childcare while taking classes.</p> <p>Monthly Meetings where work is defined and responded to.</p> <p>Training issues responded to with the co-operation of DLRCCC, and HSE.</p> |
| <p>Strategy Example</p> | <p>Early Intervention Childcare An audit on early Childcare in the Southside area identified childcare gaps and ways in which such barriers can be traversed.</p> | <p>Children/Parents from disadvantaged backgrounds</p> | <p>Important guide & source of information for the DL/R County Childcare Committee</p> |
| <p>Strategy Example</p> | <p>Networking and Cross-Programme Groups</p> <p>Forums Networks and Working Groups The Partnership plays a lead role in coordinating the work and activities of a wide ranging number of groups.</p> | <p>Target groups and communities</p> | <p>Coherent and Collaborative Service</p> |

2.2 Overview of Rural Dublin LEADER Company

Rural Dublin LEADER Company was set up as a voluntary non-profit rural development organisation to promote the LEADER initiative for the rural areas of the counties of Fingal, Dun Laoghaire-Rathdown and Dun Laoghaire-Rathdown. It delivers a number of national and European programmes. During 2000-2006, the Rural Dublin LEADER Company ran two rural development initiatives, the LEADER+ (EU programme) and the National Rural Development Programme.

The mission statement of Rural Dublin LEADER Company is "to build on the potential of rural Dublin, strengthening its unique and diverse rural communities by developing their social and economic opportunities and improving their environment which remains under threat from the forces of urbanisation".

Their overall objective is to focus on the sustainable development of rural Dublin. They do this by focusing on rural enterprise and employment, community planning, the promotion of rural tourism, and the development of training programmes. They also promote and protect the unique culture and characteristics of rural community from urbanism. The priority theme of the DRLC is "Improving the Quality of Life in Rural Areas".

The theme promotes two strategic objectives;

- "To develop and promote a process of community participation in the formulation of an integrated planning and development strategy which protects the rural nature of the operational area"
- "To undertake a number of related pilot projects which assist in developing this strategy by testing new community and enterprise development practices which safeguards the culture and identity of rural Dublin"

Below is a brief summary of six Dublin Rural LEADER Measures and their main actions.

Tourism

Tourism is recognised as a major economic asset in rural Dublin. That said, it has been restricted as Dublin is typically seen as an urban tourist attraction and tourism in rural Dublin is generally associated with a small number of main attractions. Indeed rural tourism is very particular in nature, and with that in mind, the DRL Company has championed two core actions dedicated to promoting tourism in rural Dublin.

Action 1 Product manage Rural Tourism in rural Dublin.

Action 2 Mobilise the potential of the agri-tourism sector (tourism associated with farming) that as yet has not been fully realised in Dublin. This measure also helps to support farmers looking for an additional and alternative income to farming.

Culture and Environment

The promotion and protection of the unique character of rural Dublin from the more negative aspects of urbanisation, e.g. urban sprawl, is hugely important. This is particularly true from a cultural and heritage perspective given that such communities have traditionally shaped the Irish national identity and in turn have had direct and indirect effects on economic prosperity.

Action 1

Support for the Development of Local Heritage/Culture

Action 2

The production of Local Actions Plans emanating from the Rural Challenge Process.

Community Planning

Traditionally rural communities have not been involved in local planning. In addressing this deficit, the DRLC established a Community Planning Forum. This involved a comprehensive programme of actions aimed at developing a bottom-up process which allows the community and planners to work together to produce a planning and development strategy. The pilot area was in Fingal. The process is based on the community consultation tool 'Planning for Real'.

Exploitation of Local Produce & Agriculture

The agricultural and fishing industry has been under severe pressure in recent years and a significant part of DRLC's work is to ensure the best possible future for these industries. Raising awareness in rural communities about agricultural issues and the promotion of a cohesive community made up of both farming and non farming people will increase the sustainability of the agricultural industry in rural Dublin and is therefore at the heart of Rural Development.

Action 1 An Educational and Information Based Initiative to Enhance the Relationship between Farmers and Non-Farming Rural Dwellers.

Targeted training is an integral part of the DRLC's plan and its aim is to empower local rural communities. Their strategy involves identifying training needs and developing programmes where none exist as well as improving existing training.

Rural Enterprise & Employment

Enterprise activity in rural Dublin has been constrained by a number of factors. The situation has been made worse because many rural areas are now being used as dormer towns with new people moving in and continuing to work in Dublin while long term residents are also starting to commute to Dublin. This deprives rural areas of economic activity.

RDL are addressing this problem by exploiting development in information technology to encourage commuters to e-work; to provide work for rurally based women and to encourage and support the development of new IT based rural enterprise.

2.2.1 Examples of Projects

Glencullen Pottery

This project involved the establishment of a sheltered workshop and training centre for people with special needs in Glencullen. The project provides an opportunity for participants to develop their creative skills producing pottery products unique to their centre and with a recognised brand, which is a source of personal pride and achievement to all concerned. The sale of the pottery will provide income to finance the centre in the long term.

Kiltiernan Adult Education Centre

The computer training facility in the centre was established during the LEADER II Programme. Due to the success of the centre and continued demand for computer training (computer training courses are run morning, afternoon and evening with in excess of 600 participants ranging in age from 9 to 90 years), the Group received assistance to upgrade the computer equipment to ensure the continued provision of a quality training service located in the rural areas.

Panorama Magazine

Panorama Magazine has been in existence for over 30 years and is a community magazine published on a monthly basis bringing relevant news and information to the community. The magazine is run entirely by volunteers and brings all aspects of community news and life to the readers. Assistance was provided for a programme of training for a number of local volunteers in the Information Technology skills necessary to produce and publish the long established Panorama Community Magazine for distribution to the wider community.

Larch Hill Camping Centre

Larch Hill is a well known and busy camping site for Scouts for the past 30 years, however more and more the trend is to use self-catering type accommodation. Funding was provided for the building of a timber-framed self-catering hostel to house visiting Scouts groups and youth groups from both Ireland and overseas on the camp site at Larch Hill in Tibbradden.

Kiltiernan ICA

A 10 week computer training course for the members of Kiltiernan I.C.A. Guild was provided in the Kiltiernan Adult Education Centre. The course was delivered over two hours with one session per week. The course was designed in such a way to facilitate all levels of competence and to ensure value for all participants.

Dun Laoghaire-Rathdown Tourism

Rural Dublin LEADER works closely with Dun Laoghaire Rathdown Tourism on the promotion of rural tourism in the County. Assistance has been provided for the Rural Day, promotional material and maps. Funding was also provided for the development of self-catering accommodation within the county.

SECTION THREE: THE COHESION PROCESS

3.0 Introduction

The following section presents the range of proposed structural changes that will lead to a greater level of cohesion across the County.

3.1 Cohesion between Rural Dublin LEADER and the Southside Partnership.

Following an agreement between the Boards of the Southside Partnership and Rural Dublin LEADER, the DLR Steering Group recommends that the terms of that agreement be fully endorsed. The agreement is that a Rural Area Taskforce be established with a view to facilitating cohesion between Rural Dublin LEADER (RDL) and the Southside Partnership (SSP). Both organisations are confident that the alignment of structures requested by the Minister can be achieved through the Taskforce. The Taskforce will be a strong coherent link between the two organisations. It will operate to strong community development principles in promoting rural development and social inclusion in the rural parts of the county.

3.1.1 DLR RURAL AREA TASKFORCE

The use of the word Taskforce in this context should not be taken in the strictest sense of the meaning of the word, especially with regard to the usual temporary nature of most taskforces. In this context the Taskforce:

- will be a permanent entity.
- is a group of volunteered individuals that will solve problems and improve processes.
- will be an interdisciplinary team that will advise on all issues relevant to a rural area within a local development context.
- will be a combination of resources assembled for a particular need (i.e. the development of the rural areas socially and economically), with common communications.

3.2 Role of Taskforce:

The Taskforce, in the rural areas of Dun Laoghaire-Rathdown County, will:

- Ensure synergy between the two programmes.
- Ensure the avoidance of overlap in programmes, projects and actions.
- Ensure the effective delivery of both programmes in the rural areas.
- Develop an Evaluation committee for LEADER projects in DLR (see 3.2.1).
- Ensure that operational plans / business plans are implemented.
- Have a role in policy making and lobbying on behalf of the rural areas.
- Support the Board of Southside Partnership to identify and access any additional funding / project funding that may be relevant to the rural areas (e.g. INTERREG etc).

- Ensure that there is a strong social inclusion dimension and community development approach to the rural development work within the county.

3.2.1 Role of Evaluation Committee

The Evaluation Committee will make recommendations on grant applications for DLR to the LEADER Board. To maintain the independence of the Evaluation Committee in matters pertaining to the evaluation of such grant applications, this committee will not at anytime report directly to the Taskforce on such matters (and will not therefore function as a de facto sub-committee of the Taskforce, albeit made up of a sub-set of the Task Force). Instead all recommendations of the Evaluation Committee will be made directly to Rural Dublin LEADER. Moreover with a view to further maintaining the independence of the Evaluation Committee (in keeping with relevant EU funding guidelines), no member of the LEADER Company who sits on the Board of that Company, or who represents the Board on the Taskforce can hold a seat as a member of the Evaluation Committee.

3.3 Membership/Nominating Bodies:

- Three nominees from the Southside Partnership Board
- Three nominees from Rural Dublin LEADER
- One Elected representative from the rural area
- One Community Platform representative
- Rural member of the Community and Voluntary Forum
- County Manager or nominee
- ICA / Women's Network
- IFA
- DLR County Enterprise Board will have a seat on the Taskforce. The Taskforce will be mindful of the Sectoral Agreement that exists between County Enterprise Boards and LEADER Companies.

Its membership will seek to ensure the effective representation of all parts of the rural area of Dun Laoghaire-Rathdown.

3.3.1 Membership nomination

The 13 member DRL Rural Area Taskforce will be nominated by the following agencies:

- Southside Partnership Board (Co-chair)
- Rural Dublin LEADER (Co-chair)
- Appropriate DLR Area Committee
- The Community and Voluntary Forum
- The Community Platform
- County Manager
- ICA/Women's Network
- IFA
- DLR County Enterprise Board.

3.3.2 Procedures for convening of the inaugural meeting of the Taskforce

Rural Dublin LEADER and Southside Area Partnership will formally write to the Chair and Secretary of each of the nominating organisations (listed above) requesting their nominations by a designated date, and will then convene the inaugural meeting of the Task Force and will facilitate the group to:

- Define terms of reference in keeping with the principles of cohesion as agreed herein;
- Oversee the establishment of the Evaluation Committee;
- Jointly brief support staff of both SSP and DRL.

The taskforce will be jointly chaired by RDL and SSP. Nominations for the office of chair will come from each of the two organisations in advance of the first meeting.

3.4 Operational Issues:

- A Memorandum of Understanding will describe the role that each organisation will have in the Taskforce.
- Funds from the LEADER Programme will not be channelled to the Taskforce, nor will funds from the LEADER Programme be channelled directly to Southside Partnership. Rather the Taskforce will have a voice in how rural development funds are spent in the county and staff of the LEADER Board will report to the Taskforce and vice versa with Southside Partnership staff.
- The Taskforce will be jointly led by both Rural Dublin LEADER and the Southside Partnership; the coordination of the Task Force will fall to the Southside Partnership who will seek adequate funding to facilitate this, to this end Rural Dublin LEADER will support the Southside Partnership’s request for additional exchequer funding.
- The Taskforce will be comprised of representation from the rural areas covering the various target groups of both organisations.
- The Taskforce will receive reports from the relevant sub-committees of the Southside Partnership, and Rural Dublin LEADER.
- A member of the Taskforce who is also a member of Rural Dublin LEADER will hold a seat on the Southside Partnership Board as a Social Partner.
- The Chairperson of the Community and Voluntary Forum will hold a seat on the Partnership Board to ensure countywide representation, inclusive of the rural areas of the County.
- There will be active collaboration between the DLR Rural Area Task Force and the Southside Partnership Community Development Sub-committee and any sub-committees of the LEADER Board as deemed relevant.
- As noted above the convening of the Task Force will be the joint responsibility of Rural Dublin LEADER and Southside Partnership.

3.5 Staffing:

The Taskforce will not be staffed or resourced directly with funding from the LEADER Programme, rather a staff member of LEADER will report to the Taskforce on the following areas:

- Present projects / grant applications to the Taskforce for recommendation of approval or rejection, which in turn are considered by the LEADER Board.
- Present updates on actions / projects being implemented in the areas of community development, training, environmental and cultural actions etc.
- Present updates on the delivery of actions plans, budgetary spend etc.

Likewise a staff member of Southside Partnership will report to the Taskforce concerning the delivery of LDSIP in the rural areas. The Southside Partnership will also provide coordinating support to the Taskforce (see above).

Practical arrangements to support the optimum impact of the Task Force will be explored by the partner organisations thereby ensuring that cohesion extends into the cohesion of resources on a practical, operational level.

3.6 Proposed Partnership Board Structure, and Sub-Structures post Cohesion

Figure 1 illustrates in organogram form the proposed outline structure to be adopted by the Southside Partnership post the Cohesion process. Table 1 details the proposed composition of the new Boards.

3.6.1 Cohesion schema

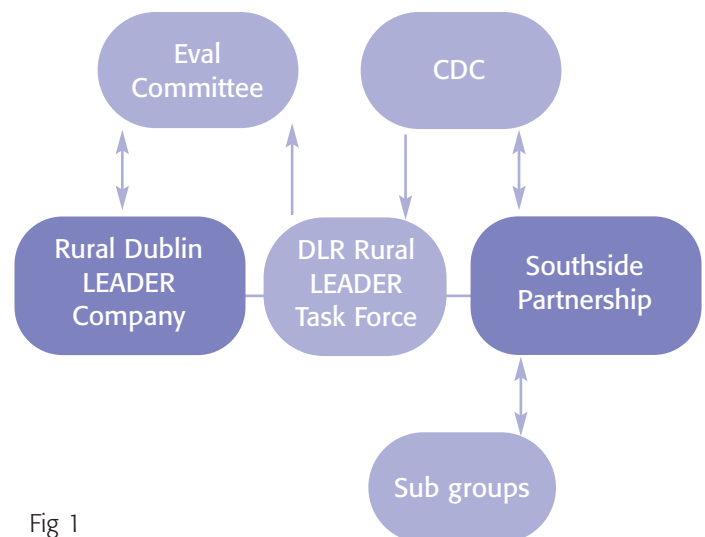


Fig 1

One of the fundamental differences between the aforementioned structures and those proposed by the Department of CR&GA is that it recommends that Community Directors should continue to be drawn primarily from a process of County-wide election to be facilitated by the Community Platform as opposed to the Dun Laoghaire Rathdown County Development Board Community and Voluntary Forum. This revised structure also proposes the establishment of a Community Development sub-committee.

Section 3.7.1 details the process by which Community Directors will be nominated going forward. The structure presented in fig.1 should afford the new structure sufficient latitude to work to a new Operational Programme. It will also allow the new structure to build on the success of the existing Partnership’s work across the current or expanded area of the County.

Table 1 proposes that there will be 10 Community Directors nominated to the Board, and that there be six statutory representatives nominated by relevant agencies onto the new Board. There will be six statutory representatives inclusive of the County Manager nominee, and that there should be four Social Partner representatives, one of whom should include a member of the Rural Dublin LEADER Board who also holds a seat on the DLR Rural Area Task Force. This proposal is again based on the principle that respect should be afforded to the unique approaches adopted by the Southside Partnership to date. Membership on the new Partnership Board will also include three elected representatives. In total there will be no more than 23 members of the Southside Partnership Board.

Table 1 below further details the composition of the Southside Partnership Board post cohesion.

3.7 Composition of Southside Partnership Board Post Cohesion

| Southside Partnership re-shaped | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|
| Elected Representatives (Local Authority) | Max | 3 |
| County manager nominee | | 1 |
| Statutory/Public Sector | | 5 |
| Relevant Front-line reps | 5 | |
| <i>*FÁS (1), *HSE (1), *DSFA (1), *VEC (1), Gardaí in attendance), DES, Other Bodies (1) *Mandatory</i> | | |
| Social Partners | | 4* |
| <i>* Employer/Business (2), Trade Union (1 or 2), Rural LEADER rep (1)</i> | | |
| Community & Voluntary Sector | | 10 |
| <i>Nominated by the Community Platform, the Community Forum, and interest groups, 3 issue based* & 6 area based (with social inclusion and target group focus), 1 Community Forum (Chairperson)</i> | | |
| <i>* Women and Men’s Networks, Youth Networks, Lone Parents Networks, Disability Networks, Traveller Networks, Older People’s Networks, Long Term Unemployed, Immigrants Networks, Other networks.</i> | | |
| TOTAL: | | 23 |

Table 1

The Board of the Southside Partnership will review the need for a second VEC representative, and a DLR County Enterprise Board representative seat at the Partnership Board table and will revert directly to the Department on the matter following its next Board meeting in May 2007.

3.7.1 Proposed Nomination Procedure for Community Directors

The following procedures for the Election of Community Directors to the Board of Southside Partnership will apply post cohesion. Elections for Community Directors will take place in four constituencies and candidates will be invited from the fifth. There are three area based constituencies, namely DLR East, South and West, one target group focused constituency and finally the DLR Community and Voluntary Forum.

Each area based constituency will elect two Directors; the target group constituency will elect three Directors, and the Community Forum will be invited to nominate their chairperson to the Board of the Southside Partnership as a Community Director. As noted earlier there will be ten community directors in total. Given that the population of the county is well in excess of 190,000 people, and also mindful of the topography of the community development landscape, the Steering Group wish to emphasis the importance of the number and scope of the community representation proposed.

3.7.1.1 Balancing countywide representation with the social inclusion focus

Below is a more detailed account of each of the constituencies. These constituencies have been agreed following a process of consultation and detailed demographic analysis. It is important to note that while the first three constituencies focus on known areas of disadvantage within the county, access to SSP services will be open to all socially excluded individuals in DLR, regardless of address. Moreover with regard to the issue of countywide representation at the Board table, the primary responsibility of a Community Director, regardless of what constituency they may have been nominated from, is to represent all socially excluded individuals throughout Dun Laoghaire-Rathdown and in so doing to support the Board of the Southside Partnership to address the issue of social exclusion across the County.

Additionally candidates from Constituency four will receive a greater weighting if they come from outside Constituencies 1, 2 & 3. County wide representation with regard to Community issues will also be safe guarded by the Forum representative, and further strengthened by the three Elected Representatives who hold three seats at the Partnership table.

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Constituency 1; East | 2 Seats |
| Blackrock Dún Laoghaire Glasthule Mackintosh Park Mountwood Sallynoggin St. Patrick's Dalkey | |
| Constituency 2; South | 2 Seats |
| Ballybrack Cois Cairn Loughlinstown Shankill | |
| Constituency 3; West | 2 Seat |
| Ballyogan Columbanus Farranboley Hillview Kilcross Mountainview Rosemount Sandyford | |
| Constituency 4; Target Groups | 3 Seats |
| Disadvantaged Women Disadvantaged Young People Early School Leavers Ethnic Minorities Ex-prisoners and offenders Homeless People Lesbian, Gays, Bisexuals & Transgender People Lone Parents Long Term Unemployed | |

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Constituency 4; Target Groups | 3 Seats (cont) |
| Low Income Farm Households Older People People with Disabilities Substance Misusers Travellers Under Employed / Seasonal Workers Young People at Risk | |

**To ensure county wide coverage, candidates from Constituency 4 who are from areas of the county not in constituencies 1, 2, and 3 will receive a higher weighing.*

Constituency 5 Community Forum 1 Seat for the Chairperson*

**The Community Forum seat will be available for the Chairperson of the Forum (assuming that the chair is not a Platform member). Where the Chair is a Platform member the position will then be offered to the Vice-Chair.*

For all other seats (Constituencies 1 – 4) all elections will be facilitated by the Community Platform

Community Platform Membership Criteria

The organisations eligible for membership are those working from community development principles and practices. These are community or voluntary organizations which:

- have a primary focus on anti-poverty and/or social exclusion and reflect this in their actions
- have a democratic, participative and inclusive management and operating structure
- have a commitment to working in a collective way
- are committed to openness, transparency and accountability
- ensure that those experiencing poverty and social exclusion are participating at all levels, including the management structure, within the group/organisation
- are committed to achieving equality for all in society
- are located within the area of Dún Laoghaire/Rathdown County Council

Full membership: Groups meeting all the criteria outlined above, have full voting rights irrespective of size of the group (one vote at an AGM or Special General Meeting) and can nominate one person for election to the Steering Group or to any bodies relevant to the Platform.

Associate membership: Groups that do not meet all the criteria outlined above do not have voting rights, and cannot therefore nominate people to the Steering Group or to any bodies relevant to the Platform. However, they can attend wider Platform meetings as associate members to hear and exchange information. These groups bring valuable expertise to the Platform in terms of informing the Platform on issues that their members experience. Full and associate members can learn from each other.

3.7.2 Roles and responsibilities of Community Directors

It is vital that all Community Directors appreciate that their primary responsibility is to represent all socially excluded individuals throughout Dun Laoghaire-Rathdown and in so doing to support the Board of the Southside Partnership to address the issue of social exclusion across the County.

- All Community Directors must be nominated by member organisations of the Community Platform (i.e. organisations must have a focus on Social Inclusion and Directors must have a mandate from their organisation)
- Community Directors may hold only one seat at any time.
- Community Directors should meet the criteria listed in the Qualities of Community Directors (See below).
- In addition, representatives must live or work in the specified constituency or in the case of Constituency 4, be a member of a specified target group.
- Prior to the AGM, the Community Platform will send nomination forms to the each member organisations.
- Following receipt of nominations, the Community Platform will distribute election papers to each member organisation.
- Each organisation will have one vote in each constituency.
- Selection will be by means of proportional representation.

Following the election of the Directors to the Board of Southside Partnership, the Board shall establish the Community Development Committee.

3.7.3 The membership of the Community Development Committee shall be:

- Community Directors
- Community Forum Chair (assuming the Forum Chair is not a Platform rep)
- Invited representatives including RAPID Coordinator, LDTF Coordinator etc.

The CDC will be supported by the Community Development Team of the Southside Partnership.

The CDC will act as a place for discussion and strategic guidance for the Community Development Strategy of Southside Partnership.

The Community Platform remains as the large, countywide network of Community Groups focused on Social Inclusion in the County, while the CDC will be focused on issues specific to the Southside Partnership. (See appendix iv: CDC functions)

3.7.4 Qualities Of Community Directors

- Be committed to the development of the area and its people.
- Possess a collective approach to working.
- Have an understanding and an ability to represent the community wide interest.
- Be able to work with other interested groups towards an agreed goal.
- Be willing to accept joint responsibilities.
- Be able to represent other people/organisations views.
- Be able to listen and communicate well.
- Be willing to report back to their sector through agreed structures.
- Be committed to developing innovative and creative approaches to addressing community issues and problems identified locally.
- Be committed to informing the local communities and/or target groups of the Board’s role in promoting social inclusion and rural development through the principles and processes of community development.

3.7.5 Diagram of the Community Director Election procedure

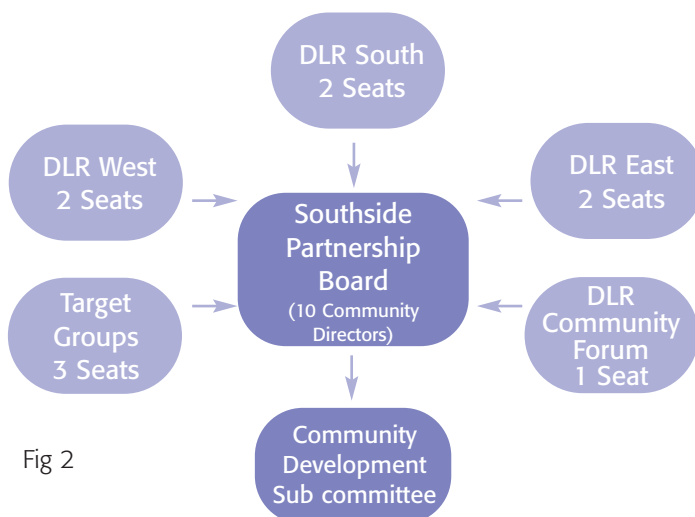


Fig 2

SECTION FOUR: DEMOGRAPHIC ANALYSIS AND RESOURCE IMPLICATIONS

4.0 Introduction

This section clearly defines the level of disadvantage within the County, and cognisant of such deprivation, articulates the resource implications of the cohesion agreements set out above.

To follow is a summary analysis of the demography of Dun Laoghaire Rathdown County.

DLRC has a total population of 193,688 (2006 CSO Preliminary Census). Glencullen is the most significantly populous Electoral Division (ED) with over 13,939. This is followed by Killiney South (6,347) and Foxrock-Carrickmines (6,007). Tibbradden, a primarily rural ED, is the least populated with 825 persons.

The profile area includes all 69 electoral divisions contained within Dún Laoghaire-Rathdown County hereafter referred to as DLRC.

4.1 Analysis of demography

Analysing the level of deprivation within this County is extremely problematic, largely due to the fact that the level of affluence conceals the actual number of socially excluded individuals living in Dun Laoghaire-Rathdown. Notwithstanding the difficulty in defining levels of deprivation in percentage terms, when the actual numbers are focused on, the reality of the level of social exclusion begins to emerge.

The graphs in Appendix II (1.18) reveal in numerical terms the top ten EDs with the highest density of target group individuals in Dun Laoghaire-Rathdown. However, while these graphs are useful, they do little to capture the actual extent or level of deprivation within the County or break down the widely held, but inaccurate, perception that there is little or no deprivation within Dun Laoghaire-Rathdown.

To address this analytical deficit, we contrasted the actual number of target group individuals within the relevant ten most disadvantaged EDs (by numerical density of target group individuals) in Dun Laoghaire-Rathdown with the actual number of target group individuals in another Partnership area undergoing cohesion, namely the Tallaght Partnership area. This area is currently undergoing cohesion with Whitechurch, Walkinstown/Greenhills, Rathfarnham and parts of Tempelogue. (see Appendix III). The ten most disadvantaged EDs in what has come to be known as South Dublin south of the Naas Road, like Dun Laoghaire-Rathdown tend to vary depending on the target group in question. Nevertheless they include some of the most disadvantaged EDs in the country, including: Killinarden, Kilnamanagh, Jobstown, Fettercairn, Springfield, Killtipper,

Millbrook, Tymon, Edmonstown (Whitechurch) and Templeogue-Limekiln.

It is widely accepted that many of these EDs (there are 23 in all) contain the highest level of deprivation in the country, therefore cross referencing the level of deprivation in both jurisdictions in this way provides us with a useful indicative measure (this is not a scientific comparison) of need within Dun Laoghaire-Rathdown - one that internal county comparisons do not provide. Indeed the comparison across two distinct jurisdictions reveals some important and surprising findings.

If we accept that the target group numbers when expressed in real terms from the ten most disadvantaged EDs for each target group (2002) give a rough indication of deprivation across each of the Partnership jurisdictions, given that the population of each of the ED is similar¹ we can extrapolate the following:

1. For every three disadvantaged Youth in South Dublin south of the Naas Road, (SDS) there are two in Dun Laoghaire-Rathdown (DLR);
2. For every one disadvantaged older person in SDS there is one in DLR;
3. For every three disadvantaged lone parent households in SDS, there are two in DLR;
4. For every three individuals who are non-Irish or non-UK nationals from SDS there are two living in DLR;
5. For every two Travellers in SDS, there is one living in DLR;
6. For every two unemployed people living in SDS, there is one living in DLR;
7. There are 4,280 people with disabilities in the ten most disadvantaged ED's living in SDS, only marginally higher than the 3,766 living in the ten most disadvantaged EDs in DLR.

When the level of social exclusion in Dun Laoghaire-Rathdown is expressed in these terms, it can be reasonably argued then, that DLR experiences between half to two-thirds of the level of disadvantage of a jurisdiction suffering some of the worst levels of deprivation in the country. Again when these figures are considered in the context of resources, there are clear disparities between the resources that socially excluded individuals enjoy in SDS and DLR.

Additionally, there are significant access issues for socially excluded individuals in DLR that people living in SDS do not have to contend with due to the huge level of service provision available to them by comparison.

¹The overall population of SDS is slightly in excess of 149,000, while the population of DLR is slightly in excess of 193,000. Given the discrepancy in the overall population some may contest the validity of the comparison. This is acknowledged. However, the population discrepancy between each of the 10 ED's is not as great as the overall population discrepancy. Also it is important to realise that the level of deprivation (Haase Deprivation index score) within the ten most disadvantaged EDs in SDS are so high by comparison with those in DLR that any disparity in population size is effectively cancelled out. Additionally it is important to acknowledge that this is not a scientific calculation but rather an indicative one, aimed primary at challenging the perception that there is very little deprivation in Dun Laoghaire-Rathdown. Finally, the SDS is the closest area in size within the GDA that will operate under one Partnership to that of DLR.

The Cohesion Programme offers a real opportunity for us to address such disparities across the GDA² and ensure an equitable level of services for all socially excluded individuals regardless of their address.

Given these observations, the Cohesion process should lead towards a more equitable and accessible social inclusion programme for Dun Laoghaire-Rathdown going forward. With this in mind, it is also worth noting that as part of this cohesion process, all the Statutory and Voluntary Partners who work with and/or are directly sitting on the Board of the Southside Partnership are fully supportive of a cohesion process that delivers on the issue of equitable access.

The small area population statistics (SAPS) suggest that there are in excess of 81,129 target group individuals (young people, older people and lone parents) living within Dun Laoghaire-Rathdown i.e. target groups that can be computed without overlapping with other target groups. However when you compute units of disadvantage that number increases significantly to 137,711. This is well in excess of the population that is currently served in the inner city by the Dublin Inner City Partnership, four area Networks and a significant number of CDPs along with a myriad of other resources, largely absent in DLR.

Up to this point, the Partnership has focused on the 22 CODAN Areas, including Whitechurch, which is soon to come under the South Dublin operational frame. These 'areas of need' had a combined population of approximately 46,000. If we adjust this figure downwards by 5,800 to reflect the fact that Edmonstown-Whitechurch will no longer be served by the Southside Partnership, we can estimate that the Partnership will continue to have a population of approximately 40,000 in these areas, an incalculable portion of whom will require the services of the Southside Partnership.

The CODAN population for DLR forms part of the overall estimated number of target group members (81,129 (individuals) / 137,711 (units of disadvantage)), highlighting the fact that the Partnership going forward may potentially have to roll out services for double its original target population. Again such a scaling up will require significant additional resources in terms of staffing and programme budgets.

The estimated units of disadvantage pertains to people with target needs, referred to as target members, for example people with disabilities, Travellers, Lone Parents etc. The reason that a distinction is drawn between target individuals and units of disadvantage is that a lone parent with a disability from the Travelling community that is currently unemployed, for example, should be counted as four units of disadvantage, as opposed to four separate target group individuals. That said, this same individual may as a result of her multiple target status legitimately seek to access Partnership services at four separate entry points. So again from a resource point of view the number 137,711 stands at a notional maximum constituency in terms of allocation of resources.

In actual number terms, we can estimate that there will be at least 41,000 individuals requiring some kind of support from the Southside Partnership going forward.

This figure is an extremely modest estimate and is based on the following calculation: the sum of all unemployed people, older people (65+), and one child (<15) per lone parent households is added to a percentage of lone parents in employment living in the county. Such a calculation allows us to filter out all potential overlaps among target groups. Even if the figure of 41,000 was adjusted downward by 50%, it would still be equivalent to the entire population of the Ballyfermot Partnership.

4.2 Resource implications

On the basis of the above analysis, we conclude that the level of deprivation in Dun Laoghaire-Rathdown is as numerically significant as levels of deprivation in some of the most disadvantaged county areas of Ireland. We further conclude that the level of service provision required to meaningfully address the actual numerical level of social exclusion in DLR falls dramatically short of the level of services available in other areas of the GDA with similar levels of deprivation. This disparity in the allocation of resources across the GDA has occurred largely because of a widely held misperception that everyone resident in DLR is affluent.

As a result of this misperception social excluded individuals in DLR are less likely to:

- a. receive a service;
- b. access existing services-because there are so few of them;
- c. receive capacity building to develop sufficient social capital to challenge this inequality and, therefore,
- d. are likely to be more marginalised than their counterparts in Tallaght and its surrounding EDs.

In a very real way this misperception has caused seriously disadvantaged people in DLR to become disenfranchised, and even more disadvantaged, by virtue of the fact that most assume they are affluent by association with their, typically, very wealthy neighbours. Again it is worth reiterating that the Cohesion process offers both national and local policy makers a very real opportunity to see beyond such misperceptions and assumptions to the real level of social exclusion and disadvantage that lies buried beneath the significant affluence of the County.

Such increases warrant significant additional resources. In the absence of an empirical means of definitively calculating the resource implications of the proposals set out above, the Steering Group have proposed that an annual budget of €300,000 be allocated to the Southside Partnership in addition to the pro rata amount currently available to the Partnership. This figure is based on the average annual funding received by Community Partnerships across the country. Such a comparison is wholly reasonable given the increase in target group population size and geographic quantum.

²The Greater Dublin Area (GDA) provides us with only one comparison of similar size with the serious level of deprivation required to illustrate the level of deprivation that exist in the County, namely South Dublin, South of the Naas Road.

SECTION FIVE: TOWARDS COHESION

5.0 Moving from the current reality towards cohesion

The following principles should be adhered to in making the transition from the current reality to the re-shaping of the Southside Partnership structures and its Cohesion agreements with Rural Dublin LEADER:

1. Avoid duplicating or displacing existing assets (by assets we mean: human, financial, social and infrastructural capital).
2. Any additional assets should add value to the current human, financial, social and infrastructural capital currently in place throughout Dun Laoghaire-Rathdown.
3. All future arrangements should promote greater levels of cohesion across the county.
4. All service level agreements should be primarily focused on the needs of end users-socially excluded groups and individuals- and oriented towards pockets of greatest social disadvantage/deprivation.
5. The transition from the current reality to a cohesive one should be seen as a change management process and should therefore be steered directly by the lead agent, which in this case is the Southside Partnership, working in partnership with Rural Dublin LEADER and DLR County Development Board in a manner that causes the least amount of disruption to current services to target groups.

5.1 Implementation strategy

Based on the aforementioned principles, the Southside Partnership will review its Memorandum and Articles of Association of their Company -under legal advice- with a view to making changes where necessary.

The Board will then be in a position to enter into a memorandum of understanding with Rural Dublin LEADER as set out above.

It will be important that the time remaining up to the end of 2007 is viewed as a transition period from old structures to new.

5.2 Location of Offices and resource allocations

A commitment in principle to share space has been agreed by both companies; the details of such arrangements are yet to be discussed.

STAKE HOLDER SIGNATORY SHEET

I the undersigned fully endorse, and support the heads of agreement set out above:

(Signed on behalf of Rural Dublin LEADER LTD)

(Date)

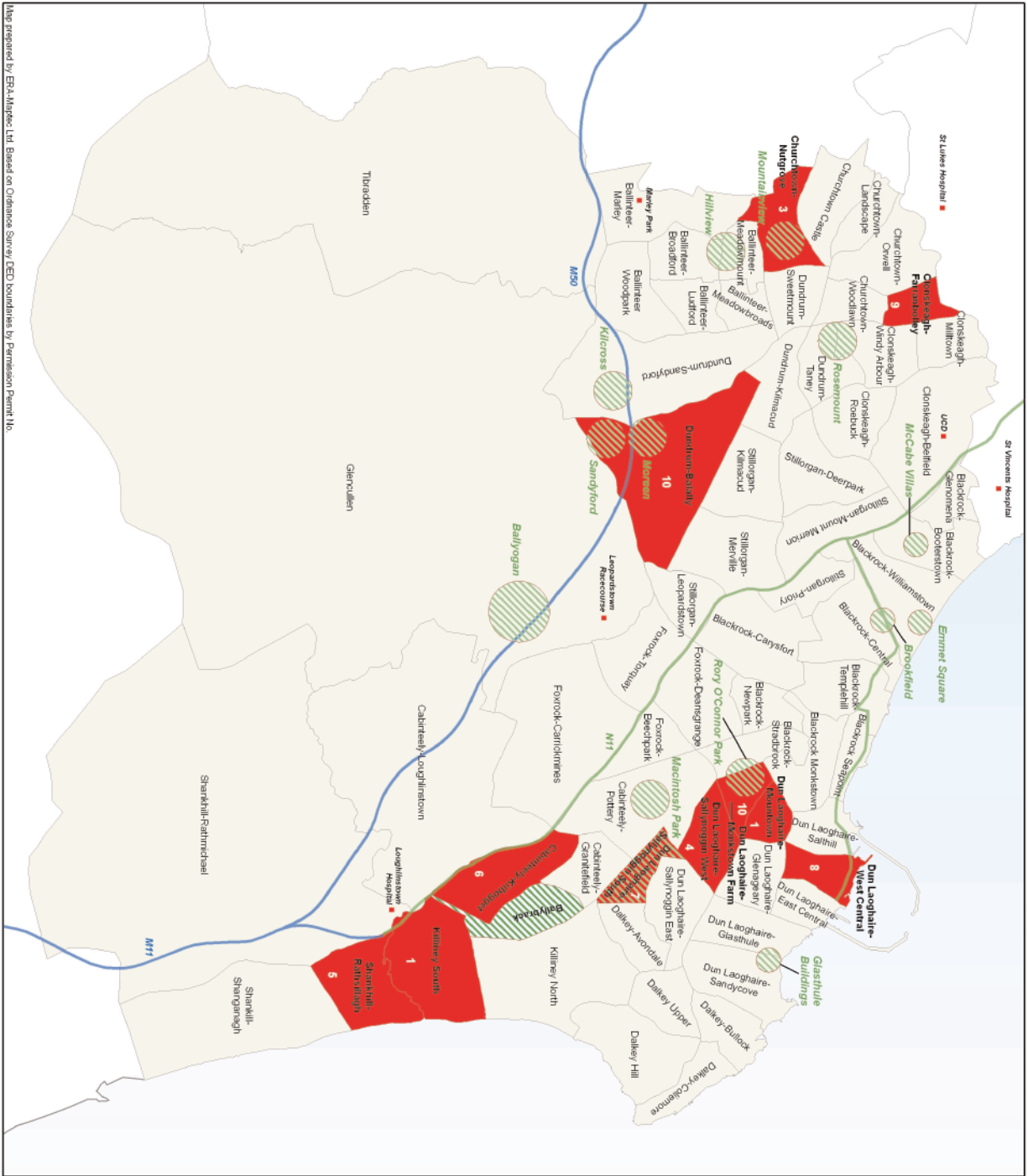
(Signed on behalf of South Partnership LTD)

(Date)

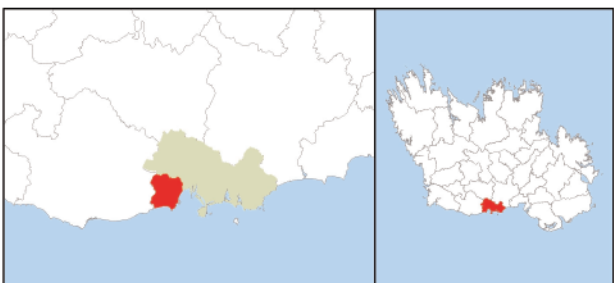
(Signed by Independent facilitator)

(Date)

Profile of Southside Partnership Areas of Disadvantage



Map prepared by ERA-Mapping, Ltd. Based on Ordnance Survey DED boundaries by Permission Permit 1h.



- Full Electoral Divisions (Disadvantaged)
- Sub Districts (Disadvantaged)

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