

2007 - 2009

Social Inclusion Strategy

Dublin City Council



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Foreword

by City Manager, John Tierney

As City Manager, I am very pleased to introduce Dublin City Council's first Social Inclusion Strategy 2007 - 2009. This strategy outlines Dublin City Council's commitment to addressing social exclusion and disadvantage in the city and to ensure that services offered address the issues that affect the citizen's of Dublin City.

The strategy focuses on the identification of Social Inclusion Guidelines for Dublin City Council and how these guidelines can be implemented across each Department in the organisation. It is expected this strategy will promote the development of a more coherent and cross-departmental approach to social inclusion across all departments of Dublin City Council, with the co-ordinating support of the Social Inclusion Unit.

The City Council's Corporate Plan identifies Social Inclusion as a core principle guiding the work of the Council in fulfilling its leadership role and democratic mandate stating that:

"While respecting and promoting diversity, Council will, in dealing with the economy of the City, seek to promote and realise social inclusion." (2005:09)

The implementation of this Strategy will give practical effect to this corporate objective.

I hope that all Departments take ownership of this strategy and further embed the concept of social inclusion into our overall ethos.

Tackling poverty and disadvantage is everyone's business and we have to continue to ensure social inclusion is always top of the agenda.

A handwritten signature in black ink, which appears to read "John Tierney". The signature is written in a cursive, flowing style.

John Tierney

City Manager

Section 1

Section 1

Developing a Social Inclusion Strategy for Dublin City Council

1.1 Introduction

In recent years there have been several national commitments to social inclusion, most notably the publication of the National Anti-Poverty Strategy (NAPS) launched in 1997, the National Action Plan against Poverty and Social Exclusion (NAP/inclusion) 2003-2005, and, most recently the National Action Plan for Social Inclusion 2007-2016, launched in February 2007.

The NAPS and the NAP/inclusion processes have been developed in consultation with the social partners - representatives of business, trade unions, community and voluntary sector and farmers. The NAP/inclusion incorporates NAPS commitments and relevant social inclusion commitments from Towards 2016, the national partnership agreement.

The Local Government Act 2001 places an obligation on the local authority to consider social inclusion in the design and delivery of local services, as well as to develop local strategies to address social inclusion. Demographic changes, involving population increase, age profile, the increase in the number of households, trends towards smaller household size and an increasingly diverse multi-ethnic community, will inevitably place further demands on Dublin City Council in terms of the scope and scale of its services.

1.2 What is Social Inclusion?

Social Inclusion has been defined as:

“The process which ensures that those at risk of poverty and social exclusion gain the opportunities and resources necessary to participate fully in economic, social and cultural life and to enjoy a standard of living and well-being that is considered normal in the society in which they live.”

(Joint Report by the Commission and the Council on Social Inclusion, Office for Official Publications of the European Union)

Conversely, according to the Combat Poverty Agency ‘Social Exclusion occurs when certain groups of people are pushed to the margins of society and prevented from playing a full and active part in normal activities because of poverty, low education levels or inadequate life skills. This makes it difficult for them to access jobs, income and education opportunities, or to play a normal role in society and community networks. It means they have little access to power, little chance of influencing decisions or policies that affect them and little chance of bettering their standard of living.’ (Combat Poverty Agency ‘Action on Poverty Today’ 2004).

1.3 The Role of the Local Authority

The role of the local authority in tackling social exclusion has traditionally tended to focus on the areas of housing and accommodation, and recreation and amenity. In more recent years however, it has been recognised through, for example, Better Local Government (BLG), NAPS, and the Social Partnership Agreement, Towards 2016, that social inclusion policies and practices must encompass all local authority functional areas. The new form of local governance outlined in the BLG promotes good relationships with the local community, delivering quality services, and consensus in planning and implementation across all functional areas. In this respect, NAPS identifies the local government sector as instrumental in targeting resources to those most in need. The local authority’s lead role in the County/City Development Board, which includes a focus on community development and social inclusion, further underpins a widening role in tackling poverty and social exclusion.

1.4 The Social Inclusion Unit

In 2000 Dublin City Council established a Social Inclusion Unit. In 2001, seven other Social Inclusion Units were established in Local Authorities throughout the Country. There are currently 8 units nationwide, however, the Department of the Environment, Heritage and Local Government intend to extend them in conjunction with Local Authorities.

The aim of the Unit is to promote an awareness of Social Inclusion and bring influence to bear in this regard across all levels of the council's policies, activities & services. The Unit co-operates with relevant agencies and key stakeholders in relation to Social Inclusion and works to reduce poverty and inequality in Dublin City. The establishment of the Unit means that for the first time Local Authorities have dedicated support to promote Social Inclusion in their day-to-day work.

Since its establishment, the Social Inclusion Unit has endeavoured to develop the capacity of the Dublin City Council to assess and promote policies and projects designed to tackle the cause and effect of social exclusion and disadvantage in the City. The Unit also seeks to develop awareness of Social Inclusion issues having regard for relevant policies, including the National Anti-Poverty Strategy and the National Action Plan for Social Inclusion 2007-2016, and to foster their integration within the Local Authority's existing activities. The Social Inclusion Unit continues to develop close working relations with a number of Departments ensuring that social inclusion is always top of the agenda.

1.5 The Approach used in Developing the Strategy

Dublin City Council undertook to develop a Social Inclusion Strategy to provide guidance in addressing social exclusion and disadvantage in the city and to ensure that services offered address the issues that affect the citizen's of Dublin City.

The process was based on extensive consultation with stakeholders & other interested parties, with the methodology involving:

- A review of secondary documentation including national policy reports and Dublin City Council documentation, used to provide a policy framework and context for the Social Inclusion Strategy.
- Interviews with Dublin City Council staff including the management team and staff whose work would directly impact on Social Inclusion issues.
- Interview with staff of Galway County Council who had previously developed a Social Inclusion Strategy.
- Interview with a City Councillor member of the Social Inclusion Measures Sub-Group of the City Development Board.
- Focus Groups with representatives of a number of client groups, as follows: Dublin Community Forum, Disability Forum, Comhairle nÓg, New Communities, the Elderly, and One Parent Families.

These consultations generally involved consideration of the following issues:

- Perceptions regarding the relevance and purpose of a social inclusion strategy for Dublin City Council.
- Discussion of the factors affecting social inclusion in the Dublin City Council context: awareness of services; accessibility of services; equality and diversity; resources/funding available to marginalised groups; promotion of community participation and ownership (social capital); building sustainable communities (estate management); accessibility of the built environment; and poverty proofing initiatives.
- Key issues to be considered in developing Social Inclusion principles.
- Discussion of the systems required to develop and implement a social inclusion strategy: leadership and commitment at management level; resources (staff and financial); skills and training; current structure of programmes and services; communication systems to ensure all sections are aware of the strategy; systems to allow for monitoring and performance indicators.
- National policy issues relating to the development and implementation of a social inclusion strategy.

1.6 Overview of the Strategy

Following from this introduction, the policy framework is outlined and the Dublin City context considered. The strategy focuses on the identification of Social Inclusion Guidelines for Dublin City Council and how these guidelines can be implemented across the organisation. The strategy is presented according to the general social inclusion objectives inherent in the guidelines, in order to promote the development of a more coherent and cross departmental approach to social inclusion across all departments of Dublin City Council, with the co-ordinating support of the Social Inclusion Unit.



Section 2

Section 2

The Policy Framework

2.1 National Anti-Poverty Strategy 1997

Launched in 1997, the National Anti-Poverty Strategy (NAPS) represents the first strategic attempt by the Irish government to tackle poverty in the medium to long term. The policy emphasized the need to tackle not just the symptoms of poverty, but also its underlying causes and indicated that all government departments would have a role in its implementation. Furthermore, it contains a specific recommendation that Local Authorities 'develop appropriate social inclusion strategies at local level'.

Defining Poverty and Social Exclusion

NAPS adopted a relative approach to defining poverty, indicating that people could be considered to be living in poverty relative to what was considered the norm in Irish society.

NAPS also acknowledged that poverty was not necessarily the unique feature of disadvantage and introduced the term social exclusion to describe disadvantage that may be a result of barriers such as discrimination; physical accessibility; transport; or lack of education or skills.

The definition of poverty used by NAPS is as follows:

'People are living in poverty, if their income and resources (material, cultural and social) are so inadequate as to preclude them from having a standard of living, which is regarded as acceptable by Irish society generally. As a result of inadequate income and resources, people may be excluded and marginalised from participating in activities, which are considered the norm for other people in society'.

2.2 National Development Plan 2007-2013

Launched in January 2007, and entitled Transforming Ireland - A Better Quality of Life for All, this new seven year plan focuses on sustainable economic growth, greater social inclusion and balanced regional development. The €184 billion National Development Plan 2007-2013 provides €54.6 billion for investment in economic infrastructure; €49.6 billion for social inclusion measures (children, people with disabilities, etc.); €33.6 billion for social infrastructure (housing, health, justice, etc.); €25.8 billion for human capital (schools, training, higher education, etc.), and €20 billion for enterprise, science and innovation.

The objectives of Social Inclusion Priority of the Plan (2007:234) are to:

- Address the shortages in supply of childcare places by the creation of an additional 50,000 places by 2010 with subsequent targets to be set after the 2010 Mid-Term Review of the Plan;
- Provide for the protection and care of children at risk;
- Provide support for recreational facilities for children;
- Help children with special needs in the education system to reach their full potential;
- Provide those from disadvantaged backgrounds with the education, skills and training necessary for employment and active participation in society;
- Assist people of working age to access further education and third level education as well as supporting those returning to work and education;

- Promote equity of access to Higher Education;
- Support the reintegration and rehabilitation of prisoners and offenders;
- Assist older persons to live independently in their own homes and communities for as long as possible and to support the provision of quality residential care for older persons who are no longer able to live at home;
- Provide quality services and opportunities for people with disabilities;
- Assist communities, particularly disadvantaged communities, to identify and address challenges and problems in their area; and
- Develop a more inclusive, intercultural society in Ireland based on a commitment to inclusion.

2.3 National Action Plan for Social Inclusion 2007-2016

The National Action Plan for Social Inclusion 2007-2016, launched in February 2007 succeeds the National Action Plan against Poverty and Social Exclusion (NAP/inclusion) 2003-2005.

The National Action Plan for Social Inclusion (NAPinclusion), complemented by the social inclusion elements of the National Development Plan 2007-2013: Transforming Ireland: A Better Quality of Life for All, sets out how national social inclusion objectives will be achieved over the period 2007-2013.

The overall goal of the Plan is:

To reduce the number of those experiencing consistent poverty to between 2% and 4% by 2012, with the aim of eliminating consistent poverty by 2016.

The Plan sets out a wide-ranging and comprehensive programme of action to address poverty and social exclusion linked closely with Towards 2016 - The National Social Partnership Agreement and the new National Development

Plan 2007-2013 (NDP). The NAP inclusion has a strong focus on actions and targets - 12 high level goals and 153 targets and actions aimed at ensuring that a decisive impact on poverty is made over the lifetime of the Plan. By adopting a lifecycle approach the Plan is designed to mobilise resources to address long-standing and serious social deficits.

2.4 Office for Social Inclusion (OSI)¹

OSI is the Government office, based in the Department of Social and Family Affairs, with overall responsibility for co-ordinating and driving the government's social inclusion agenda, which includes the National Action Plan for Social Inclusion 2007-2016 (NAPinclusion) and the social inclusion elements of the National Social Partnership Agreement Towards 2016 and the new National Development Plan 2007-2013.

The OSI effectively became operational in January 2003. It took over from the NAPS Unit, which had previously exercised the coordinating role for the National Anti-Poverty Strategy (NAPS), launched in 1997. The office co-ordinates the process across departments, agencies, regional and local government, and implements key support functions. The key challenge for the Office is to ensure that the social inclusion agenda is being implemented and further developed at national, regional and local levels of government in consultation with the relevant stakeholders. The main functions of the Office are now listed.

Co-ordination

The Office for Social Inclusion (OSI) co-ordinates the implementation of the National Action Plan for Social Inclusion 2007-2016 (NAPinclusion) and works closely with all relevant government departments and agencies in this regard.

At the EU level under the Lisbon Agenda, Member

¹See: www.socialinclusion.ie

States have prepared a series of strategic social inclusion plans since 2000 which identify trends and major challenges in relation to poverty and social exclusion aimed at making a decisive impact on poverty by 2010. These incorporate common objectives agreed at EU level, set key targets from some of those objectives and set out the implementation measures across relevant policy areas to meet the objectives and targets. The process also involves the use of indicators, some agreed at EU level, to measure progress in achieving policy targets. The Office for Social Inclusion also works with relevant Government Departments to co-ordinate this process.

Monitoring and Evaluation

The new strategic framework aims to achieve a more comprehensive and efficient monitoring process. This will ensure that reporting is streamlined, following the framework of Towards 2016 and encompassing the NAPinclusion, Ireland's social inclusion input to the NSSPI 2006-2008 and the social inclusion aspects of the NDP. The key element in the social inclusion monitoring and evaluation process will be the preparation by the Office for Social Inclusion, of an annual Social Inclusion Report, which will:

- Review progress at each stage of the lifecycle on a systematic basis, drawing together relevant structures and reports, as well as other relevant national strategies (e.g. the forthcoming National Women's Strategy). All social partners will be consulted in this process;
- Provide a detailed assessment of progress achieved towards set targets and actions;
- Identify new issues arising and cross-cutting issues, which might benefit from a more coordinated approach; and
- Report on stakeholders' views arising from Partnership, the Social Inclusion Forum and other consultation fora.

The report will be presented to the Minister for Social and Family Affairs, the Cabinet Committee on Social Inclusion, the NDP Monitoring Committee and the Partnership Steering Group.

Support Functions

The OSI also has responsibility to develop the following support functions to assist the process:

Data strategy work is underway to develop a data strategy, designed to ensure all the necessary data is available for monitoring, evaluation, policy prioritising, targeting and overall policy development.

Poverty Impact Assessment involves increased co-ordination with similar processes, such as gender and equality proofing in consultation with the Equality Authority, the Combat Poverty Agency and other interested bodies. This work was completed in 2005 and the new Poverty Impact Assessment guidelines, including examples, are now available.

Research is conducted by a number of organisations on the nature and causes of poverty and social exclusion in today's society and on the effectiveness of the policies and programmes designed to meet these challenges. The OSI will continue to ensure that relevant research is commissioned and disseminated and that it informs policy decision-making. The OSI works closely with various agencies including the Combat Poverty Agency and the Economic and Social Research Institute, the Central Statistics Office, the Family Support Agency, the National Children's Office and the Equality Authority in developing these support functions.

Communications and Consultation

The OSI seeks to ensure effective communication on the trends and challenges in relation to poverty, and on the ongoing process for tackling it. This communication involves all those within the governmental system, the Social Partners, the community and voluntary sector, the academic and research communities, the media, the wider public and, above all, the people experiencing poverty themselves.

The OSI also facilitates effective consultation on all aspects of the process with key stakeholders.

International Dimension

Officials of the OSI participate in the work of relevant Committees of the EU, the Council of Europe, the OECD and the UN. OSI also participates in the new EU PROGRESS Programme 2007-2013 to combat poverty and social exclusion and the work of the Social Inclusion strand of the British-Irish Council.

2.5 The Local Development Social Inclusion Programme (LDSIP)²

The Local Development Social Inclusion Programme (LDSIP) is implemented at local level by 38 Area-based Partnerships, (and also 31 Community Partnerships and two Employment Pacts). There are 8 Area- Based Partnerships within the Dublin City area:

- Ballyfermot
- Ballymun
- Canal Communities
- Dublin Inner City
- Finglas Cabra
- Kimmage, Walkinstown, Crumlin, Drimnagh (KWCD)
- Northside
- Rathmines

These not-for-profit companies were set up in the areas of greatest need in the country, to provide an area-based response to long-term unemployment and to promote social inclusion.

²See: www.planet.ie

During 2006-2007 a process of expansion and cohesion is under way to achieve full national coverage, though the Partnerships will continue to focus on the areas of greatest need. The Board of Directors of each Partnership brings together the four sectors involved: Statutory sector, i.e. Government departments and state agencies/ organisations; Social Partners, i.e. trade unions, employers, Community and voluntary sector; Elected public representatives (generally from local authorities).

The LDSIP itself is a series of measures that are designed to counter disadvantage and to promote equality and social and economic inclusion. The LDSIP is managed by Pobal (formerly ADM) on behalf of the Department of Community, Rural and Gaeltacht Affairs. Under the LDSIP, the Partnerships have flexibility to prepare local development plans that respond to local economic and social needs. While actions funded by the LDSIP involve integrated responses to the multi-dimensional nature of social exclusion, they are grouped into three areas of activity: Services for the unemployed; Community development; and Community-based youth initiatives.

The following individuals and communities are specifically named amongst the target groups of the LDSIP:

- The long-term unemployed
- Disadvantaged women
- Disadvantaged young people
- Travellers
- Older people
- Disabled people
- Homeless people
- Ex-prisoners and ex-offenders
- Low-income farm households
- Asylum seekers and refugees
- Substance misusers
- Lone parents
- The underemployed
- Young people at risk
- Disadvantaged communities living in deprived urban areas

Dublin City Council is committed to working in co-operation with Local Area-Based Partnership for the benefit of local communities.



Section 3

Section 3

The Dublin City Council Context

3.1 Dublin City Council Administrative Area

The population of the area served by Dublin City Council, and illustrated by the map overleaf, was 505,739 at the census of 2006. For administrative purposes the City is divided into five functional areas, based on the electoral areas, as follows:

- Central
- North Central
- North West
- South Central
- South East

The City Council is an assembly of 52 members, elected every five years from the five Local Election Areas. The Dublin City Manager is responsible for the implementation of decisions of the City Council. There are five Area Committees in Dublin City Council. The Area Committees deal with local issues at a local level. The Area Committees meet every month to discuss councillors' questions to the area manager, local planning, engineering, transport, development and general services issues.

Within Dublin City, eight local areas have been designated as RAPID areas, due to their disadvantaged status. These are: South West Inner City; South Inner City; North West Inner City; North East Inner City; South East Inner City; Finglas; Northside; and Ballymun. The RAPID Programme, administered by Dublin City Council, is a Government initiative, which targets 45 of the most disadvantaged areas in the country.

The Programme aims to ensure that priority attention is given to the 45 designated areas by focusing State resources available under the National Development Plan. The Programme also requires the Government Departments and State Agencies to bring about better co-ordination and closer integration in the delivery of services.

An Area Implementation Team (AIT) was established in each of the designated areas to develop a plan for their area. The AIT brings local State Agency personnel (Health Board, Local Authority, VEC, Dept of Social & Family Affairs, FÁS, etc) the local Partnership Company, residents of the local community and, where they exist, Local Drugs Task Forces, together to prepare a plan identifying the needs of each area. Each AIT is supported by a RAPID Co-ordinator, employed by Dublin City Council.

3.2 Dublin City Council Corporate Plan 2005-2009

The Dublin City Council Corporate Plan sets out the priorities that the Council wishes to address over the period 2005-2009. The Corporate Plan identifies Social Inclusion as a core principle guiding the work of the Council in fulfilling its leadership role and democratic mandate stating that:

"While respecting and promoting diversity, Council will, in dealing with the economy of the City, seek to promote and realise social inclusion." (2005:09)

The Corporate Plan outlines the following thematic areas, each with objectives and strategies that directly impact on social inclusion:

- Leadership Role of the Elected Council
- Dublin City – The Heart of the Region
- A Safe City
- A Clean and Green City
- Building Communities
- Mobility in the City
- Arts, Culture & Leisure
- The Customer at the Centre of what we do
- Developing the Potential Staff

Based on these themes, each Department within City Council is required to prepare an annual Business Plan, which sets out in detail what the particular Department will do in its work programme to advance the themes set out in the Corporate Plan. This Annual Business Plan is brought forward by the individual Departments within the first two months of each year from 2005-2009.

The Business Plans are kept under regular review and an annual report will be submitted to the relevant Strategic Policy Committees giving details of the progress achieved on issues relevant to each of the Committees. An overall report is submitted to the City Council covering the full range of objectives.

3.3 Dublin City Development Plan 2005-2011

The City Development Plan 2005 - 2011 focuses on the development of a sustainable and vibrant City at the heart of the Dublin Region. The Dublin City Development Plan sits in a hierarchy of plans under the National Spatial Strategy and the Regional Planning Guidelines. The overall vision for the city as outlined in these plans and strategies is to enhance the quality of life and experience of the city for the residents, workers, commuters and visitors and to consolidate the urban form of the city and to do so in conjunction with improvements to the public transport network. Many citizens and local communities share a deep need to participate and should be encouraged to contribute to the process of improving the city and their local neighbourhoods. The aim is to ensure that Dublin remains an attractive, vibrant location for industry, commerce, recreation, and tourism and continues to be a major focus for economic growth within the country. In terms of the Development Strategy the enhancement of the Port and the connections to the Airport act as the main entry/exit point for the country and a gateway to Europe and the world.

The Dublin City Development Plan (2005-2011) sets out a new spatial strategy to steer future growth in both the inner and outer city.

The strategy consists of three key initiatives:

- The expansion and consolidation of the city centre; the continued renewal and regeneration of the city core in an eastward and westward direction.
- Prime Urban Centres; expanding and developing key suburban centres.
- Framework Development Areas; developing and regenerating key strategic areas which are situated in the inner and outer city.

The Plan also refers to the new ways in which Dublin City Council is contributing positively to community development through the *introduction of new management structures and local community based offices* (Dublin City Council, 2005:32). These management structures set up by Dublin City Council in 2001 saw the city divided into five administrative areas or area committees, based on the Local Electoral Areas. This area focus allows for local issues to be decided at area committee level, thus helping to streamline local decision making and encouraging local participation in the democratic process. To help support community development and the delivery of services at the local level, Dublin City Council also operates thirteen area offices throughout the city.

Dublin City Council has also initiated numerous area based regeneration and redevelopment projects which have provided a focus and opportunity to help create a healthy environment for community development. The provision of community facilities, such as education and library services, health services, community centres, meeting places and places of public worship, all contribute positively to the support and development of communities, and Dublin City Council will seek to ensure the ongoing provision and integration of such services where practicable.

3.4 The Dublin City Development Board (DCDB)

Dublin City Development Board (DCDB) was established in 2000 as one of 34 County and City Development Boards. These Boards were established as a result of a recommendation of the Taskforce Report on the Integration of Local Government and Local Development. DCDB consists of 27 members with representatives from local government, local development, state agencies and the social partners, including the voluntary and community sector.

Drawing on the experience of such pilot initiatives like the Integrated Services Process (ISP), URBAN, etc, the newly established Development Boards were afforded a statutory basis in Section 129 of the Local Government Act, 2001, with the key functions of the Development Boards outlined as follows:

- To take such steps as appropriate to enable each of the bodies and interests, whose functions affect the economic, social or cultural development of the City and its people to provide the maximum benefit, both individually and collectively, to such development.
- To draw up a strategy for the economic, social and cultural development of the City and the community.

- To seek to ensure that the policies and operations of the bodies and interests represented on the Board and of others, accord generally with the strategy.
- To foster and promote, on an ongoing basis, better cross-sectoral coordination so as to optimise the use of resources for the common good of the community.

The main aim of the Board is to establish a strategy for social, cultural and economic development and to oversee its implementation. This integrated strategy “Dublin – A City of Possibilities” was launched in July 2002 and was developed following extensive consultations with all sectors of the community. It creates a vision for the city for the ten years from 2002 to 2012 and is informed by the following vision statement adopted by Dublin City Development Board;

“to facilitate challenge and change, actively involving citizens, businesses, communities and statutory agencies in determining and developing a strong, vibrant, successful, inclusive, multi-cultural and healthy city where all can achieve their full potential”
(Dublin City Development Board, 2002:02)

The Strategy is based on a broad thematic approach, which included 15 themes affecting every aspect of life in the City, as follows:

- | | |
|--------------------------|---------------------------------------|
| The Heart Theme | ■ A City of Neighbourhoods |
| The Four Enabling Themes | ■ A Diverse and Inclusive City |
| | ■ A Connected and Informed City |
| | ■ An Integrated City |
| | ■ A Democratic and Participative City |
| The Ten Outcome Themes | ■ A Safe City |
| | ■ A Greener City |
| | ■ A Moving and Accessible City |
| | ■ A Family Friendly City |
| | ■ A Healthy and Active City |
| | ■ A Cultural and Enjoyable City |
| | ■ A City of Homes |
| | ■ A Learning City |
| | ■ An Enterprising City |
| | ■ A Community Friendly City |

In 2006, the halfway point in the life of this Strategy, a review was undertaken to reflect on accomplishments and to set out priority actions for the period 2006-2008, taking into account the changing policy and environment context of the City, which had evolved in the interim period.

The Review found that when the activities of the DCDB focus on research, forward planning and influencing policy on the basis of evidence collated the greatest success is achieved. The facilitation of joint actions and integration initiatives and the identification of gaps in service provision are the key emerging strengths of the City Development Board to be harnessed and further developed. As a promoter of new government initiatives and new policy guidelines the City Development Board acts as an important conduit between central and local government and local development. The work of the various Focus Groups established under the auspices of Dublin City Development Board provides an ongoing monitoring and evaluation mechanism to ensure that current available programmes adequately meet the changing needs of the City. However, the Review noted that as a programme or project implementation body the work of the City Development Board is less effective due to the lack of adequate resources to sustain activity beyond a limited piloting phase and therefore the focus of attention should be to forge strategic links with agencies better resourced and placed to deliver concrete actions on the ground.

The Review of the Strategy also noted that a number of the actions, which have resulted from the activities of Dublin City Development Board could be presented under a variety of the existing thematic headings and suggested that in the context of a city-wide integrative process, there is ample evidence of a convergence of themes and an overlapping of actions under different headings. In an effort to encourage this integration the Review proposed a range of key priorities be agreed for the period 2006-2008. These priorities reflect issues identified by the Board as part of this review process and emerging national priorities as highlighted by Government policy. It is expected that these priorities should accelerate the realisation of the objectives unveiled in the original Strategy.

The strategic priorities for the period 2006-2008 are as follows:

- Social Inclusion
- Enterprise and Economy
- Family and Children
- Neighbourhoods: Building Communities
- Migrant New Communities
- Active Citizenship

It is envisaged that six priorities will consolidate all of the original 15 themes into focused actions and objectives. The four thematic areas that specifically relate to Social Inclusion are outlined in detail in the pages that follow.

Key Themes from Strategy 2002-2012	Objectives	Actions	Key Stakeholders	Outcomes
<p>A diverse and inclusive city</p> <p>An integrated city</p>	<ol style="list-style-type: none"> 1. To strengthen and enhance the role of Social Inclusion Measures (SIM) Group 2. To develop a coherent and appropriate framework to facilitate the monitoring and implementing of a range of social inclusion actions 	<ul style="list-style-type: none"> ■ Through the Social Inclusion Measures (SIM) Group develop a coordinated approach towards connecting, informing, monitoring and delivery of social inclusion measures from local level to city level. ■ Support the cohesion process ■ Establish a Social Inclusion Forum in each of the five administrative areas to meet once a year to facilitate interagency cooperation through networking, information sharing and reporting on Social Inclusion issues ■ Continue to support the development of the RAPID programme ■ Enhance the role of the Social Inclusion Measures (SIM) Group in the endorsement process 	<p>Members of Social Inclusion Measures (SIM) Group</p> <p>Other CDB Members as appropriate</p>	<p>Outcomes Mechanism established to inform, monitor and implement social inclusion measures across the entire city</p>
<p>A diverse and inclusive city</p> <p>An integrated city</p> <p>A learning city</p> <p>An enterprising city</p>	<ol style="list-style-type: none"> 1. To enhance integrated delivery of social inclusion services to National Anti-Poverty Strategy (NAPS) priority target groups 2. To prepare an Integrated Action Plan for an agreed priority target group 3. To secure interagency support and buy-in 4. To demonstrate the benefits of interagency co-operation in delivery of Social Inclusion services and supports 5. To focus on opportunities for future joint actions 	<ul style="list-style-type: none"> ■ Prepare integrated action plan targeting lone parents in Dublin City Council's South Central Administrative Area ■ Secure funding from NDP Gender Equality unit for two lone parent labour initiatives in South Central Area ■ Facilitate the local Area Management Team of Dublin City Council in conjunction with Ballyfermot Partnership in setting up and coordinating the project 	<p>Dublin City Council</p> <p>Ballyfermot Partnership</p> <p>Other Social Inclusion Measure (SIM) Group representatives</p> <p>Other CDB Members as appropriate</p>	<p>Enhanced integrated delivery of Social Inclusion services to National Anti-Poverty Strategy (NAPS) target groups</p>

Key Themes from Strategy 2002-2012	Objectives	Actions	Key Stakeholders	Outcomes
<p>A diverse and inclusive city</p> <p>A city of homes</p> <p>An integrated city</p> <p>A community friendly city</p> <p>A democratic and participative city</p>	<p>1. To foster interagency cooperation in delivery of services and supports for Travellers</p> <p>2. Embed the recommendations of the High Level Group on Travellers, which was initiated by the Taoiseach</p>	<ul style="list-style-type: none"> ■ Initiate research across all service and agency sectors to identify gaps and overlaps in service delivery ■ Develop an outline strategy for services and supports for Travellers ■ Establish an interagency strategic group to address services and supports to Travellers ■ Promote a coordinated, interagency approach to delivery of services and supports to travellers ■ Ensure effective consultation between travellers and statutory bodies ■ Ensure law enforcement is included as part of the proposed integrated approach 	<p>Health Service Executive</p> <p>Dublin City Council</p> <p>An Garda Síochána</p> <p>Other Social Inclusion Measures (SIM) Group representatives</p> <p>Other CDB Members as appropriate</p>	<p>Streamlined, integrated service delivery for Travellers</p>
<p>A diverse and inclusive city</p> <p>An integrated city</p> <p>A democratic and participative city</p>	<p>1. Embed social inclusion in Dublin City Council through the Social Inclusion Unit</p> <p>2. To assist the development of a corporate Social Inclusion Strategy for Dublin City Council</p>	<ul style="list-style-type: none"> ■ Provide support to the Social Inclusion Unit in Dublin City Council to implement the National Anti- Poverty Strategy (NAPS) ■ Raise awareness of Social Inclusion in DCC through a Social Inclusion conference ■ Provide support in the development of a Dublin City Council Social Inclusion Strategy ■ To assist the development of a Dublin City Council social inclusion staff handbook 	<p>Dublin City Council Social Inclusion Unit</p> <p>Other CDB Members as appropriate</p>	<p>Corporate Strategy on Social Inclusion for Dublin City Council</p> <p>Implementation of National Anti-Poverty Strategy (NAPS) in Dublin City Council's administrative areas</p>



Section 4

Section 4

Adopting Social Inclusion Guidelines

The outcome of the consultation and planning process was to identify Social Inclusion Guidelines to underpin the work of Dublin City Council in addressing social exclusion, and more specifically, to inform the strategic role of the Social Inclusion Unit within the organisation. These guidelines are now presented. Following from this, they are discussed in terms of the measures to be taken in their implementation and the specific departments involved in individual measures.

4.1 Social Inclusion Guidelines

In seeking to combat social exclusion, Dublin City Council will:

1. Ensure that Social Inclusion principles are embedded in its corporate planning processes and will incorporate Social Inclusion indicators in the review and monitoring of the corporate plan and departmental business plans.
2. Ensure awareness of Social Inclusion issues amongst DCC staff at all levels.
3. Promote public awareness of the range of services offered by Dublin City Council and the role of the Council in combating social exclusion in the communities it serves.
4. Enhance the accessibility of the full range of Dublin City Council services.
5. Enhance the accessibility of the built environment and public facilities in Dublin City.

6. Support equality and diversity in the workplace.
7. Support local democracy and participation. Ensure that local and city planning is informed by effective consultation with local communities, through proactive and targeted engagement and support.
8. Support the development of inclusive and sustainable communities.
9. Strategically promote Social Inclusion amongst all agencies working throughout Dublin City.
10. Contribute to the development and co-ordination of Social Inclusion policy at national level.

4.2 Actions and Implementation

Actions are now outlined in relation to the implementation of these Social Inclusion Guidelines. The Social Inclusion Unit is to have a key role in supporting the relevant departments to expand these actions, as relevant, in the context of their individual department plans. The role of the Social Inclusion Unit, and that of the other Council structures, is further discussed below.

Guideline 1:

Ensure that Social Inclusion principles are embedded in its corporate planning process and will incorporate Social Inclusion indicators in the review and monitoring of corporate plans.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>To ensure that each Department will strategically plan how its services can most benefit those vulnerable to social exclusion in terms of the City Council Services.</p>	<p>Business Plans and Annual Reviews to include specific identification and reporting on Social Inclusion objectives relating to individual departments or to collaborative inter-departmental initiatives.</p> <p>In developing Business Plans to be guided by the Poverty Impact Assessment pilot project being undertaken by the Social Inclusion Unit.</p> <p>To establish an internal corporate structure to engage with heads of departments vis-à-vis the co-ordinated implementation of this Social Inclusion Strategy.</p>	<p>All</p>

Guideline 2:

Ensure awareness of Social Inclusion amongst DCC staff at all levels.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>To ensure that the work of Dublin City Council staff is informed by an understanding and awareness of Social Inclusion issues.</p> <p>To ensure greater co-ordination and communication regarding DCC Social Inclusion related initiatives.</p>	<p>Staff Customer Service Training to include module on Social Inclusion.</p> <p>Training module on Social Inclusion to be delivered to senior management staff.</p> <p>Internal/External staff interviews to include consideration of Social Inclusion.</p> <p>Team Talks to include annual presentation on the work of Social Inclusion with discussion of implications at departmental level.</p> <p>Enhancing the role of IT in improving internal awareness of Social Inclusion principles and related measures and how this relates to general customer services objectives.</p> <p>Internal Communications Systems (IT/Intranet, First Post, TV screens in public waiting areas and canteen facility, etc) to be used to promote Social Inclusion initiatives and related research and to help co-ordinate these initiatives between departments.</p> <p>Collation and up-dating of socio-economic data, e.g. Census data, relevant to Social Inclusion and marginalised groups in Dublin City. Information to be disseminated throughout the DCC, as appropriate.</p> <p>Social Inclusion Awareness Week to be promoted within all departments.</p>	<p>HR</p> <p>HR</p> <p>HR</p> <p>All</p> <p>Corporate Services/IT</p> <p>Corporate Services/IT/City Managers Office</p> <p>City Managers Office</p> <p>All</p>

Guideline 3:

Promote public awareness of the range of services offered by Dublin City Council and the role of the Council in combating social exclusion in the communities it serves.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>To ensure awareness of the services available through Dublin City Council and thereby contribute to the accessibility of the services.</p> <p>To promote Dublin City Council as a proactive actor in Social Inclusion.</p>	<p>Use DCC newsletters to promote the range of services provided by Dublin City Council and their impact on Social Inclusion.</p> <p>Work with local area offices and community support and development workers to ensure widespread dissemination of DCC newsletter and appropriate local publicity and outreach, including the promotion of how to access Dublin City Council services (call centre phone number/ internet services).</p> <p>Ensure that the work of Dublin City Council is communicated effectively through the local and national media.</p> <p>Enhance the branding of DCC, promoting its role in addressing Social Inclusion. Agree tag-lines that can be used with the DCC logo to this end, e.g. Dublin City Council – Supporting Communities/Supporting Diversity</p> <p>Highlight Social Inclusion aspect in award programmes (Living Dublin Awards).</p> <p>Ensure adequate signposting, visibility and branding of all local offices, public buildings (libraries and sports facilities) and parks.</p> <p>Publicise the range of services/facilities on offer and the role of Dublin City Council as a service provider. As appropriate, link these public facilities with local community services.</p> <p>Continue to develop targeted outreach and promotion of Dublin City Council facilities amongst potentially marginalised groups.</p> <p>Through outreach promote Social Inclusion Awareness Week to relevant groups.</p>	<p>Corporate Services/Local Area Offices</p> <p>Corporate Services/Housing (Community Development) Local Area Offices/All</p> <p>Corporate Services/City Managers Office</p> <p>Corporate Services/ Culture, Recreation and Amenity</p> <p>Culture, Recreation and Amenity</p> <p>Local Area Offices/ Culture, Recreation and Amenity</p> <p>Culture, Recreation and Amenity/ Housing</p> <p>Local Area Offices</p> <p>Housing (Community)/Local Area Offices</p>

Guideline 4:

Enhance the accessibility of the full range of Dublin City Council Services and Facilities.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>To ensure equality of access for all groups in society to the services provided by Dublin City Council.</p>	<p>Develop and evaluate the customer services plan to reflect the Council's commitment to Social Inclusion. This will include consideration of customer's initial use of the call centre/help desks and subsequent follow-up actions taken by staff.</p> <p>In evaluating the customer services plan, explore the need for translation in relation to the accessibility of the services. Review the level of need and consider models to address it (on-line translations/contract translation services, etc).</p> <p>As need is identified, provide targeted supports for marginalised groups particularly in departments with a high level of interaction with the public. This has occurred with the development of homeless/traveller units in the Housing Department, and may, for example, be further development in terms of specialised housing supports for people with disabilities or mental health difficulties.</p> <p>Consider the need amongst the client group for Out-of-Hours Services in public facilities.</p> <p>Develop the role of IT as a tool for combating social exclusion by increasing the accessibility of services – though information provision, provision of translated/summarised versions of forms.</p> <p>Ensure adequate signposting within the DCC central office to ensure that the building is user-friendly for customers.</p> <p>Seek to ensure that the principal public offices are appropriate for customers with children, in terms of toilet facilities and space requirements.</p> <p>Address the needs of low-income groups and communities in the delivery of services, through the provision of the necessary waiver systems and the targeting of resources to those most vulnerable to social exclusion.</p> <p>Ensure adequate access to local recycling facilities in all parts of the city.</p>	<p>Corporate Services/IT/City Manager's Office</p> <p>All Departments</p> <p>To be considered by each department.</p> <p>Culture, Recreation and Amenity (Sports/Arts Officers)/Local Area Offices</p> <p>IT/All departments.</p> <p>Corporate Services</p> <p>City Manager's Office/Local Area Offices</p> <p>Finance/Housing (Community Grants Scheme)</p> <p>Environment and Engineering (waste management)</p>

Guideline 5:

Enhance the accessibility of the built environment and public facilities in Dublin City.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>To ensure equality of access for all groups in society to the built environment of the city and to the facilities provided by Dublin City Council.</p>	<p>Promote the concept of universal access and the incorporation of lifetime design principles in all developments.</p> <p>Conduct citywide accessibility audits in line with international standards and ensure that progress on the audit results is monitored according to targets and outcomes.</p> <p>Develop measures to address personal health and safety concerns in accessing public spaces, buildings or amenities provided by Dublin City Council:</p> <ul style="list-style-type: none"> ■ examining road frontage of offices/ libraries in terms of security and accessibility; ■ enhanced security at public buildings and parks; ■ greater focus on dog wardens/ muzzling; ■ adequate provision of pedestrian crossings, footpaths and cycle lanes particularly in relation to the needs of young people, the elderly, and persons with disabilities; ■ adequate provision of toilet facilities in public buildings and parks. 	<p>Housing/Planning/Architects/Roads</p> <p>Roads</p> <p>Culture, Recreation and Amenity (Parks/libraries)/Roads/Planning</p>

Guideline 6:

Support equality and diversity in the workplace.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>To ensure that Dublin City Council is proactive in addressing Social Inclusion through its internal human resource policies and procedures.</p>	<p>Working with advocacy groups or local training agencies, provide targeted training schemes for marginalised groups.</p> <p>Continue to provide and evaluate targeted training and support for staff (literacy, personal development).</p> <p>Seek to ensure that recruitment policies and procedures reflect the Council's commitment to Social Inclusion and that this is considered at interview stage for recruitment/ promotion.</p>	<p>HR</p> <p>HR</p> <p>HR</p>

Guideline 7:

Support local democracy and participation. Ensure that local and city planning is informed by effective consultation with local communities, through proactive and targeted engagement and support.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>Proactively develop Social Inclusion Strategy through proactive engagement with target groups and the promotion of local democracy and participation.</p>	<p>Promote and facilitate access to local area offices and local area committees.</p> <p>Review and further develop the model for community consultation used by the city council and individual departments, taking into account:</p> <ul style="list-style-type: none"> ■ Identification of needs and priorities through ongoing facilitated consultation regarding local area development; ■ Consultation mechanisms to be supported by outreach and community development support; ■ Consultation to involve community members, representatives of relevant, identified advocacy groups and existing structures as developed or supported by the Community Forum or Departments within DCC (e.g. Comhairle na nOg/Elderly Group); and ■ Greater clarity on the level or type of decisions that are to be subject to public consultation. <p>Specific User Forums to be supported with regards to public amenities, particularly individual public parks. These should seek to be inclusive with representation from various client groups such as young people, the elderly, people with disabilities, Travellers, etc.</p> <p>Reinforce public consultation with a co-ordinated research programme to be undertaken amongst target groups.</p> <p>Promote voter participation through supporting local or national campaigns (information provision/use of libraries) and providing accessible information on voter registration.</p>	<p>Local Area Offices</p> <p>All Departments/Planning/Local Area Offices</p> <p>Culture, Recreation and Amenity</p> <p>All Departments/City Managers Office</p> <p>Corporate Services</p>

Guideline 9:

Strategically promote Social Inclusion amongst all agencies working throughout Dublin City.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>Through inter-agency collaboration promote a socially inclusive approach to service planning and delivery throughout Dublin City.</p>	<p>Link the work of the Social Inclusion Unit to the City Development Board in terms of generally progressing Social Inclusion objectives and also in identifying potential for linkages and collaboration between DCC and other agencies. Possible examples suggested during the consultation process that might be considered include:</p> <ul style="list-style-type: none"> ■ Further strengthen the cohesion process across the city working through Local Area Offices and Area Based Partnership Companies. ■ Scope for more formal interagency agreements with the HSE in terms of the housing support and transition needs of former mental health patients or people with disabilities moving from institutions. ■ Link with FAS or other relevant bodies to provide basic information on Dublin City and on accessing Dublin City Council to prospective immigrants (e.g. FAS Know Before You Go campaign). ■ Link with National Roads Safety Authority to explore the effectiveness of road signage, particularly for members of new communities, who may have different interpretations of road signs. 	<p>City Managers Office/Housing (Community and Enterprise)</p>

Guideline 10:

Contribute to the development and co-ordination of Social Inclusion policy at national level.

Goals	Actions	Department (supported by Social Inclusion Unit)
<p>To ensure that DCC can strategically input policy development and that models of good practice can be identified and shared through regional, national and international networking.</p>	<p>From an operational perspective assess how Dublin City Council's role in implementing national regulations/ guidelines is impacting on the achievement of Social Inclusion. Using this experience seek to inform policy development at national level.</p> <p>Identify and participate in relevant networks or events at regional, national and local level. Develop good practice through exchange of information and participation in pilot initiatives.</p>	<p>All Departments</p>

4.3 Role of Dublin City Council Structures

This Strategy envisages the establishment of an internal corporate structure to engage with heads of departments vis-à-vis its co-ordinated implementation. In addition to this group, which would be a successor to the Social Inclusion Working Group, the Dublin City Council structures to be involved in the implementation of the Social Inclusion Strategy are:

- The Manager and the Management Team
- The SPCs and City Council
- The Social Inclusion Unit

The roles of these structures will be based on the following four pillars. These are further expanded on overleaf.

- Promotion and Commitment to Social Inclusion at Management & Political Level
- Implementation of Social Inclusion Strategy at Department Level
- Strategic and Co-ordinating Role for the Social Inclusion Unit
- Active contribution to the development of Social Inclusion policy at city and national level.

Promotion and Commitment to Social Inclusion at Management & Political Level

- That the principles of Social Inclusion will be adopted by Dublin City Council and promoted across all departments.
- That the development and review of customer services will involve consideration of Social Inclusion issues.
- That the branding of Dublin City Council will reflect its role and commitment in relation to Social Inclusion.

Implementation of Social Inclusion Strategy at Department Level

- That the Departmental Plans of each department will include indicators on Social Inclusion.
- That the annual reports of each Department will include reference to outcomes on social inclusion priorities.

Strategic and Co-ordinating Role for the Social Inclusion Unit

- The Social Inclusion Unit will play a strategic role in co-ordinating and providing guidance on the delivery of social inclusion measures across the organisation. Through outreach and partnership the Social Inclusion Unit will develop actions to tackle social exclusion across all Sections/ Departments.
- That, working with the research officer, the Social Inclusion Unit will inform the co-ordination of needs analysis and external consultation regarding social inclusion policy and development. In this context, the Social Inclusion Unit will link with external advocacy bodies to identify needs in relation to target groups, as well as contributing to larger research projects.
- That the Social Inclusion Unit will support each department in the identification, development and monitoring of social inclusion priorities. This will involve participation at 'team talk' of the various departments on an annual basis.
- The Social Inclusion Unit will be responsible for promotional activities specifically relating to Social Inclusion, and will work collaboratively with other units/departments where overlaps exist.
- That the Social Inclusion Unit will work with the HR Department to incorporate a focus on Social Inclusion into existing staff training provision.

Active contribution to the development of Social Inclusion policy at city and national level.

- DCC will continue to promote the development of Social Inclusion at CDB level.
- The Social Inclusion Unit will continue to participate at national and regional fora to contribute to Social Inclusion policy development.

4.4 Monitoring the Strategy

As an embedded element of department business plans, Social Inclusion will be a specific area to be considered in the annual preparation and review of these plans.

In addition, the Social Inclusion Unit will provide an annual review of progress on the organisation-wide Social Inclusion Strategy.

At the end of the strategic planning period the Social Inclusion strategy will be reviewed, in the context of an overall review of the Corporate Plan. This review will inform the development of the future Corporate Plan, as well as a future strategy for the Social Inclusion Unit.



APPENDICE

APPENDICE

Research Tools Interview and Focus Group Theme Sheets

Draft Theme Sheet DCC Staff/Stakeholders

Below are the questions we would like you to consider in assisting us develop a strategy for combating social exclusion for Dublin City Council. We appreciate the relevance of some questions may vary according to the department you represent and we look forward to your input in the process.

Perceptions of Social Exclusion

What would you consider to be the purpose and relevance of a strategy to address social exclusion for Dublin City Council and, more specifically, for the department you are involved with?

Public Awareness of Services

Do you think there is an appropriate level of awareness among customers regarding the services provided by Dublin City Council and by your department?

More particularly do you think there is adequate awareness of the services amongst potentially marginalised groups such as: Older people; Younger people; Women; One Parent Families; Homeless people; Drug Users; People with disabilities; New communities/Ethnic minority groups; Travellers; Prisoners/Ex-Prisoners?

How can awareness of the role and services of Dublin City Council be better promoted amongst citizens of Dublin?

Accessibility of Services

To what extent do you believe the services of Dublin City Council are accessible for all citizens?

Are you aware of barriers that might affect individuals or groups (including those named above) in seeking to use the services of Dublin City Council and your department?

What efforts have been made to ensure that customers can easily access Dublin City Council's services? Have these been effective and are there any additional measures that you believe should be taken?

Equality and Diversity

Do you believe that Dublin City Council has a role in promoting equality and diversity? If so, what should this involve?

Resources/Funding available to Marginalised Groups

Do you believe that Dublin City Council should dedicate more resources to specific target groups (including those named above)? If so, what should this involve and how would it be managed?

Promotion of Community Participation and Ownership

How would you rate the level of community participation and ownership in relation to Dublin City Council's policies and activities?

How would you rate the current level of civic and community involvement in Dublin? Can Dublin City Council play a role in further promoting this?

Building Sustainable Communities

From the perspective of Dublin City Council what do you believe is involved in building sustainable communities and promoting effective estate management? (What departments are involved? How can this be promoted on an ongoing basis?)

Accessibility of the Built Environment

What would you consider to be the role of Dublin City Council in terms of ensuring the accessibility of the built environment? How successful has Dublin City Council been in this respect and how can this role be further developed?

Poverty Proofing Initiatives

In what ways should considerations of poverty and disadvantage affect how Dublin City Council, and your department, deliver its services?

Social Inclusion Guidelines and Strategy

Do you believe it would be useful to have social inclusion guidelines for Dublin City Council? If so, can you suggest any elements that should be included in developing these guidelines?

Do you believe a strategy for addressing social exclusion will be effective in the delivery of Dublin City Council's services? What mechanisms or systems should be put in place to support such a strategy and what resources or supports would be necessary (staff/financial/training/communication)?

Have you any suggestions as to how the effectiveness of such a strategy could be measured, specifically relating to your own department?

External Factors

What other external bodies of organisations should be involved in the development and implementation of a social inclusions strategy for Dublin City Council?

What national policy issues might effect the development and implementation of a social inclusion strategy for Dublin City Council?

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