

DÚN LAOGHAIRE-RATHDOWN LOCAL ECONOMIC AND COMMUNITY PLAN 2016-2021



**LOCAL
ECONOMIC
AND COMMUNITY
PLAN**

2016-2021

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FOREWORD

Following recent legislative changes related to the Government's local government strategy, 'Putting People First', the remit of local authorities now includes a renewed and clearer role in economic and community development, and the promotion of this development in collaboration with other agencies. Specifically, this includes the preparation and implementation of a Local Economic and Community Plan (LECP) by each Local Authority, covering a period of six years.

As part of the development of the Dún Laoghaire-Rathdown LECP, we have been involved in an extensive consultative process with stakeholders throughout 2015. This process was led by the Economic Development & Enterprise Strategic Policy Committee and the Local Community Development Committee and involved engaging with the elected members, business and community groups, various public and private organisations and, importantly, with the public itself.

This plan identifies the goals, objectives and actions that will promote and support the economic and community development of Dún Laoghaire-Rathdown over the period from 2016 to 2021 and is based on a coordinated and collaborative approach to planning and service delivery.

The Economic Development & Enterprise Strategic Policy Committee and the Local Community Development Committee will oversee the implementation of the plan, and the LECP will play a central role in supporting a more integrated approach to economic and community development.

The plan will affect everyone who lives, works, does business, invests in and visits Dún Laoghaire-Rathdown and is designed to deliver on our key goals through the objectives and actions that are to be implemented over the lifetime of the LECP. Dún Laoghaire-Rathdown County Council is committed to working with all relevant stakeholders, including community groups, businesses and the public, to help to ensure that this plan contributes to improving the well-being of our communities and the continued prosperity of Dún Laoghaire-Rathdown's local economy.

We would like to sincerely thank all involved in the development of this new plan for the county and we look forward to working with all the various stakeholders as we begin the implementation phase of this ambitious and exciting plan for our county in 2016.

Councillor Barry Ward
Chairperson of the Economic
Development & Enterprise
Strategic Policy Committee,
Dún Laoghaire-Rathdown.



Cormac Shaw
Co-Chair of the Local Community
Development Committee (LCDC),
Dún Laoghaire-Rathdown.





INTRODUCTION, BACKGROUND AND PLAN FORMATION

INTRODUCTION AND BACKGROUND

Across the country, recent and ongoing reforms have resulted in an expanded role for local authorities beyond their traditional functions. Local authorities are emerging as key drivers for stimulating and enabling local economic development, through providing an environment in which investment, enterprise development, employment creation and innovation can flourish. Greater community development is also a key element of the reform, aligning local government and local development more closely and playing a more central role in local development, with the aim of attaining improved inter-agency collaboration and improved targeting of public funding.

The Local Government Reform Act 2014 provides a stronger and clearer role for local government in economic and community development, by placing local government as the “...main vehicle of governance and public service at local level, leading economic, social and community development”¹. The remit of local authorities now includes economic and community development, and its promotion in collaboration with other agencies. Among other functions, the Local Government Reform Act provides for the development of a Local Economic and Community Plan (LECP) to cover a six-year period by each Local Authority.

These measures primarily arose from the Government's plan *'Putting People First: An Action Programme for Effective Local Government'* (2012), which recommended a series of local government reform measures. Changes under the Local Government Reform Act have subsequently made legal provision for the reforms set out under this action programme, including the integration of the Local Enterprise Office (LEO) functions within local authorities, as well as the establishment of Economic Development and Enterprise Strategic Policy Committees (SPCs) and Local Community Development Committees (LCDCs) within each local authority area. These two committees are charged with the responsibility to develop, as well as to deliver or oversee, an integrated Local Economic and Community Plan for each county.

“Local authorities are emerging as key drivers for stimulating and enabling local economic development, through providing an environment in which investment, enterprise development, employment creation and innovation can flourish.”

¹ Department of Environment, Community and Local Government – see: <http://www.environ.ie/en/Publications/LocalGovernment/Administration/FileDownload,41988,en.pdf>.

PURPOSE AND SCOPE OF PLAN

This document represents a Local Economic and Community Plan for Dún Laoghaire-Rathdown (DLR). The plan identifies the goals, objectives and actions that will promote and support the economic and community development of Dún Laoghaire-Rathdown over the six-year period from 2016 to 2021. The plan is based on a coordinated and collaborative approach to planning and service delivery, and the promotion of economic and community development, through the identification of priority issues within the county and the establishment of dedicated objectives and actions that will deliver these over the lifetime of the LECP. The plan will affect everyone who lives, works, does business, invests in and visits Dún Laoghaire-Rathdown.

In relation to the scope of the plan, the LECP identifies a number of high level goals and associated objectives and actions, with the latter coming under three categories:



The Economic element of the plan will support and guide the development of the local economy in DLR, with the aim of expanding employment and economic activity, developing the green economy, and promoting DLR as a vibrant and attractive place to do business, as well as a hub for enterprise and innovation. The Community objectives will promote local and community development within the county and provide direction to enhance civic engagement, support health and well-being, support local families,

encourage public participation and support marginalised communities. The shared Economic and Community element encompasses objectives and actions that involve both economic and community inputs, including aspects such as local services and amenities, locally-based creative and knowledge enterprises, the availability of affordable childhood care, efficient transport and connectivity, and the protection of the natural and built environment.

POLICY CONTEXT

The LECP for DLR has been informed by, and is consistent with, a number of overarching government policy objectives at both national and regional levels. These include²:

- The Government's *Action Plan for Jobs*;
- National Spatial Strategy;
- Regional Planning Guidelines for the Greater Dublin Area 2010-2022;
- Putting People First: An Action Programme for Effective Local Government;
- National Reform Programme for Ireland;
- Further Education and Training Strategy;
- National Action Plan for Social Inclusion 2007-2016;
- Social Housing Strategy 2020;
- Sectoral Strategy to promote Employment and Support Local Enterprise;
- 'Supporting Enterprise, Local Development and Economic Growth' (City and County Managers' Association); and
- DLR County Development Plan (this includes compliance with all County Development Plan provisions responsible for the protection and management of the environment in the County).

² A full listing of national, regional and local government policy and strategy documents which have informed the preparation of this LECP is presented in Appendix 9.

The LECP provides the framework required at a local level to achieve the policy objectives set at national and regional levels. The LECP is also influenced by the Europe 2020 targets, which are being implemented at a national level through the government's framework *National Reform Programmes* (NRP). The NRPs present the national targets for the five EU 2020 target areas established by the EU which comprise key target areas of Employment, Research and Development, Climate Change and Energy Efficiency, Education and poverty and social exclusion reduction.

“

EUROPE 2020 TARGETS

- Employment
 - Research & Development
 - Climate Change and Energy Efficiency
 - Education
 - Poverty and Social Exclusion Reduction
-

The LECP guidelines also stipulate that consideration is given to assessing the impact of the Plan on a number of parallel priorities, which are to include:

- 1. Sustainability**
- 2. Equality**
- 3. Poverty**
- 4. Rurality (where appropriate)**
- 5. Age**
- 6. Disability**

Dún Laoghaire-Rathdown County Council works within a series of provisions set down under the Local Government Act 2014 and is responsible for a broad range of essential services within the Dún Laoghaire-Rathdown functional area, including planning, economic development and enterprise support, housing services, roads, and local recreational facilities and amenities. Under its functions, Dún Laoghaire-Rathdown is governed with responsibility to develop and prepare a number of key strategies and plans

for the local functional area, including the County Development Plan, Housing Strategy, Traveller Accommodation Plan, Heritage Plan, and the LECP.

The Local Government Reform Act 2014 also included the establishment of Strategic Policy Committees (SPCs) for Economic Development and Enterprise, the function of which is to oversee the development, co-ordination and implementation of the economic elements of the LECP, while Local Community Development Committees (LCDCs) oversee the development, co-ordination and implementation of a coherent and integrated approach to local and community development.

While many of the goals and objectives reflect themes represented in other Dún Laoghaire-Rathdown County Council strategies and plans, the actions included in the LECP are independent and complementary to any such actions cited in other local authority documentation. This is a key element of the LECP approach model, whereby the actions are informed and agreed based on a rigorous stakeholder consultation process which is strategically undertaken at local level, allowing for distinctive local level priority topics to be discussed and incorporated in to the schedule of actions, where practicable.

Outside the local authority system, a wide range of State and other agencies carry out functions at a local level. Under the SICAP programme, Southside Partnership engages with marginalised communities and a wide range of service providers using an integrated and community development approach to address issues relating to social exclusion and inequality. Agencies such

as Tusla, HSE, Department of Social Protection and Dublin and Dún Laoghaire Rathdown Education and Training Board operate within the county, applying national and regional programmes and policies at a local level.

A key element of the Dún Laoghaire-Rathdown LECP is to link actions with those responsible for their implementation. The Community Plan seeks to ensure that the plan can be implemented in a collaborative manner with relevant existing and future community framework documents, to harness maximum synergy across the community planning framework for the county.

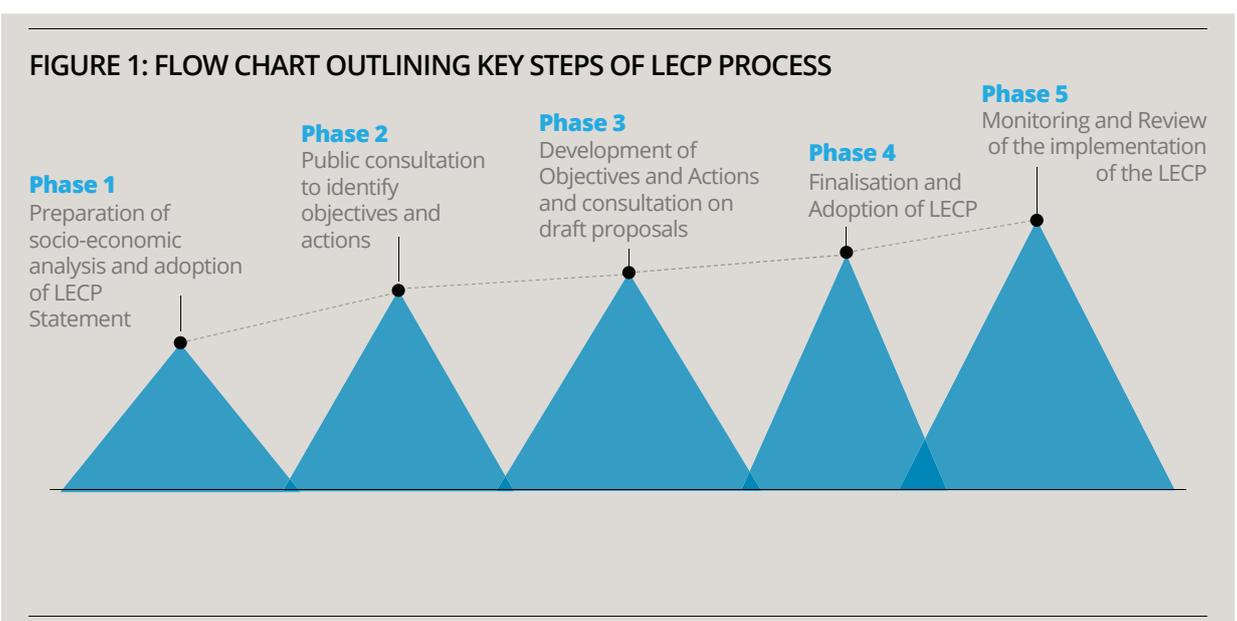
STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) DIRECTIVE AND HABITATS DIRECTIVE

In compliance with the requirements of the Strategic Environmental Assessment Directive and the Habitats Directive, the Local Economic and Community Plan has been screened for potential effects on the environment or for adverse effects on Natura 2000 sites.

APPROACH TO PLAN FORMATION, INCLUDING STAKEHOLDER ENGAGEMENT

The expanded and strengthened role of the local authority in economic and local community development, as provided by the Local Government Reform Act, serves as a vital means of advancing the overarching purpose of local government, as presented in the document *Action programme for Effective Local Government-Putting People First*, which is “to promote the well-being and quality of life of citizens and communities”.

The LECP has been prepared in accordance with the Local Government Reform Act and is consistent with the guidance issued by the Department of the Environment, Community and Local Government. The phases followed in the plan development process are presented in Figure 1.



The key building blocks for the LECP are highlighted in Figure 2. The LECP translates an overarching vision for Dún Laoghaire-Rathdown into a series of high level goals. These in turn inform a set of objectives, which are achieved through a framework of dedicated supporting actions. These actions, implemented over the lifetime of the LECP, will support the economic and community development of the County.

Figure 3 presents an overview of the specific inputs

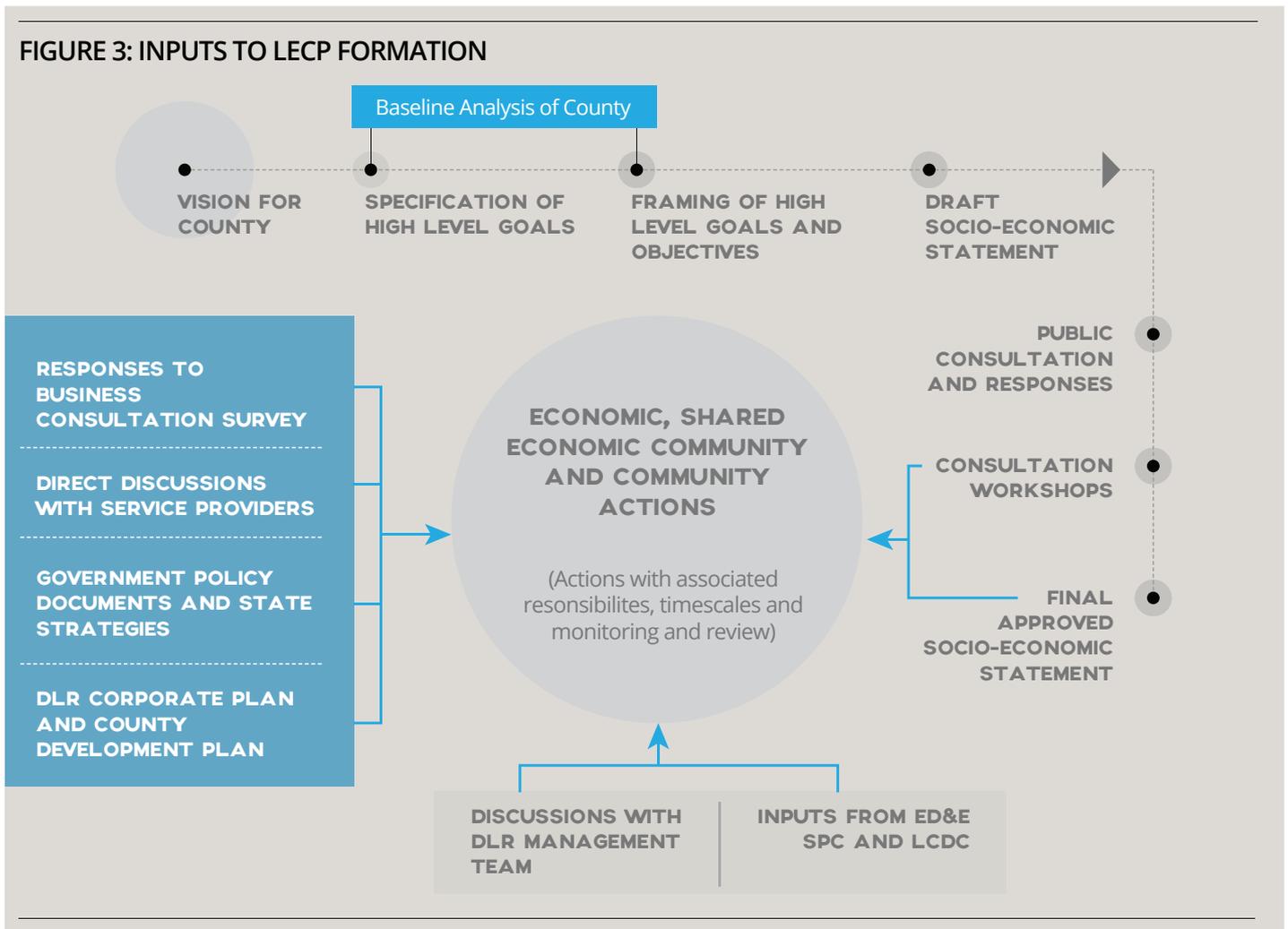
FIGURE 2: TRANSLATION OF VISION INTO HIGH LEVEL GOALS, OBJECTIVES AND SUPPORTING ACTIONS



to the LECF formation. Critically, the vision, high level goals, objectives and actions were developed following in-depth analysis, in addition to extensive consultation with various stakeholders, including local agencies, representatives from local business and community sectors, public consultation and thematic discussion groups, which culminated in the formulation of a socio-economic profile for Dún Laoghaire-Rathdown. It is also important to emphasise that, consistent with the guidance on LECF development issued by the Department of the Environment, Community and Local Government, the actions supporting the achievement of the plan objectives are set at a strategic level and not at a specific/task level³.

“The LECF translates an overarching vision for Dún Laoghaire-Rathdown into a series of high level goals. These in turn inform a set of objectives, which are achieved through a framework of dedicated supporting actions.”

“...the vision, high level goals, objectives and actions were developed following in-depth analysis, in addition to extensive consultation with various stakeholders...”



³ A detailed framework of tasks will form part of the implementation plan for the delivery of the LECF.

STAKEHOLDER ENGAGEMENT INFORMING PLAN DEVELOPMENT

A key feature of the development of this LECP was the extensive programme of engagement with stakeholders throughout Dún Laoghaire-Rathdown and beyond the County. In particular, the LECP has benefited from contributions from the public and the business community to ensure that the final plan reflects the concerns and aspirations of those who live, work in and visit the county.

The purpose of the widespread consultation process was to:

- Engage stakeholders in the process of dialogue with decision-makers;
- Encourage increased civic engagement and assist in developing better cooperation between the public and local government through the involvement of the public as a valuable stakeholder;
- Encourage meaningful input into the decision-making process; and
- Provide an opportunity for communication between the public and decision-makers.

The programme of stakeholder consultation undertaken as part of the LECP development process included the following elements:

- Written submissions from the public as part of the development of the Socio Economic Statement for the county;
- Thematic workshops with county-wide agencies;
- Consultation with, including extensive survey of, the business community in the County (see further below);

- Consultation and workshop with Dún Laoghaire-Rathdown County Council Management;
- Direct consultation with key specific delivery agencies with a community remit in the county; and
- Consultation events with the voluntary and community sector in the County.

The LECP consultation process was advertised and promoted online and through local organisations, local media and targeted stakeholder contacts. The consultation process ensured that agency and public concerns and aspirations were raised, discussed and considered as part of the LECP.

PUBLIC SUBMISSIONS AND MEETINGS

Through local advertisement and promotion via local media and organisations, all members of the public were also invited to make comments and suggestions to influence and guide the LECP, through a dedicated online consultation hub⁴, via email⁵ or by post. Submissions were welcomed between 19th May and 16th June 2015. A total of 54 submissions were received.

**SMART ECONOMY
GREEN ECONOMY
TOURISM CULTURAL DIVERSITY
SOCIAL INCLUSION COMMUNITY
DEVELOPMENT
HOUSING SUSTAINABILITY
DISABILITY
DUN LAOGHAIRE RATHDOWN
TRAVELLER COMMUNITY
ENTERPRISE FRIENDLY
SAFETY AND SECURITY CLIMATE CHANGE
TRANSPORT QUALITY OF LIFE
TOWN / LOCAL CENTRES HIGH TECH COMMUNITY
SERVICES
TRANSPORT INNOVATION CIVIC ENGAGEMENT
CULTURE HEALTHY COUNTY**

⁴ <https://dlrcoco.citizenspace.com>

⁵ To lecp@dlrcoco.ie.

Further public consultation meetings were also held on the 2nd and 3rd June 2015 in the offices of Dún Laoghaire-Rathdown County Council, County Hall, Marine Road, Dún Laoghaire and the Stillorgan Park Hotel, where members of the public had a further opportunity to raise economic and community-related issues.

The dedicated stakeholder consultation meetings, workshops and written submissions played a key role in the consideration and development of objectives and actions included in the plan.

Within the programme for consultation, two distinct sets of Consultation Workshops were also organised for agencies and groups outside the local authority to assist in finding actions that will aid in delivering on the agreed High Level Goals and Strategic Objectives for the county. This comprised two distinct elements:

- 1. Themed Consultation Workshops
- 2. Voluntary and Community Workshops

THEMED CONSULTATION WORKSHOPS

As part of the consultation process, a series of consultation workshops were organised to raise and engage discussion on the significant issues facing the county and to identify potential solutions which can be included in the LECP in the form of specific plan objectives. The workshops, which were two hours each in duration, took place on 15th and 16th July 2015 at the Assembly Room, Dún Laoghaire Rathdown County Council Offices in Dún Laoghaire. The workshops were established around four main themes:



Attendance was by invitation, primarily extended to organisations or groups with a county-wide remit, including representatives of state and semi-state sector such as the Health Service Executive, Education and Training Board, Department of Social Protection, Tusla and Dún Laoghaire Rathdown County Council itself. In addition, invitations were extended to key local agencies, organisations and groups with a role in providing for the community needs of the county. Invitees were welcome to attend as many sessions as they wished. Each workshop comprised a brief presentation on the LECP process and progress to date and a round table group discussion by community stakeholder organisations and groups, inviting input, comment and feedback from all attendees.

Workshop attendees were asked to consider four key questions during the group discussions:

- 🔑 **What** are the priority actions for the plan under the Theme?
- 🔑 **How** do we achieve the actions, identifying barriers and how to address them?
- 🔑 **Who** is responsible for the delivery?
- 🔑 **When** will the actions need to happen to allow delivery?

Discussion at the tables was facilitated by staff from Dún Laoghaire Rathdown County Council, Southside Partnership and the consultants assisting with the Plan formation, and the outcomes of all the group discussions were recorded.

The Workshops identified a number of key intersecting themes that underpin the development of the actions in the plan, including:

- Information
- Communication
- Transportation
- Social Inclusion

The area of **information** covers the collation of databases of facilities and services throughout the county and across a variety of themes such as local services and amenities, employers and education providers, contact points for supports and advice and linking communities with service providers.

Communication is directly linked to the Information theme. The Public Participation Network (PPN) within the county, among other groups, can assist in bringing together contact points for a range of agencies and improve the level of shared knowledge, while the role of internet and information technology provides opportunities to connect groups and individuals efficiently.

Improved **transportation** linkages between the east and west of the county were considered to be in need of improvement, as was the connection from communities in the west of the county to important services. A greater emphasis on sustainable travel was proposed, bringing benefits for the environment and health as well as the attractiveness of town centres within the County.

Policies to increase **social inclusion** and address disadvantage were raised in each workshop, addressing matters such as housing policy and delivery, improving access to education and training, meeting the needs of specific groups identified as disadvantaged and with particular needs.

In finding and identifying key priorities for the County, the consultation workshops have played a central role in formulating the actions included in the Local Economic and Community Plan. In addition, the workshops provide a forum for agencies to discuss their mutual interests and understand the objectives and constraints within which they work.

VOLUNTARY AND COMMUNITY SECTOR

In September 2015, as the plan was developed and actions became more crystallised, two further public workshop events were held, aimed at Community and Voluntary sectors within the county.

The workshops took place at Sandyford Community Centre and at the Assembly Room, Dún Laoghaire and were organised in order to allow the views of stakeholders on emerging actions to be heard. The workshops also enabled attendees to identify the priority that should be afforded to proposed actions, and where necessary, propose new actions.

Direct discussion was also facilitated with delivery agencies with responsibility for implementing actions. The Advisory Steering Group was also consulted at various stages throughout, assisting in the initial development of high level goals and in the arrangement and management of the consultation process and the preparation of the objectives and actions.



CONSULTATION WITH BUSINESS COMMUNITY

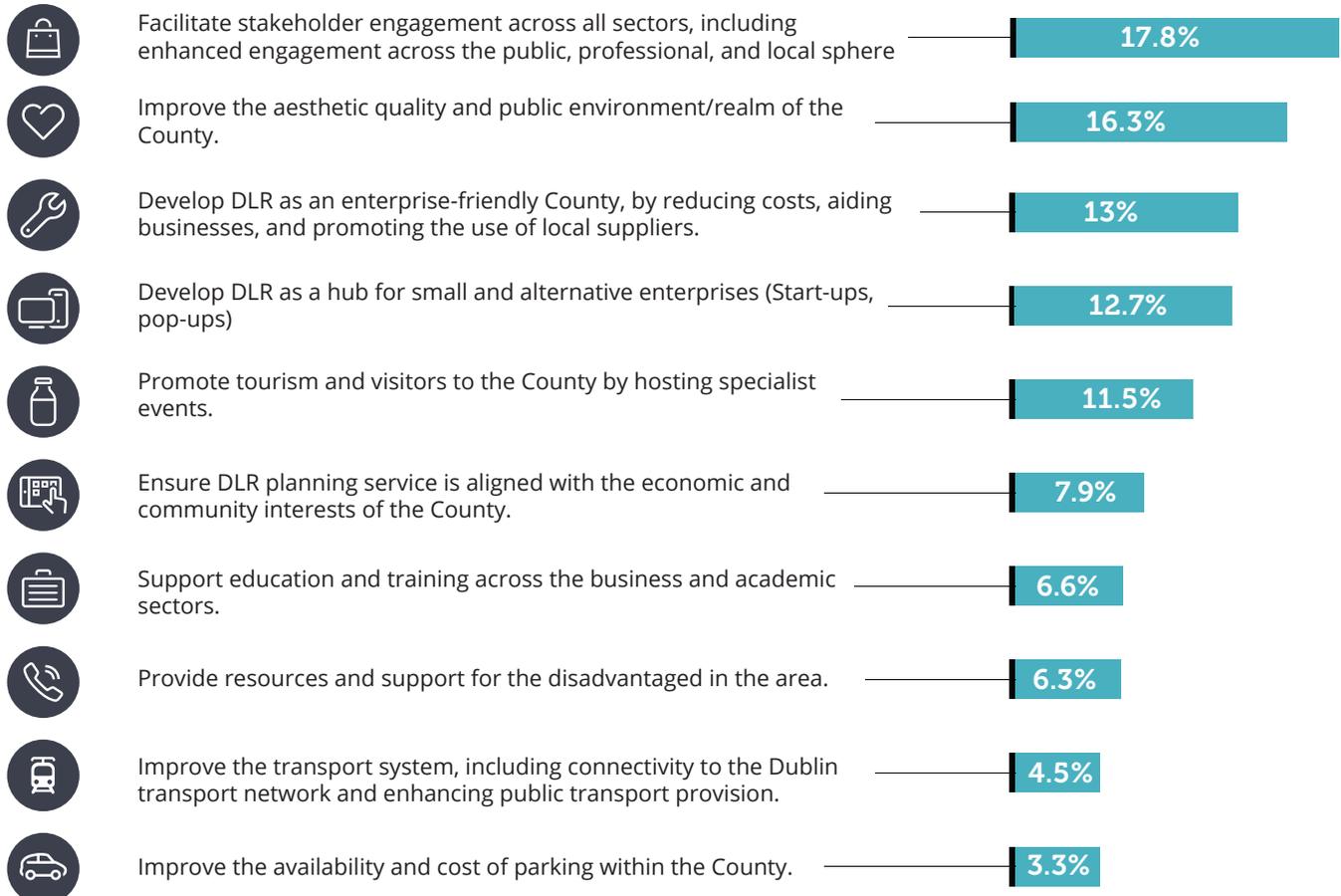
The stakeholder engagement process also included an extensive consultation with the business community in Dún Laoghaire-Rathdown. This was achieved during June and July 2015 via a major survey of 2,892 small, medium and large businesses throughout the County. Submissions were received from 210 businesses. The survey sought businesses' views on the level of support they would attach to the proposed objectives for the LECP, as well as seeking inputs on potential actions for the Plan. Businesses highlighted a wide range of themes/issues and potential actions for the LECP. The following figure outlines the Top 10 themes highlighted in the submissions

provided by the business community in DLR. The valuable inputs provided by the business community have informed the specification of specific actions supporting the objectives under this plan, and are set out in this document.

DÚN LAOGHAIRE RATHDOWN COUNTY COUNCIL MANAGEMENT LCDC AND SPC

As part of the preparation of the plan, the draft actions were presented in workshops to the Senior Management Team of the local authority and, separately, at a joint workshop with members of the LCDC and Economic Development & Enterprise SPC. These workshops helped to crystallise the key actions and establish the wording and priorities.

FIGURE 4: CONSULTATION WITH BUSINESS COMMUNITY IN DÚN LAOGHAIRE-RATHDOWN – TOP 10 THEMES HIGHLIGHTED IN SUBMISSIONS RECEIVED



Source: DLR Consultation with Businesses in County as part of LECP preparation



PROFILE OF DÚN LAOGHAIRE-RATHDOWN

An important input to the LECP process was the completion of a detailed analysis of the socio-economic profile of Dún Laoghaire-Rathdown. The Socio-Economic Profile analysed the Dún Laoghaire-Rathdown region at county and sub-county level and provided a detailed profile of the area, identifying existing characteristics including local demographics, population, labour force and unemployment, educational attainment among residents in DLR, deprivation levels, housing supply, business clusters, investment and infrastructure and tourism. This section highlights a number of particular features, and outlines specific aspects of the strengths, weaknesses, opportunities and threats facing the County. Additional comparative metrics are presented in Appendix 2.

SOCIO-ECONOMIC PROFILE OF COUNTY

Dún Laoghaire Rathdown County is located between the outer suburbs of Dublin City and the Dublin/Wicklow Mountains on the East Coast of Ireland. The County covers the electoral areas of Blackrock, Dundrum, Dún Laoghaire, Glencullen / Sandyford, Killiney / Shankill and Stillorgan. Dún Laoghaire Rathdown has a population of 206,000; having experienced population growth of 6.3% between 2006 and 2011. While this rate of population growth is lower than other counties of the Greater Dublin Area (GDA), it nevertheless

puts increasing demand on provisions and services within the County, for example on education and housing provisions.

While Dún Laoghaire-Rathdown local authority area is among the most affluent local authority areas nationally, thirty-seven Small Areas within the County have been identified as being 'very disadvantaged' or 'disadvantaged'. These areas comprise a population of over 11,000. A further sixty-four Small Areas within the county are identified as 'marginally below average', with a population of over 17,000 residents. These areas represent a primary focus for addressing social inclusion issues within the County.



+6.3%
Population increase in DLR
between 2006 and 2011 census.

Dún Laoghaire-Rathdown local authority area possesses the highest proportion nationally of persons aged 65 years and over. Furthermore, almost a quarter of the population are aged 19 years and under; collectively this highlights a high level of dependency within the County's population.

14.5%

of the population are aged 65 years and over

The high dependency ratio is further emphasised by the County's 58% labour force participation; the lowest rate in the Greater Dublin Area and less than the national average of 62%. This high dependency level has implications for the County at many levels including health care services, childcare and family resource centre provisions, and education and social security.

The County possesses a highly educated population, as determined by the high proportion of the population aged 15 years and over with a third level education qualification. A more detailed breakdown of educational attainment is depicted in the chart below. It is noted that just 0.5% of the population have no formal education, while 13.4% have an honours bachelor degree.



32.7%

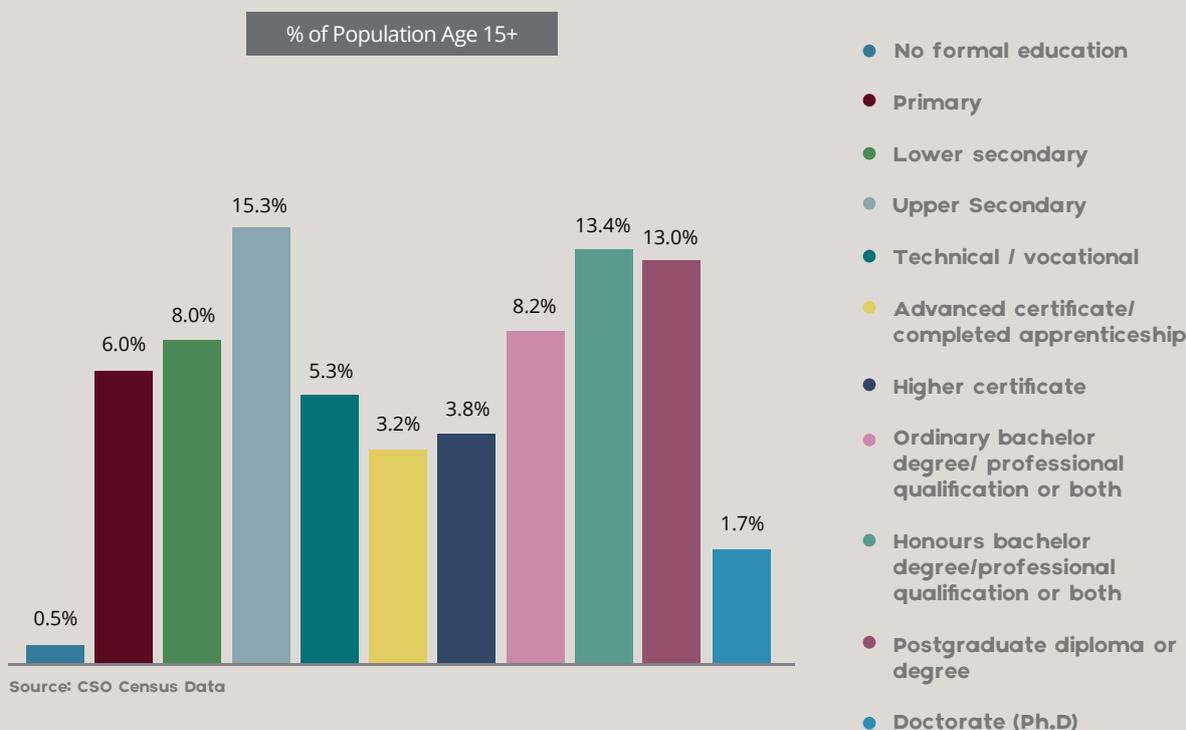
total age dependency ratio in DLR which is the highest ratio in Dublin



48.6%

of those aged 15 years and older in DLR have a third level qualification

FIGURE 2.1: EDUCATIONAL ATTAINMENT LEVELS AMONG POPULATION IN DÚN LAOGHAIRE-RATHDOWN - % OF POPULATION BY HIGHEST LEVEL OF EDUCATION ACHIEVED



The high level of educational attainment within the County is reflected in the working population, with CSO data identifying that 56% of the labour force in DLR is composed of professional, managerial and technical workers. This is by some margin the highest percentage in the GDA. Nevertheless, maximising opportunities for business development and growth is a key element of the LECIP, with a view to stimulate employment creation opportunities within the County.

The data highlights particular concentrations of employment in the areas of financial services, wholesale/retail trade, professional, scientific and technical activities, and education – each of which represent over 10% of overall employment among residents. Other significant employment sectors include information & communication (8.3%), manufacturing (5.5%) and public administration (5%). Building on existing sectoral strengths and enterprise clusters is an important element of the economic strategy within the LECIP.

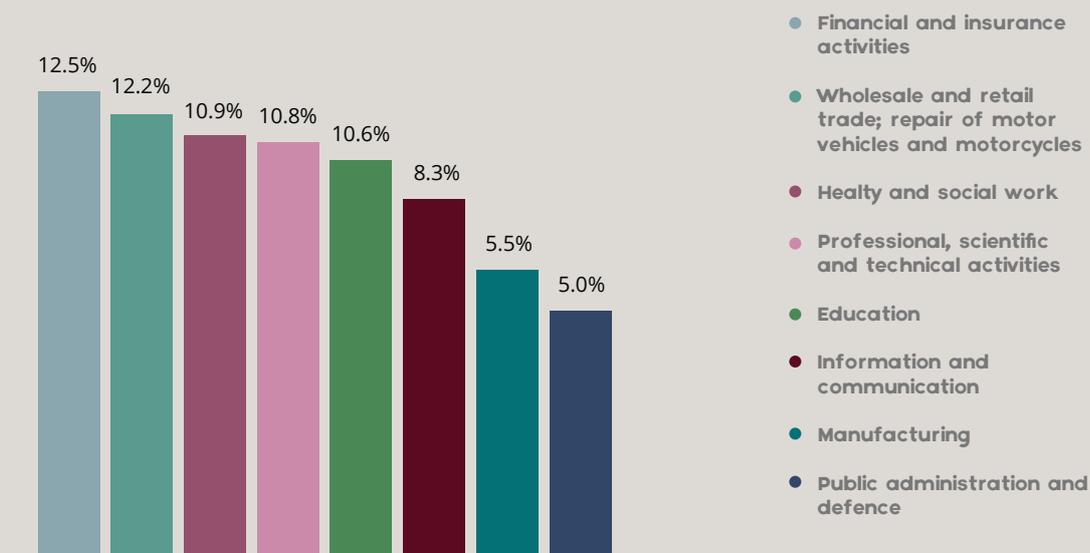
SECTORAL ECONOMIC FEATURES

Of importance in informing the economic elements of the plan are the existing sectoral economic strengths of the County. The employment profile among residents in the County in terms of concentrations of employment on a sectoral basis, is depicted in Figure 2.2.

UNEMPLOYMENT

While the County possesses one of the lowest rates of unemployment nationally, reducing unemployment is a key objective within the LECIP. The highest unemployment numbers are among persons aged 25 to 34, 35 to 44 and 45 to 54 respectively, and the socio-economic

FIGURE 2.2: SECTORAL EMPLOYMENT CONCENTRATIONS IN DLR - % OF TOTAL PERSONS IN EMPLOYMENT BY SECTOR



Source: CSO, Census of Population

implications that this raises are crucial, including resulting risks of long-term unemployment, social exclusion, increased economic deprivation and poor health and well-being. The objectives and actions presented within this LECP aim to address these issues.

FOREIGN AND INDIGENOUS ECONOMIC SECTORS

Foreign direct investment (FDI) in DLR is facilitated by the Industrial Development Agency (IDA) and, for the food sector, by Enterprise Ireland (EI).

DLR has 389 Enterprise Ireland supported companies and these Enterprise Ireland supported companies provide 7,651 jobs. The majority of these companies operate in the retail, business and consumer services, enterprise software solutions and life sciences and clean tech sectors. DLR represents 5% of total national employment in Enterprise Ireland supported companies⁶.

389
Enterprise Ireland
supported Companies



7,651
jobs provided

TABLE 2.1: ENTERPRISE IRELAND CLIENT COMPANIES LOCATED IN DLR

Broad Sector, Dún Laoghaire	Active EI Client Companies, FT Employment 2014	Number of Companies
Communications & Digital Content	881	66
Construction, Timber & Consumer Retail	1,792	46
Food	152	12
Education, Business & Consumer Services	1,126	70
Electronics & Paper, Print & Packaging	332	19
Engineering	362	8
Enterprise Software Solutions	974	63
Financial Services & Business Process Outsourcing	652	37
Life Sciences & Cleantech	1,235	38
Other	145	30
Grand Total	7,651	389

Source: Enterprise Ireland

⁶ http://www.enterprise-ireland.com/EI_Corporate/en/News/PressReleases/2015-Press-Releases/Enterprise-Ireland-Annual-Business-Review-2014.html



38

IDA client companies
in DLR

DLR contains 38 IDA client companies and these companies also represent significant foreign direct investment in DLR. These IDA companies primarily operate in the financial services, software, ICT and medical devices sectors, as outlined in Figure 2.3. Identification of industry clusters within the County allows for strategic targeting of sectors complementary to those already present in the County.

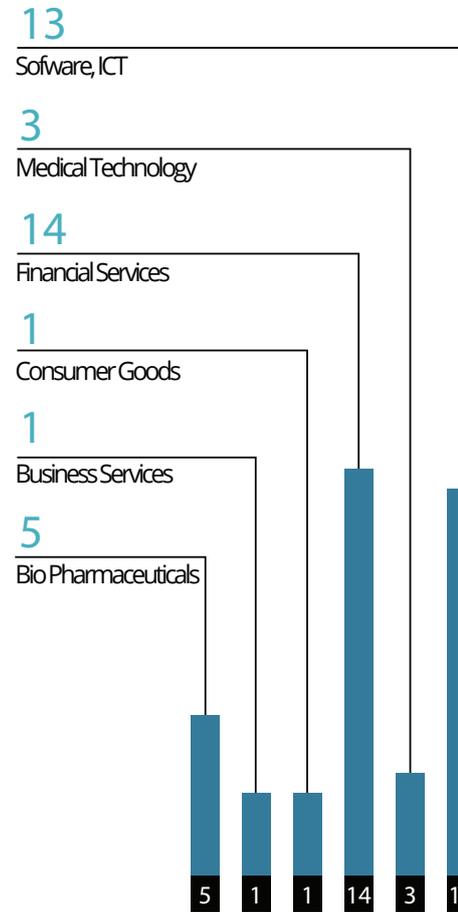
Historical data suggests that DLR represents 2-2.5% of total industrial output in Ireland. 2% of all industrial units in Ireland are also located in DLR⁷. Latest available data indicates that industrial value added in DLR in 2009 was €1.9 billion⁸.

COMMUNITY FACILITIES AND SERVICES

An assessment of community facilities and services within the County was also conducted as part of the process, examining the availability and distribution of community services and facilities throughout the County, including public parks, library facilities, family resource centres, and arts and cultural provisions.

Dún Laoghaire-Rathdown has a total of eight public libraries, which is fewer than all other counties in the GDA, except for South Dublin. The average number of opening hours per week is 34 hours, which is also lower than other surrounding GDA counties. However, the number of items issued per head of population (6.9) is the second highest in the state and the highest in the Greater Dublin Area⁹. The opening of LexIcon DLR in Dún Laoghaire has added a substantial new library and gallery to the facilities of the county.

Figure 2.3: IDA Client Companies Located in DLR



Source: IDA Ireland

Dún Laoghaire-Rathdown County Council provides 0.11 playgrounds per 1,000 of the population¹⁰. This is significantly lower than Dublin City (0.22), but is similar to or higher than other nearby counties. The number of playgrounds facilitated by the local authority is again significantly less than Dublin City, but similar or higher than most other local authorities nearby.

⁷ Census of Industrial Production – latest available data for DLR is 2009

⁸ *Ibid.*

⁹ Service Indicators in Local Authorities 2013 – Department of Environment, Community and Local Government

¹⁰ *Ibid.*

The number of visits to Dún Laoghaire-Rathdown County Council-facilitated leisure amenities totalled 5,168 per 1,000 of population. This figure is significantly higher than most other Dublin and Mid-East local authority areas, with the exception of Wicklow, which was marginally higher than Dún Laoghaire-Rathdown.

There is a wide range of publicly accessible recreational facilities in the county, from major regional parks such as Marlay Park to the Dublin Mountains and Dublin Bay. The coast and mountains of Dún Laoghaire Rathdown are significant features with iconic importance to the County. They are also both used for a wide variety of purposes - amenity, recreation, commercial, industrial and sporting. They represent areas of high landscape quality, natural heritage and amenity value.

The percentage of schools and youth groups involved in the Comhairle na nÓg scheme is 55.9%. This is significantly higher than both Dublin City (28.8%) and South Dublin (28.3%), but is also significantly lower than Fingal, where 100% of schools and youth groups are involved. Kildare, Meath and Wicklow have similar proportions to Dún Laoghaire-Rathdown.

In 2014, a total of 186 member groups or organisations were registered with the Public Participation Network (PPN).

The County possesses a number of theatres including the Pavilion Theatre, The Mill Theatre, The Lambert Puppet Theatre and Dance Theatre of Ireland. There are also numerous arts, heritage and tourism facilities which cater for a wide range of community groups and interests.

STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS

The socio-economic analysis led to the formation of a number of key strengths as well as weaknesses of the county, and has identified the implications of these in terms of opportunities and also threats which will be addressed in the LECP. A summary of these are presented in the table overleaf. A number of the weaknesses also represent potential areas of opportunity.



TABLE 2.2: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS FACING COUNTY

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ⑨ Highly educated and skilled labour force ⑨ Large number of IDA and Enterprise Ireland supported firms focused on international traded markets ⑨ High number of persons employed in professional, managerial and technical services ⑨ Sectoral strengths in Financial Services, Wholesale/Retail Trade, Professional Services, ICT and Education ⑨ Industrial activity in DLR produces relatively high value added products ⑨ County well-served for transport infrastructure (M50, DART, Luas) ⑨ Excellent access to educational facilities, incl. presence of 3rd Level colleges ⑨ Coastal county with a major harbour ⑨ Established town centre retail and service sector ⑨ Attractive towns and villages, combined with coastal and mountain assets represent strengths for community and for tourism sector ⑨ DLR's geographic location and proximity to Dublin City ⑨ Falling unemployment rate ⑨ Lower rate of unemployment compared to national average ⑨ High percentage of persons with 'Good health' status 	<ul style="list-style-type: none"> ⑨ DLR is experiencing relatively low population growth relative to other parts of the GDA ⑨ DLR has a relatively high elderly dependency ratio compared to the rest of the GDA ⑨ County has high numbers with a disability ⑨ The labour force participation rate in DLR is relatively low compared to both the national average and the average in the rest of the GDA ⑨ DLR includes areas of high socio-economic deprivation ⑨ Particular areas of the county are more vulnerable to higher unemployment levels, lower incomes, and economic contractions ⑨ Limited public transport linkages between east and west of DLR ⑨ Insufficient housing supply within the County in both private and social housing ⑨ Rising house purchase and rental prices in the County are excluding middle and low income families from the housing market and/or placing people at risk of homelessness. 	<ul style="list-style-type: none"> ⑨ Relatively high office vacancy rate provides scope for region to benefit as economy continues to improve ⑨ Large amount of FDI and indigenous export firms in region has potential to take advantage of agglomeration effects in attracting additional investment and in encouraging expansion of existing base ⑨ Excellent transport links and highly educated labour force continue to make the area an attractive investment site for Irish and international business ⑨ Opportunities to build on county's marine sector ⑨ Increased inter-agency group dialogue ⑨ Physical attractiveness of county and infrastructure provide opportunities for expansion in tourism ⑨ Potential to promote increased levels of involvement within County to support community development ⑨ Skill and educational profile provides opportunity for county to build on its existing strengths as a smart vibrant location ⑨ Established infrastructure of community and recreational facilities offers scope for more efficient and expanded use ⑨ Presence of entrepreneurial acumen in the county can contribute to social enterprise development ⑨ High levels of third level and FET facilities in the county can deliver localised services in line with needs ⑨ Significant potential to deliver philanthropy within the county ⑨ Strong volunteering tradition in the county can support further additional services. 	<ul style="list-style-type: none"> ⑨ FDI and indigenous export firms represent large employers in the region. If county does not retain its competitive advantages for such activity this could mean major job losses should investment pull out or if scale of projects decline ⑨ Continued decline in retail trade may have negative impact on town centres as community hubs and sources of employment in the region ⑨ Need for increased capital funding to support social housing needs ⑨ Rising house prices and a relative shortage in supply make the region less attractive which will reduce population growth and further contribute to the elderly dependency rate in the region ⑨ The benefits of an economic expansion could bypass some of our community unless socio economic gaps are addressed ⑨ Risk of continuing pockets of increased deprivation levels within communities ⑨ High levels of long-term unemployment amongst population particularly amongst youth unemployed population who are at increasing risk of employment disengagement and isolation ⑨ Security and fear of crime particularly amongst vulnerable groups affecting physical and mental health and perceptions of public areas. ⑨ High childcare costs contributing to parents being unable to enter the employment market



VISION FOR COUNTY, HIGH-LEVEL GOALS AND OBJECTIVES

VISION FOR COUNTY

Through consultation within Dún Laoghaire-Rathdown County Council, the Local Community Development Committee and the Economic Development and Enterprise Strategic Policy Committee, a vision for the LECP has been developed to translate the county's ambition in the area of socio-economic development into a clear direction for action over the coming six years.

VISION FOR FUTURE DEVELOPMENT OF COUNTY

“DÚN LAOGHAIRE-RATHDOWN WILL BUILD ON OUR STRENGTHS AS A SMART, VIBRANT COUNTY TO EXPAND ECONOMIC ACTIVITY AND EMPLOYMENT AND TO ENSURE THE COUNTY IS ATTRACTIVE AND INCLUSIVE, TO CREATE A BETTER FUTURE FOR ALL ITS COMMUNITIES.”

HIGH LEVEL GOALS

This vision has been used to establish a series of High Level Goals to frame the direction and priorities of the LECP. The High Level Goals as set out overleaf outline priority areas for the future development of the county which aim to provide a high quality of life and well-being to all who live, work, do business, invest in and visit Dún Laoghaire-Rathdown.

A total of eight strategic, high level goals have been established, with a view to expanding employment and economic activity, strengthening the skills and education of the DLR workforce, increasing the level of social inclusion and ensuring the sustainability of environmental outcomes. The goals are interlinked and help to reinforce

each other. For example, promoting enterprise and innovation in DLR will assist in expanding employment and economic activity, while strengthening skills and education opportunities will likely lead to greater innovation as well as social inclusion and improved well-being of those who live, work, visit and do business in the county.

Taken together, these goals aim to promote DLR as an attractive location for doing business and as an amenable and healthy county.



HIGH LEVEL GOALS



Ensure High Quality, Smart, Attractive Living and Working Environment and Place to do Business



Support Expansion of Employment and Economic Activity



Promote Enterprise and Innovation



Strengthen Skills and Enhance Educational Opportunities



Promote A Healthy County, where Everyone can Enjoy Physical and Mental Health and Well-being to Their Full Potential



Increase Social Inclusion and Reduce Disadvantage in the County



Develop Civic Engagement Within the County



Protect and Enhance the Environment and Promote Sustainable Development and the Green Economy and Practices

The high level goals have been informed by the baseline socio-economic analysis as previously outlined, national government policy objectives and a comprehensive programme of consultation with the general public, the business community and local community stakeholders.

The high level goals have been translated into a series of objectives. These objectives relate to:

1. Economic development goals ('Economic Objectives');
2. Community development goals ('Community Objectives'); and
3. Objectives that combine both economic and community development aspects ('Shared Economic and Community Objectives').

The objectives have been formed to reflect the vision and desires for the County, as identified during the consultation programme. They encompass all areas relating to the county, acknowledging and promoting the linkages between improved education and economic performance on the one hand, and the development of stronger and more prosperous communities on the other. The figure overleaf depicts the translation of the high level goals into the objectives.

Supporting economic as well as community-led development actions will assist in promoting social inclusion and reducing deprivation within communities, through targeted social, education, training and employment initiatives. The supporting actions included in the LECP reflect the overarching objectives identified during the LECP development process. The vision, high level goals and objectives are further developed into targeted, measurable actions that will provide the focus to measure how the goals are achieved.

TRANSLATION OF HIGH LEVEL GOALS INTO OBJECTIVES

- ⑨ Ensure High Quality, Smart, Attractive Living and Working Environment and Place to do Business
- ⑨ Support Expansion of Employment and Economic Activity
- ⑨ Promote Enterprise and Innovation
- ⑨ Strengthen Skills and Enhance Educational Opportunities
- ⑨ Promote A Healthy County, where Everyone can Enjoy Physical and Mental Health and Well-being to Their Full Potential
- ⑨ Increase Social Inclusion and Reduce Disadvantage in the County
- ⑨ Develop Civic Engagement Within the County
- ⑨ Protect and Enhance the Environment and Promote Sustainable Development and the Green Economy and Practices



ECONOMIC OBJECTIVES

SHARED ECONOMIC AND COMMUNITY OBJECTIVES

COMMUNITY OBJECTIVES

- ⑨ Support employment expansion in all key sectors.
- ⑨ Attract new investment including in internationally traded businesses and new start ups.
- ⑨ Develop green economy opportunities, international services and high tech sectors and marine, agriculture and rural economy.
- ⑨ Facilitate innovation and expansion of existing manufacturing and services enterprises.
- ⑨ Realise potential of tourism, recreation, heritage and culture sectors and enhance links with diaspora.
- ⑨ Develop an enterprise friendly environment in the county.

- ⑨ Access to a range of services and amenities including good quality housing.
- ⑨ Support life-long learning, enterprise development and strengthen employment in local communities.
- ⑨ Support locally-based creative and knowledge enterprises and strengthen up-skilling.
- ⑨ Facilitate the delivery of transportation, enhanced connectivity and other infrastructure in the county.
- ⑨ Promote the development of town, district and neighbourhood centres.
- ⑨ Increase the level of philanthropy.
- ⑨ Protect the natural and built environment.

- ⑨ Develop a supportive environment and promote healthy lifestyle choices.
- ⑨ Support families within the county.
- ⑨ Support an age-friendly county.
- ⑨ Support a safe and secure county.
- ⑨ Develop capacity building within communities.
- ⑨ Support marginalised communities to include individuals with disabilities and members of the travelling community, and other target groups.
- ⑨ Develop and encourage community spirit and public participation.



SUPPORTING ACTIONS

In order to achieve the high level goals, a number of specific objectives have been proposed under economic elements, shared community and economic elements, and community elements. These are set out and discussed in the analysis below. There are a total of twenty-one objectives and supporting actions. Importantly, these actions have been informed by the baseline analysis of the socio-economic profile of the County and the extensive programme of stakeholder engagement, while they are also consistent with government policy at national and regional levels.

The actions developed as part of the LECP are strategic in nature and reflect the high level objectives developed in the plan process. The local authority and State and semi-state agencies in the county carry out a range of functions that are driven by statutory requirements or follow strategies at a national or regional level, the primary documents being set out in Appendix 9. The actions identified in this plan aim to complement the statutory requirements and deliver additional benefit and direction to improving the quality of life for residents, businesses and visitors to the County.

“The LECP translates an overarching vision for Dún Laoghaire-Rathdown into a series of high level goals. These in turn inform a set of objectives, which are achieved through a framework of dedicated supporting actions.”

“...the vision, high level goals, objectives and actions were developed following in-depth analysis, in addition to extensive consultation with various stakeholders...”





ECONOMIC OBJECTIVES AND ACTIONS

A TOTAL OF SIX OBJECTIVES UNDER THIS PLAN ARE FOCUSED ON ASPECTS OF ECONOMIC DEVELOPMENT, WITH PARTICULAR REFERENCE TO THE HIGH LEVEL GOALS OF EXPANDING EMPLOYMENT AND ECONOMIC ACTIVITY, PROMOTING ENTERPRISE AND INNOVATION, STRENGTHENING SKILLS AND EDUCATION, AND INCREASING THE LEVEL OF SOCIAL INCLUSION IN THE COUNTY.

The objectives are supported by a set of 45 actions, which are set out in Tables 4.1-4.6 below. The economic development-related actions will be implemented under the oversight of the Economic Development & Enterprise SPC. The economic objectives and actions are described below.

important that actions to support employment creation aim to achieve expanded employment opportunities, in terms of diversity of sectors, occupations and skill levels. The Plan therefore includes a range of actions, which are set out in Table 4.1 below and are designed to build on the existing sectoral strengths and clusters evident in the County – including in financial services, wholesale & retail activity, health & social services, professional services, ICT and education – through supporting the attraction of new investment and the expansion of existing indigenous and multinational businesses, as well as providing the environment in which new businesses can form and prosper.

The proposed actions under this objective include ongoing monitoring of DLR's economic base, engaging and promoting local enterprise and start-ups, supporting investment in firms that employ both low and high skilled workers, highlighting to local business the range of supports available, and collaborating with other agencies, including Enterprise Ireland and IDA Ireland, as well as third-level institutions in the County. This objective is aligned with the goals of the Government's *Action Plan for Jobs*, as well as IDA Ireland and Enterprise Ireland's strategies for investment. There is also the potential to attract business through the Irish diaspora and this is aligned with the Government's recent policy statement on Ireland's diaspora.



Economic Objective 1: "Support Employment Expansion in All Key Sectors"

Reflecting the high level goal to support employment expansion and economic activity, a key objective within the LECP for Dún Laoghaire-Rathdown concerns the need to ensure ongoing support for employment creation and expansion across all economic sectors in the local economy. This is required to address below-average labour force participation within the resident population, but also to address pockets of higher unemployment and social exclusion. It is also



Economic Objective 2: “Attract New Investment, including in Internationally Traded Businesses and New Start-Ups”

If employment expansion is to be achieved as indicated under Objective 1, it will be necessary to attract new enterprise investment in the County. Maximising higher-value employment opportunities in particular will require focus on supporting investment in internationally traded, exporting sectors of the economy, including within the multinational and indigenous sectors, and through supporting new business start-ups.

A range of specific actions are proposed to assist in achieving this objective, which are set out in Table 4.2 below. Particular features of the actions under this objective include the identification of existing sectoral, geographic and other strengths, and the sharing of information and collaboration with development agencies to market the County as a location for existing and potential investors and businesses. The objective is aligned with the Government’s *Action Plan for Jobs* and IDA Ireland and Enterprise Ireland strategies for foreign and indigenous investment, and is also consistent with the Department of the Environment, Community and Local Government’s Local Government Sectoral strategy, which indicates the important role of local government in stimulating enterprise and growth by engaging with local businesses.

Economic Objective 3: “Develop Green Economy Opportunities, International Services and High-Tech Sectors, and the Marine, Agriculture and Rural Economy”

In relation to economic development opportunities, this Plan also identifies specific sectoral opportunities for investment and employment creation in Dún Laoghaire-Rathdown. These opportunities reflect both the existing strengths and features of the County and also areas of emerging growth nationally and internationally. They include opportunities in ‘green economy’ activities, in international services and high-tech manufacturing, and in marine/maritime, agriculture and rural economy activities. Specific supporting actions are set out in Table 4.3 below and include collaborative measures designed to assist small businesses in the food/beverages sector, exploring collaborative opportunities to create and develop a distinct marine/maritime cluster in the County, ensuring green economy and other businesses in urban as well as rural parts of the County are aware of available funding opportunities, and promoting utilisation of any new marine/maritime sector taxation incentives.



Economic Objective 4: “Facilitate Innovation and Expansion of Existing Manufacturing and Services Enterprises”

In addition to measures designed to promote and stimulate new investment and business start-ups, also of importance is the need to facilitate the expansion of existing businesses, and innovation within these businesses. These include multinationals as well as indigenous businesses operating in the manufacturing and services sectors of the local economy. To achieve this objective, this Plan has identified a set of specific supported actions that are set out in Table 4.4 below. The actions reflect the existing diverse range of manufacturing and services business in the County, and the importance of building on existing strengths but also promoting innovation as a channel through which businesses can achieve higher value-added and sustainable employment outcomes.

Objective 5: “Realise Potential of Tourism, Recreation, Heritage and Culture Sectors, and Enhance Links with Diaspora”

Dún Laoghaire-Rathdown possesses a number of physical, heritage-based, cultural, recreational and other assets, including the County's coastal and mountainous features, which are accessible to Dublin's population centres and indicate a

strong potential to develop the tourism and recreation sectors in the County. The promotion of tourism to the county, including through the hosting of festivals and other events, was one of the aspects highlighted by the stakeholder engagement process informing the preparation of this Plan. This included a high level of support for tourism sector development among the business community in DLR.

Reflecting these features and inputs, this Plan includes a specific objective and a number of supporting actions to realise the potential of the tourism, recreation, heritage and culture sectors, in addition to enhancing links with the Irish Diaspora. The supporting actions are provided in Table 4.5 below and include the preparation of a tourism development strategy for the County; the enhancement of marketing and promotion of the County as a short-stay destination for overseas visitors to the Dublin area; the exploration of funding opportunities to support the development of the marine leisure, tourism, recreation and culture sectors; the development of tourism trails based on different themes; the continued development of festivals and events-based tourism; ensuring best practice planning and conservation practices for the protection of heritage assets in the County; supporting the development of Dún Laoghaire Harbour as a leading visitor attraction; and maintaining and marketing an inventory of tourism attractions in the County. Implementation of the various actions would need to conform with the provisions of the County Development Plan.

Objective 6: “Develop an Enterprise-Friendly Environment in the County”

Another overarching dimension which was highlighted by the business community in their submissions to the preparation of the Plan was the need to develop Dún Laoghaire-Rathdown as an enterprise-friendly county. This is considered critical if the County is to be seen as an attractive place in which to start and develop new businesses, and as a location for foreign as well as indigenous enterprise investment. A related aspect highlighted in the consultation programme concerned the level of engagement between the local authority and the business community and the need to enhance the quality of interaction with existing as well as new businesses.

The Local Enterprise Office (LEO) within DLR County Council can play a key role in helping to achieve the objective of creating an enterprise-friendly county and this Plan has identified a set of specific actions which the LEO would implement or lead/coordinate in this context. These actions are presented in Table 4.6 and include:

- Measures to promote the LEO as a ‘First-Stop-Shop’ for access to knowledge and supports for micro and other new enterprises in the County;
- The creation of a network of staff within the wider Council that engage with the business community on a consistent, coherent and integrated basis;
- Developing the application of enhanced channels of communication between the Council and local businesses;
- Collaborating with relevant Business Associations and Chambers of Commerce to promote the County as a place to invest and to do business; and the holding of periodic business community workshops throughout the County.



Table 4.1: Economic-related Objectives and Supporting Actions
Goal: ‘Support Expansion of Employment and Economic Activity’
Economic Objective 1: Support Employment Expansion in All Key Sectors

No.	Action	Responsibility	Timeline	Monitoring and Review
1.1	Monitoring of DLR’s economic base, including analysis of key business statistics, should be undertaken to (a) inform decisions and improve engagement, and (b) to identify evolving areas of sectoral potential and opportunity, including in knowledge-based and creative sectors.	DLR Economic, Community & Cultural Development Department	Key Business statistics identified in 2017. First report 2017/2018	Report to DLRCC’s Economic Development & Enterprise Strategic Policy Committee (SPC)
1.2	Organise a DLR Countywide ‘Enterprise Week’ to showcase small business success, promote enterprise supports and encourage networking opportunities.	DLR Local Enterprise Office (LEO) jointly with DLR Chamber of Commerce, Business Associations and enterprise support agencies	2016 and repeat every 1 to 2 years	Report to Economic Development & Enterprise SPC
1.3	Business support strategies should be targeted to achieve sustainable employment and to develop sectoral investment opportunities.	DLR Economic, Community & Cultural Development in collaboration with industrial development agencies	Q4 2016	Report in LEO DLR Employment Survey
1.4	Enterprise support activities should promote self-employment as a career option.	LEO DLR, Southside Partnership	2016 then review	Report in LEO Development Report
1.5	The Council, in conjunction with agencies, businesses and community organisations to actively support Connect Ireland in engaging with the diaspora to create jobs.	DLR Economic, Community & Cultural Development Department, Connect Ireland, Relevant Business and Community Agencies	2016	Report to Economic Development & Enterprise SPC
1.6	Collaborate with other local authorities in the development and coordination of regional economic initiatives including supporting development of a Regional Economic Forum.#	Local Authorities, DLRCC and relevant LEOs in Dublin region	2016	Report to Economic Development & Enterprise SPC
1.7	Liaise with Enterprise Ireland, the IDA, the County’s Third Level Institutions and other relevant organisations to support business expansion and attract new investment in the County.#	LEO DLR in collaboration with EI, IDA, UCD, IADT, DDLETB and FET providers	2016 onwards	Report to Economic Development & Enterprise SPC

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.2: Economic-related Objectives and Supporting Actions
Goals: 'Support Expansion of Employment and Economic Activity' and 'Promote Enterprise and Innovation'
Economic Objective 2: Attract New Investment, including in Internationally Traded Businesses and New Start-Ups

No.	Action	Responsibility	Timeline	Monitoring and Review
2.1	Produce and implement a comprehensive LEO DLR Marketing Plan that highlights to existing and potential businesses in the County the array of supports and services that the Local Enterprise Office and other agencies provide.	LEO DLR	Plan produced Q2 2016	Outcomes reported annually in LEO Development Report
2.2	Identify specific sectoral opportunities, including health sciences, marine economy, arts & culture, energy and environment, financial technology, big data, and portable services, building on current sectoral strengths and skills.	LEO DLR in collaboration with IDA Ireland and Enterprise Ireland, and industry bodies	2017-2018	Report to Economic Development & Enterprise SPC
2.3	Formulate, within the context of wider GDA strategy, a joint plan to market and promote Dún Laoghaire-Rathdown as a location for FDI and indigenous investment. This should include sharing of information on existing infrastructural and other assets of the County, including its strategic location, and agreement on approaches to build on existing sectoral clusters and strengths to target further expansion of existing firms and new greenfield investments in the County. (Builds on outputs from Objective 1, Action 1).	DLRCC in collaboration with IDA Ireland and Enterprise Ireland, and industry bodies	2017-2018	Report to Economic Development & Enterprise SPC
2.4	Promote the unique qualities of employment-zoned lands in the County to potential investors, businesses and agencies.	DLRCC	2016	Annual report to Economic Development & Enterprise SPC
2.5	Promote rate relief schemes available within the County.	DLRCC	Ongoing	Include update in Chief Executive's Report to Council

Table 4.3: Economic-related Objectives and Supporting Actions

Goals: 'Support Expansion of Employment and Economic Activity' and 'Promote Enterprise and Innovation'

Objective 3: Develop Green Economy Opportunities, International Services and High-Tech Sectors, and the Marine, Agriculture and Rural Economy

No.	Action	Responsibility	Timeline	Monitoring and Review
3.1	Promote DLR as a location for International Services and the High-Tech sector.	DLRCC, LEO DLR, IDA, and EI	Ongoing	Report to Economic Development & Enterprise SPC
3.2	Assist small business development in artisan and other foods/beverages through targeted marketing and promotion activities. This to include use of local authority parks and buildings, to support local artisan producers to showcase their products.	LEO DLR and Municipal Services, working with Bord Bia, Origin Green, Enterprise Ireland and business chambers.	Ongoing	Include update in Chief Executive's Report to Council
3.3	Explore collaborative opportunities to create and develop a distinct 'Marine/Maritime' sector economic cluster in the County.#	DLRCC, LEO DLR, Dún Laoghaire Harbour Company and other relevant agencies.	Exploratory engagement completed by Q3 2016	Annual report to Economic Development & Enterprise SPC
3.4	Facilitate green economy initiatives in the County to engage with available funding opportunities.	DLRCC in collaboration with SFI, EPA, SEAI, WEEE Ireland, Chamber of Commerce and Coillte	Opportunities identified Q2 2016	Report to Economic Development & Enterprise SPC. Review status every 2 years
3.5	Actively promote any new marine sector development/taxation measures.	DLRCC, LEO DLR, Dún Laoghaire Harbour Company and other relevant agencies	Exploratory engagement Q3 2016	Annual report to Economic Development & Enterprise SPC
3.6	Provide support to businesses in the rural part of the county in accessing funding that may be available.	DLRCC	Schemes identified Jan – Jun 2016 Schemes promoted Jun 2016 onwards	Various departments. Include update in Chief Executive's Report to Council

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.4: Economic-related Objectives and Supporting Actions
Goals: ‘Support Expansion of Employment and Economic Activity’ and ‘Promote Enterprise and Innovation’
Objective 4: Facilitate Innovation and Expansion of Existing Manufacturing and Services Enterprises

No.	Action	Responsibility	Timeline	Monitoring and Review
4.1	Continue to enhance and leverage the overall attractiveness of Dún Laoghaire-Rathdown as a location for business and employment, including through supporting investments in the public realm and in civic, cultural and recreational facilities.	DLR Municipal Services Department working with business community and chambers	Ongoing	Include update in Chief Executive's Report to Council
4.2	Promote the revitalisation and development of the Retail Sector in town centre locations, through exploring access to urban regeneration schemes promoting DLR Retail incentives, expanding marketing and promotion activities.	DLRCC in collaboration with business community/chambers	Q1 2016 onwards	Include update in Chief Executive's Report to Council
4.3	Promote parking schemes to encourage both peak and off-peak business activity.	DLR Municipal Services Department	Ongoing	Report to Transportation and County Wide Movement SPC
4.4	Explore process and progress towards achieving purple flag status for DLR Towns.	DLRCC, Business Associations, BID, Chamber of Commerce	2017	Various departments. Include update in Chief Executive's Report to Council
4.5	Engage with development agencies and other stakeholders to develop awareness among SMEs of the potential added value in design-driven innovation.	LEO DLR in collaboration with industrial development agencies, higher education and research institutions, and design organisations/initiatives	Q1 2016	Report annually in LEO Development Report

Table 4.4: Economic-related Objectives and Supporting Actions - Continued
Goals: 'Support Expansion of Employment and Economic Activity' and 'Promote Enterprise and Innovation'
Objective 4: Facilitate Innovation and Expansion of Existing Manufacturing and Services Enterprises

No.	Action	Responsibility	Timeline	Monitoring and Review
4.6	Collaborate with Education, Industry and Government in support of research and innovation ventures.	DLRCC, 3 rd Level, Industry and Government Agencies	2016	Various departments. Include update in Chief Executive's Report to Council
4.7	Through our involvement with 'Dublinked' data sharing initiative, promote a greater open data policy within the County that enables data-driven innovation by internal and external actors and promotes Dublin in developing new urban solutions.	DLRCC in conjunction with 'Dublinked' and relevant Stakeholders	2016	I.T. Department. Include update in Chief Executive's Report to Council
4.8	Actively engage with 'Smart Dublin' initiative to improve the liveability and attractiveness of Dublin region (including DLR), utilising technology in order to address challenges and drive innovation in how services are delivered (as demonstrated by roll-out of the Solar Compactor bins).	DLRCC, other Dublin Local Authorities, Agencies and other relevant Stakeholders	2016	Various Departments. Include update in Chief Executive's Report to Council

Table 4.5: Economic-related Objectives and Supporting Actions
Goals: ‘Support Expansion of Employment and Economic Activity’ and ‘Promote Enterprise and Innovation’
Objective 5: Realise Potential of Tourism, Recreation, Heritage and Culture Sectors, and Enhance Links with Diaspora

No.	Action	Responsibility	Timeline	Monitoring and Review
5.1	Develop a DLR Working Group to prepare a DLR Tourism Development Strategy.	DLR Economic, Community & Cultural Development Department, Fáilte Ireland, hospitality and tourism providers, Grow Dublin Tourism Alliance.	2017	Report to Economic Development & Enterprise SPC
5.2	Build on DLR’s natural environment, including rural/mountain and marine location, and cultural and heritage assets, to enhance marketing and promotion of DLR as a short-stay destination (and as a 3-5 day Dublin area base) for overseas visitors to the Dublin area.	DLRCC in collaboration with Fáilte Ireland, transport operators and Dublin Mountain Partnership	2017	Review annually as part of DLR Tourism Strategy
5.3	Capitalise upon the County’s proximity to Dublin City to attract visitors to the County.	DLR Economic, Community & Cultural Development Department, Fáilte Ireland, hospitality and tourism providers, Grow Dublin Tourism Alliance.	2017	Report to Economic Development & Enterprise SPC
5.4	Explore funding opportunities to support the marine leisure, tourism, recreation, heritage and culture sectors.	DLRCC in collaboration with relevant stakeholders	Opportunities identified Q3 2016	Annual report to Economic Development & Enterprise SPC
5.5	Support the continued development of Festival and events based Tourism in the County.	DLRCC in conjunction with Fáilte Ireland and the local business community	Calendar produced Q3 2016 and annually thereafter	Various Departments. Include update in Chief Executive’s Report to Council
5.6	Ensure planning policies and practices protect the exceptional heritage of the natural and built environment in the County and promote the highest examples of conservation.	DLRCC in conjunction with the Heritage Council and property owners	Ongoing	Annual review that planning decisions accord with CDP

Table 4.5: Economic-related Objectives and Supporting Actions - Continued
Goals: ‘Support Expansion of Employment and Economic Activity’ and ‘Promote Enterprise and Innovation’
Objective 5: Realise Potential of Tourism, Recreation, Heritage and Culture Sectors, and Enhance Links with Diaspora

No.	Action	Responsibility	Timeline	Monitoring and Review
5.7	Create and promote new tourism trails centred around food, heritage, marine and ecology, rural and mountain experiences, and various literary and cultural attractions.#	DLRCC in collaboration with Fáilte Ireland, and relevant Stakeholders, Dublin Mountain Partnership	2017	Report to Economic Development & Enterprise SPC
5.8	Support and facilitate the development of Dún Laoghaire Harbour as a leading attraction for visitors in the Dublin area.	Dún Laoghaire Harbour Company	2017	Report to Economic Development & Enterprise SPC
5.9	Develop, maintain and market a listing of tourism attractions and events in the County.	DLRCC in conjunction with Fáilte Ireland and Dublinked	2016	Report to Economic Development & Enterprise SPC
5.10	Continue to implement beach cleaning and improvement programmes to maintain and extend Blue Flag status for DLR area beaches.	DLR Municipal Services Department in collaboration with Irish Water and local community	Ongoing/annual	Water quality assessments measured & published on DLR County Council web-site
5.11	Review Fáilte Ireland's segmented visitor sectors (5), and develop and promote to relevant sectors as part of DLR Tourism Strategy.#	DLR Tourism Working Group in conjunction with Fáilte Ireland	2016 - 2017	Report to Economic Development & Enterprise SPC
5.12	Promote cycle-ways as a sustainable tourism option for visitors to access the County.	DLRCC in collaboration with NTA and Fáilte Ireland	Ongoing	Report to the Transportation and County Wide Movement SPC
5.13	Support proposals for the development of an Irish diaspora centre in Dún Laoghaire, to include an Irish national genealogy centre to facilitate visitors to trace their roots.	DLRCC in collaboration with Department of Arts, Heritage and the Gaeltacht, and Connect Ireland	2017	Report to Community Development, Culture and Ageing SPC
5.14	Through the use of DLR Design Gallery at Moran Park House, Dún Laoghaire provide a new high-quality, ground floor retail space and second floor workshop spaces to support the Art, Craft & Design Community.	DLRCC	2016	Report to Community Development, Culture and Ageing SPC

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.6: Economic-related Objectives and Supporting Actions
Goals: 'Support Expansion of Employment and Economic Activity' and 'Promote Enterprise and Innovation'
Objective 6: Develop an Enterprise-friendly Environment in the County

No.	Action	Responsibility	Timeline	Monitoring and Review
6.1	Promotion of DLR Local Enterprise Office as 'First-Stop-Shop' for access to knowledge and supports for micro and other new enterprises in the County.	LEO DLR	2016 in line with LEO DLR Marketing Plan	Report annually in LEO Development Report
6.2	Create a network of staff cross-departmentally that engage with business to ensure adoption of a consistent, coherent and integrated approach by the Council.	Corporate Communication and Governance Department (DLRCC)	2017	Report to Economic Development & Enterprise SPC
6.3	To assist in improving engagement between the Council and local businesses, review the use of enhanced channels of communication e.g. CitizenSpace, DLR Times.	DLRCC / LEO DLR	End 2016	Report to Economic Development & Enterprise SPC
6.4	Work with relevant Business Associations and Chamber of Commerce to promote the County as the premier place to invest and do business, and to improve the attractiveness of the County for new and existing businesses.	LEO DLR in collaboration with DLR Chamber and business associations	Ongoing over Plan lifetime	Report to Economic Development & Enterprise SPC
6.5	Hold periodic business community meetings throughout the County in conjunction with Business Associations and the Economic Development and Enterprise Strategic Policy Committee.	DLRCC / LEO DLR	2016	Report to Economic Development & Enterprise SPC



SHARED ECONOMIC AND COMMUNITY OBJECTIVES AND ACTIONS

AS INDICATED ABOVE, IN ADDITION TO ECONOMIC OBJECTIVES AND COMMUNITY OBJECTIVES, THE LECP ALSO INCLUDE OBJECTIVES THAT COMBINE BOTH ECONOMIC AND COMMUNITY DEVELOPMENT ASPECTS.

Eight such 'shared' objectives are incorporated, along with associated supporting actions. These objectives and actions are described below and set out in detail in Tables 4.7-4.14. The actions include measures, the implementation of which will be overseen either by the Strategic Policy Committee (SPC) for Enterprise and Economic Development or the Local Community Development Committee (LCDC). Those shared actions for which the Economic Development & Enterprise SPC has oversight responsibility are marked with an asterisk (*) in Tables 4.7 - 4.14.

Objective 7: "Access to a Range of Services and Amenities, including Good Quality Housing, at Affordable Levels, Suited to Needs, and as far as possible, at the Tenure of Choice"

Under the Planning and Development Act, all local authorities are required to prepare a housing strategy, which is to be integrated into the County Development Plan. The purpose of the Housing Strategy is to ensure adequate supply and demand for housing for the existing and projected future population. The Dún Laoghaire-

Rathdown Housing Strategy 2010-2016 sets out specific measures for the provision of housing and social housing to meet projected demands. The actions included in this LECP (Table 4.7 below) are additional to measures set out in the DLR Housing Strategy and have been specifically identified as priority actions during the LECP consultation programme.

Objective 8: "Support Lifelong Learning, Enterprise Development and Strengthen Employment in Local Communities"

The achievement of enhanced economic outcomes and improved potential to engage in the community for residents in Dún Laoghaire-Rathdown will be influenced by a range of factors. Of importance will be the opportunities available for participation in lifelong learning, including education and training, the supports available for business development, and the availability of employment opportunities in local communities. These aspects emerged strongly from the wider public in the consultation submissions received and public events held as part of the preparation of this plan.

Individuals across age groups are increasingly eager to return to or participate in learning throughout their lives, with a variety of benefits evident in personal development and satisfaction, as well as opening up greater diversity of employment possibilities. Expanded lifelong learning options also provide a basis to help address educational disadvantage. In this context, the presence in the county of a number of third-level education institutions provides a strong foundation to develop Dún Laoghaire-Rathdown as a 'learning county'. Reflecting these opportunities, this plan includes a number of actions in the area of education & training, and lifelong learning. These actions are set out in Table 4.8. Specific actions are also included which are aimed at supporting entrepreneurs and new business development and associated employment creation within local communities.

Objective 9: "Support Locally-Based Creative and Knowledge Enterprises, and Strengthen Up-Skilling within the County, including Support for Start-Ups and for Business Incubation Facilities"

A range of actions are included to support the objective of facilitating the development of locally-based creative and knowledge enterprises, and enhancing up-skilling and supports for business start-ups and incubation facilities in Dún Laoghaire-Rathdown. These actions, which have been informed by the submissions provided by the business community and wider public in the County, are set out in Table 4.9 and include promotion of finance and other supports for micro-enterprises and other start-ups; promoting the development of new and existing incubation facilities; collaborating with education and training providers in the County to promote access to



further education and training opportunities for employed and unemployed residents; and developing an annual innovation and venture funding showcase in the County. An important aspect permeating these actions is the need to enhance the attractiveness of small, including micro-business formation and self-employment as a career option for residents in Dún Laoghaire-Rathdown. The promotion of innovative enterprise is strongly supported through the actions included within this LECP through measures including finance support packages for SMEs, mentoring and shared support services, and collaboration with education and training providers in the County. The successful implementation of the actions requires a multi-agency collaboration and responsible parties have been identified within the action plan.



Objective 10: “Facilitate Access to Affordable, Quality Early Childhood Care and Education, including School-Age Childcare, to remove a Barrier to Employment”

Access to affordable, high quality childcare has become a particular issue for working parents in Ireland, and this is no less evident among residents in Dún Laoghaire-Rathdown. This includes early childcare care and education, as well as care for school-age children. Importantly from a wider economic and social perspective, the absence of affordable, high quality childcare services can act as a major barrier to employment, particularly among lower income parents and lone parents.

Childcare featured strongly as an issue for residents across the public consultation programme informing this plan, and has community as well as economic implications. Reflecting these aspects, a separate shared economic-community objective is devoted within the plan to the issue of childcare. Specific actions are presented in Table 4.10 and include the completion of an assessment of demand for childcare and the supply of facilities in the County; working with national policymakers, investors and employers to promote investment in childcare facilities; promoting childcare options for working parents, including provision in disadvantaged communities; and implementation of DLR Development Plan provisions to provide childcare facilities in employment locations in the County.

Objective 11: “Facilitate the Delivery of Transportation, Enhanced Connectivity and Other Infrastructure in the County”

Access to high quality infrastructure is a key requirement to facilitate economic development, but also to enhance the quality of life of residents in local communities. This includes transport, communications, energy, waste and other infrastructure. The facilitation of infrastructure provision is included in the LECP as a shared economic and community objective, with the achievement of this objective supported by a range of ten specific actions. These actions are set out in Table 4.11.

Dún Laoghaire-Rathdown has evident strengths in relation to existing transport infrastructure. However, there are deficiencies in relation to connectivity on an east-west basis in the County and in the inter-operability of public transport services, which have adverse implications for commuters and other residents, as well as visitors to the County. The continued development of sustainable travel modes remains an important national priority, but is an area where DLR has an opportunity to capitalise upon existing physical and other assets in the County. The plan therefore includes a number of specific actions focussed on enhancing transport infrastructure, including further promotion of sustainable modes such as cycling and walking.



Broadband access has come to the fore in the context of ensuring adequate connectivity for business and residents across the State, and this is no less evident in Dún Laoghaire-Rathdown, despite its location in the Dublin area. In line with wider patterns, while broadband speeds have improved dramatically in recent years, significant gaps remain in relation to access within residential and business communities, but also geographically where some rural parts of the County do not always share the same levels of access to high speed connections as do urban locations. There is also scope to enhance WiFi availability in town and village centres in the County. Specific measures are therefore included in the Plan in relation to broadband roll-out and WiFi access. Another important area of infrastructure is energy/power supply, and collaboration with energy suppliers to ensure adequate access to power supplies to facilitate economic and social development in the County is included as a separate action among the infrastructure measures set out in the LECP.

Objective 12: “Promote and Improve the Prosperity and Sustainable Development of Town, District and Neighbourhood Centres”

The enhancement of the county's town, district and neighbourhood centres were identified as important elements of the LECP, to stimulate economic development and create an attractive living and working environment for residents, business operators and visitors alike. These centres contain the main civic functions serving local communities, support the commercial life of those communities and often contain strong historic buildings and public realm. The actions prescribed in this LECP are additional to measures

contained within other County and Regional Planning strategies, and include measures for town centre revitalisation renovation and engagement, and the identification of key socio-economic needs of each centre individually. Balancing retail service provisions within the County is another aspect of the County's development that warranted a dedicated action within the LECP.

Objective 13: “To Increase the Level of Philanthropy in Dún Laoghaire-Rathdown and to expand the Community of Engaged Donors who are Regular, Strategic, Long-Term Contributors to Good Causes”

The development of a strategy for philanthropy within the county is a new departure for Dún Laoghaire Rathdown. The actions included in the LECP reflect the early stages of the framework within the County as the measures comprise investigating the potential of the initiative, in terms of creating awareness throughout the County, and the development of a Philanthropy Strategy for the County which will promote philanthropic endeavour in the County. In addition, this objective incorporates actions that support and promote volunteering within the County. The inclusion of philanthropic and volunteering actions within the LECP recognises the contribution of these sectors to community development and civic engagement.

Objective 14: “Protect the Natural and Built Environment for the current and future generations through the protection and preservation of local biodiversity and cultural heritage; the promotion of environmental awareness; the enhancement of resource efficiency and the promotion of smart, sustainable energy structures technologies and practices”

Dún Laoghaire-Rathdown possesses a rich variety of natural biodiversity and built heritage that enriches the County and the lives of those living, working in and visiting the County. The natural and built assets of the County contribute extensively to the County through its ecological, social, health and well-being, recreational and economic contribution. The protection of these unique assets and the desire to create a more sustainable County is strongly supported within the actions.

While the biodiversity and built heritage of the County is protected through a variety of legislative enactments and national and County strategic policies, including the European Communities (Birds and Natural Habitats) Regulations 2011, DLR Biodiversity Plan and DLR Heritage Plan, the LECP encompasses additional actions that will protect and enhance the County's national and built environment as identified and stipulated by local stakeholders. The actions include increasing awareness of the County's unique environment, supporting increased recreational enjoyment, supporting the implementation of the DLR Heritage Plan, and promoting more sustainable use of resources within the business community.

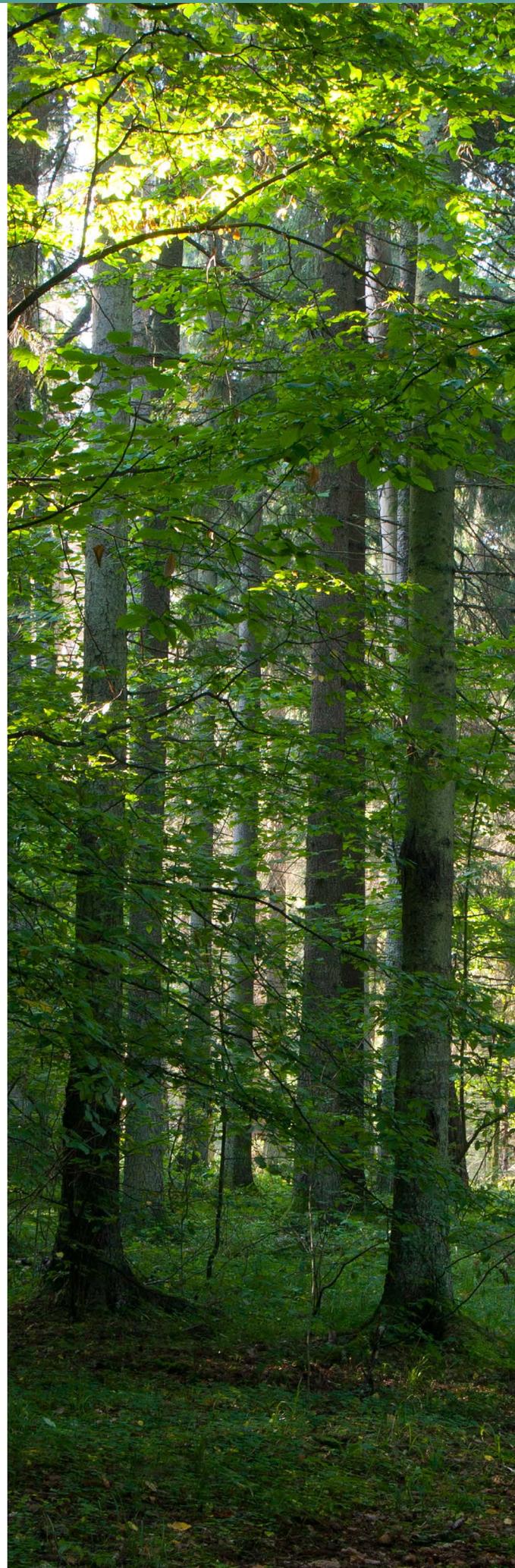


Table 4.7: Shared Economic and Community Objectives and Supporting Actions

Goal: 'Ensure a High Quality, Smart, Attractive Living and Working Environment and Place to Do Business'
Objective 7: Access to a Range of Services and Amenities, including Good Quality Housing, at Affordable Levels, Suited to Needs, and as far as possible, at the Tenure of Choice

No.	Action	Responsibility	Timeline	Monitoring and Review
7.1	Housing and planning policy to support the development of an appropriate mix of affordable and mixed tenure housing to meet the needs of a diverse population, to include step-down housing and sheltered housing clusters for older persons, and preparation and implementation of a Social Housing programme.	DLR Housing / DLR Planning	Ongoing over Plan lifetime	Review annually to benchmark housing delivered against the mix and type of housing set out in the housing strategy
7.2	Work to deliver homeless services in accordance with the Dublin Regional Statutory Framework Homeless Action Plan.	DLR Housing	Ongoing delivery Review of property tax revenues in 2016	Review annually to examine trends in homeless numbers
7.3	Monitor new rapid turnaround targets for re-letting of vacated social rented housing units.	DLR Housing	Mid 2016	Review annually for average turnaround time
7.4	Monitor the progress of minimum quality standards in private rented accommodation, including inspection programmes.	DLR Housing	Ongoing over Plan lifetime	Review annually
7.5*	Implement the policies and objectives of the County Development Plan for DLR in relation to Housing Policy, to support provision of housing that meets the existing and future needs of an expanding economy and population, including student accommodation.	DLR Housing	Current Plan to 2016. Next Plan 2016-2022	As per CDP implementation monitoring and review mechanisms
7.6	Continue to work with the Dublin Social Housing Delivery Taskforce.	DLR Housing	Ongoing over Plan lifetime	Review annually for social housing delivery

Table 4.7: Shared Economic and Community Objectives and Supporting Actions - Continued

Goal: 'Ensure a High Quality, Smart, Attractive Living and Working Environment and Place to Do Business'
Objective 7: Access to a Range of Services and Amenities, including Good Quality Housing, at Affordable Levels, Suited to Needs, and as far as possible, at the Tenure of Choice

No.	Action	Responsibility	Timeline	Monitoring and Review
7.7	Continue to participate and fund measures to contribute to prevention, provide services and emergency accommodation of homeless people.	DLR Housing	Ongoing over Plan lifetime	Review annually
7.8	Implement the Traveller Accommodation Programme 2014 - 2018.	DLR Housing	Ongoing over Plan lifetime	Review annually for delivery of traveller accommodation
7.9	Establish a dashboard to ensure visibility for overall housing actions and conditions in the county.	DLR Housing	End 2017	Review Annually for delivery of dashboard and monitor numbers of visitors
7.10	Explore models for the development of community energy schemes in the county.	DLRCC	By end 2016	Report 2016
7.11	Investigate the need for additional publicly accessible recreational facilities and develop a strategy for facility delivery.	DLR Economic, Community & Cultural Development	By end 2016	Report and recommendations 2016
7.12	Ensure that appropriate community facilities are identified and developed within existing and new residential areas, with community involvement, including Shanganagh Castle, Fernhill and Cherrywood.#	DLR Economic, Community & Cultural Development / DLR Planning	By end 2016	Report and recommendations 2016
7.13	Support the revitalisation of rural villages in order to improve the living and working environment of their communities and increase their potential to support increased economic activity through the use of the Village/Town Renewal Scheme.#	LCDC / DLR Economic, Community & Cultural Development	By end 2016	Report 2016 on programmes in place and funding delivered

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.8: Shared Economic and Community Objectives and Supporting Actions
Goals: 'Strengthen Skills and Enhance Educational Opportunities' and 'Promote Enterprise and Innovation'
Objective 8: Support Lifelong Learning, Enterprise Development and Strengthen Employment in Local Communities

No.	Action	Responsibility	Timeline	Monitoring and Review
8.1	Support initiatives to address educational disadvantage (with specific reference to communities of interest such as people with a disability, Traveller community, one parent families, older people etc.).	Southside Partnership / DLR Economic, Community & Cultural Development. Assisted by DDLETB	End 2017	Monitor the numbers progressing to employment and training
8.2	Raise awareness of the contribution of local social enterprises in the county and showcase their success.	DLR Economic, Community & Cultural Development, Southside Partnership	Establish mechanism in first half 2016	Annual review on awareness measures taken and levels of social enterprise growth
8.3*	Promote an environment that is a catalyst to inspire entrepreneurial activity.	DLR Economic Community & Cultural Development	Ongoing	Report to Economic Development & Enterprise SPC
8.4	Build an environment that makes it easier for people to start enterprises to address social issues and develop a network for collaboration.	DLR Economic, Community & Cultural Development	Ongoing	Report annual numbers of new enterprises
8.5	Investigate the potential future use of social enterprise clauses in procurement in the county.	DLR Economic, Community & Cultural Development	End 2016	Report to LCDC

Table 4.8: Shared Economic and Community Objectives and Supporting Actions - Continued
Goals: 'Strengthen Skills and Enhance Educational Opportunities' and 'Promote Enterprise and Innovation'
Objective 8: Support Lifelong Learning, Enterprise Development and Strengthen Employment in Local Communities

No.	Action	Responsibility	Timeline	Monitoring and Review
8.6	Collaborate with higher and further education and training providers in DLR to promote education access programmes for disadvantaged communities including unemployed residents in the County.	DLR Economic Community and Cultural Development, Southside Partnership, HE and FET providers in County	Dissemination of literature on access programmes within 1 year	Review progress on participation every 3 years for numbers taking up services in disadvantaged communities
8.7	Implement 'Opportunities for All' Public Library National Strategy 2013-2017.	DLR Economic Community & Cultural Development	By 2017	Review status in 2018
8.8	Collaborate with higher and further education and training providers, and with employer bodies in DLR and elsewhere in the Dublin Region to identify demand for life-long learning, and to promote and support engagement in learning programmes among the local community.	DLRCC in collaboration with HE and FET providers, employers and local community	Engage with providers and develop baseline assessment of potential demand within 1-2 years; Action lifelong learning plan within 1-2 years	Review engagement strategy after 2 years. Review implementation of local action plan after 2 years.
8.9*	Support strategies produced by HE & FET providers to brand DLR as a 'Learning County' (or similar).	DLRCC in collaboration with HE and FET providers located in county	Q2 2016	Report to Economic Development & Enterprise SPC

Table 4.8: Shared Economic and Community Objectives and Supporting Actions - Continued
Goals: 'Strengthen Skills and Enhance Educational Opportunities' and 'Promote Enterprise and Innovation'
Objective 8: Support Lifelong Learning, Enterprise Development and Strengthen Employment in Local Communities

8.10*	Promote more widespread usage of 'Europass' as a way to enhance the visibility and portability of expertise, skills and qualifications within the DLR workforce.	DLRCC in collaboration with employer bodies and higher and further education and training providers	Ongoing	Report to Economic Development & Enterprise SPC
8.11*	Facilitate Networking Opportunities to encourage skills and exchange experiences.	DLR Economic, Community & Cultural Development	End 2016	Report annually in LEO Development Report
8.12*	Support Enterprise Education in Primary, Secondary, 3rd Level and FET sector.	LEO DLR	2016 & ongoing	Report annually in LEO Development Report
8.13	Support the development of start-up enterprises and new businesses for unemployed residents of the county.	Southside Partnership	2016	Annual report to LCDC on numbers of people served and businesses established

Table 4.9: Shared Economic and Community Objectives and Supporting Actions

Goals: ‘Strengthen Skills and Enhance Educational Opportunities’ and ‘Promote Enterprise and Innovation’

Objective 9: Support Locally-Based Creative and Knowledge Enterprises, and Strengthen Up-Skilling within the County, including Support for Start-Ups and for Business Incubation Facilities

No.	Action	Responsibility	Timeline	Monitoring and Review
9.1	Investigate the potential for the development of a Social Innovation Centre to support social enterprise within the county.#	DLR Economic, Community & Cultural Development, Southside Partnership	End 2017	Report in 2017 on numbers of social enterprises in place and supported
9.2*	Promote supports for micro-enterprises and other business start-ups, to include development of a tailored ‘Finance Options Support Pack’ for start-ups and other SMEs, to describe range and accessibility of State and other funding sources including microfinance, development agency funds and other sources.	LEO DLR, working with DJEI, DSP, Enterprise Ireland, and other bodies.	2016 & ongoing	Report annually in LEO Development Report
9.3*	Promote new and existing sectorally-focussed incubation facilities for new start-ups, which also provide mentoring and shared services support on site.	DLR Economic, Community & Culture Development, in collaboration with key stakeholders.	2016	Report to Economic Development & Enterprise SPC
9.4*	Develop and implement an annual innovation and venture funding showcase.	LEO DLR in collaboration with NovaUCD, UCED Innovation Academy and IADT	2017	Report to Economic Development & Enterprise SPC

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.10: Shared Economic and Community Objectives and Supporting Actions
Goal: 'Ensure a High Quality, Smart, Attractive Living and Working Environment and Place to Do Business'
Objective 10: Facilitate Access to Affordable, Quality Early Childhood Care and Education, including School-Age Childcare, to Remove a Barrier to Employment

No.	Action	Responsibility	Timeline	Monitoring and Review
10.1	Continue to assess demand for childcare and supply of childcare facilities in DLR.	DLR County Childcare Committee	Mid 2016	Review every 2 years
10.2	Continue to work with national policymakers, investors and employers to promote investment in high quality, accessible and affordable early, pre-school and school-age childcare facilities.	DLR County Childcare Committee in collaboration with government agencies, employers and potential investors	Ongoing	Report every 2 years to LCDC on childcare places and costs
10.3	Continue to promote awareness of childcare options for all parents, including support for existing community childcare services and provision of community childcare in disadvantaged communities.	DLR County Childcare Committee in collaboration with childcare providers and employers (on-site facilities)	Ongoing	Report every 2 years to LCDC on childcare places and costs
10.4*	Implement the Development Plan policy to provide childcare facilities in employment areas through development management.	DLR Planning and Organisation Innovation Department	Ongoing	Report to Planning SPC

Table 4.11: Shared Economic and Community Objectives and Supporting Actions
Goal: 'Ensure a High Quality, Smart, Attractive Living and Working Environment and Place to Do Business'
Objective 11: Facilitate the Delivery of Transportation, Enhanced Connectivity and Other Infrastructure in the County

No.	Action	Responsibility	Timeline	Monitoring and Review
11.1	Promote community awareness of sustainable transport across all communities.	DLRCC / LCDC Assisted by NTA	Ongoing over Plan lifetime	Review annually for numbers of communities targeted
11.2	Promote walkability across the county to improve the setting and environment of Dún Laoghaire Rathdown.	DLRCC / LCDC Assisted by NTA, Age Friendly Alliance, DLR Sports Partnership, An Taisce (Green Flag)	Ongoing over Plan lifetime	Review annually for measures taken
11.3	Work to activate East West connectivity in transport planning.#	DLRCC / LCDC	Ongoing over Plan lifetime	Annual report on progress to the Transportation and County Wide Movement SPC
11.4	Where there are gaps in service delivery, examine options and support mechanisms for the potential to deliver new transport services, including through social enterprise serving disadvantaged communities.	DLRCC, Southside Partnership	End 2016	2016 report to identify gaps in delivery. Annual report thereafter on implementation of measures to address gaps.
11.5*	Support the delivery of the National Transport Authority's 5-Year Investment Framework including the Sustainable Transport Measures Programme.	DLRCC in collaboration with NTA	Ongoing over Plan period	Report to Transportation and County-wide Movement SPC
11.6*	Support the development of improved walking and cycling infrastructure throughout the County thereby enhancing connectivity and also expanding commuting options, and in particular DLR Cycle Network programme and Dublin Region cycle-way connectivity.#	DLRCC in conjunction with NTA, Dublin Mountain Partnership	Ongoing	Report to Transportation and County-wide Movement SPC
11.7*	Work with NTA and public transport service operators to facilitate ongoing measures to maximise the inter-operability of rail, bus and other transport modes and in increasing capacity on their networks in line with high passenger demand.	DLRCC in collaboration with public transport service operators and NTA	Ongoing	Report to Transportation and County-wide Movement SPC

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.11: Shared Economic and Community Objectives and Supporting Actions - Continued
Goal: 'Ensure a High Quality, Smart, Attractive Living and Working Environment and Place to Do Business'
Objective 11: Facilitate the Delivery of Transportation, Enhanced Connectivity and Other Infrastructure in the County

No.	Action	Responsibility	Timeline	Monitoring and Review
11.8*	Liaise with Stakeholders to ensure that the county has the best available broadband speeds to support Business and Enterprise. Where deficiencies exist elsewhere in the county, advocate for these to be addressed, including in rural areas. (Ref. CEDRA Report).	DLR Planning and Organisational Innovation Department in conjunction with broadband service providers and Chambers of Commerce	Short to Medium Term	Report to Economic Development & Enterprise SPC
11.9*	Investigate potential and implement plan for enhanced roll-out of free public Wi-Fi in town and village centres.	DLR Planning and Organisational Innovation Department in collaboration with telecoms providers	Implement plan within 2 years	Include update in Chief Executive's Report to Council
11.10*	Support stakeholders in the energy sector to ensure provision of adequate power supply infrastructure to enable economic and social development of the County.#	DLR Planning and Organisational Innovation Department in collaboration with energy suppliers, EirGrid, ESB Networks, industry bodies and chambers of commerce	Ongoing	Report to Planning SPC

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.12: Shared Economic and Community Objectives and Supporting Actions
Goal: 'Protect and Enhance the Environment, and Promote Sustainable Development'
Objective 12: Promote and Improve the Prosperity and Sustainable Development of Town, District and Neighbourhood Centres

No.	Action	Responsibility	Timeline	Monitoring and Review
12.1*	Undertake research into the conditions that Dún Laoghaire Rathdown needs to meet in order to meet current best practice for a 'Smart County.	DLR Economic Community and Cultural Development	End 2016	Report End 2016. Annual report on implementation of Smart County actions
12.2	Support and expand markets, in public as well as private spaces, to strengthen town centre identity and improve inclusivity to all communities in the county.	DLR Municipal Service Department / LCDC Assisted by: Local Business associations	Strategy Mid 2016	Annual review of numbers of market. Survey in 2017 on business confidence and community engagement
12.3	Support and maintain collaboration to develop the capacity for optimal coordination of town centre revitalisation.	DLR Economic Community and Cultural Development Assisted by town centre groups	Ongoing	Review end 2017 on achievement through collaboration
12.4	Develop a collaborative approach to identify the key economic and community needs for each village centre in the county.	DLR Economic Community and Cultural Development / LCDC	By end 2017 for final report	Annual report on delivery of key needs
12.5	Develop a Town and Villages Action and Promotion Programme within the county.	DLR Economic Community and Cultural Development	End 2016	Annual report on programme implementation
12.6	Continue to promote Tidy Districts, Tidy Towns and Pride of Place competitions and awards.	DLR Economic Community and Cultural Development in collaboration with local communities and business	Ongoing over Plan lifetime	Annual review of achievements and progress

Table 4.12: Shared Economic and Community Objectives and Supporting Actions - Continued
Goal: 'Protect and Enhance the Environment, and Promote Sustainable Development and the Green Economy and Practices'
Objective 12: Promote and Improve the Prosperity and Sustainable Development of Town, District and Neighbourhood Centres

No.	Action	Responsibility	Timeline	Monitoring and Review
12.7*	Prepare and implement programme of renewal works for village centres.#	DLR Economic Community and Cultural Development in collaboration with local business, community and residential organisations	Short to Medium Term	Report to Local Area Committees
12.8*	DLR to leverage EU co-funding under ERDF Urban Development Fund and other EU programmes to support investments targeted at economic, social and environmental redevelopment of Dún Laoghaire town centre and other urban locations in the County.#	DLR Economic Community and Cultural Development working with DECLG and other Local Authorities	Short to Medium-Term	Various Departments. Include update in Chief Executive's Report to Council
12.9	Ensure planning policy supports a balanced mix of town, district and neighbourhood Retail service provision.	DLR Planning and Organisational Innovation Department	Ongoing	Report to Planning SPC
# Note: Implementation of this action would need to conform with the provisions of the County Development Plan.				

Table 4.13: Shared Economic and Community Objectives and Supporting Actions

Goal: Develop Civic Engagement within the County

Objective 13: To Increase the Level of Philanthropy in Dún Laoghaire-Rathdown and to Expand the Community of Engaged Donors who are Regular, Strategic, Long-Term Contributors to Good Causes

No.	Action	Responsibility	Timeline	Monitoring and Review
13.1	Raise awareness of Philanthropy through hosting a seminar and wide dissemination of information on its role and potential.	DLR Economic Community and Cultural Development	End 2016	Review 2016 for level of dissemination
13.2	Develop and implement a Philanthropy strategy for DLR, through engagement with indigenous and overseas (including Irish diaspora) industry and other potential donors, and the identification of appropriate causes.	DLR Economic Community and Cultural Development	Mid 2017	Review 2017
13.3	Explore and develop mechanisms to attract prospective donors to select and contribute to such good causes, including the merits of crowd funding.	DLR Economic Community and Cultural Development	Mid 2017	Review Mid 2017
13.4	Establish a Community Foundation to support appropriate facilities or services.	DLR Economic Community and Cultural Development	Mid 2017	Review Mid 2017
13.5	Explore how businesses are using Corporate Social Responsibility to examine how it can benefit local communities.	DLRCC	Mid 2017	Review Mid 2017
13.6	Encourage the spirit and practice of Volunteerism and its support by residents, local businesses and others connected to the County.	DLR Volunteer Centre	End 2016	Annual review of numbers of volunteers and matching to demand

Table 4.14: Shared Economic and Community Objectives and Supporting Actions
Goal: 'Protect and Enhance the Environment, and Promote Sustainable Development'
Objective 14: Protect the Natural and Built Environment

No.	Action	Responsibility	Timeline	Monitoring and Review
14.1	Educate and promote awareness of the UNESCO Biosphere across the county	DLR Municipal Services Department Assisted by: Schools, Environmental Sector	Ongoing	Annual report on numbers of schools and communities engaged
14.2	Use the successful model of the Dublin Mountains Partnership to explore the expansion, extension and connection of recreational activity in the county, whilst having regard to those who live and work in the area.#	DLR Municipal Services Department	Report End 2016 to identify opportunities for collaboration and delivery of connections	Annual report on delivery
14.3	Build on the success of the Summer of Heritage initiative to promote awareness of, and to develop and coordinate access to, built heritage resources.	DLR Heritage	Mid 2016	Annual report to outline levels of accessibility, numbers of visitors and contributions to community
14.4	Continue to invest in maintaining a high quality public realm to enhance the attractiveness of DLR as a place to live, work and visit, including through ongoing maintenance of roads, footpaths and beaches.	DLRCC	Ongoing	Included in Capital Programme review process
14.5*	Ensure continued implementation of DLR Heritage Plan and develop renewed plan for post-2018 period.	DLRCC in collaboration with heritage & culture bodies and properties	Current Heritage Plan runs to 2019. Review in 2019	Report to Community Development, Culture and Ageing SPC
# Note: Implementation of this action would need to conform with the provisions of the County Development Plan.				

Table 4.14: Shared Economic and Community Objectives and Supporting Actions - Continued
Goal: 'Protect and Enhance the Environment, and Promote Sustainable Development'
Objective 14: Protect the Natural and Built Environment

No.	Action	Responsibility	Timeline	Monitoring and Review
14.6*	Continue to promote environmental awareness and behavioural change, including through coordinated programmes with business and campaigns with households in the County, and implementation of environmental regulations, including EU Climate Change Directives.#	DLRCC in collaboration with business/industry representative bodies and local community/residential organisations	Ongoing	Litter Management plan published. Include in Annual Management report to Council.
14.7*	Promote awareness for SMEs in identifying and reducing energy costs through DLR experience e.g. knowledge of ISO50001 methodology.	LEO DLR in collaboration with business/industry representative bodies and individual enterprises	2017	Report to Economic Development & Enterprise SPC
14.8	Ensure coordinated implementation of DLR Biodiversity Plan including dissemination across the communities and businesses within the county.	DLRCC in collaboration with business and residential groups	Short to Medium Term	Annual Report to Local Area Committees
# Note: Implementation of this action would need to conform with the provisions of the County Development Plan.				



COMMUNITY OBJECTIVES AND ACTIONS

THE LOCAL AND COMMUNITY DEVELOPMENT ACTIONS SET OUT IN THIS LECP HAVE BEEN DEVELOPED WITH THE OVERARCHING GOAL OF ENHANCING THE QUALITY OF LIFE OF ALL PERSONS LIVING, WORKING IN AND VISITING THE COUNTY.

This will be achieved through actions that will address priority issues within the County including social exclusion, disadvantage, poverty, community participation and capacity building, access to education and employment opportunities, and access to community services and amenities.

As part of the LECP, seven dedicated Community Objectives and Actions have been developed, based on the overarching high level goals set out in the Plan. These Community Objectives are summarised below, while the detailed supporting Actions are set out in the subsequent tables.

Within Dún Laoghaire-Rathdown, State agencies, including the HSE, have set programmes and strategies at national and administrative areas. The actions set out in this LECP are additional to any actions established at national and administrative level, and have been identified during the LECP development process as priorities at local level by stakeholders, as measures that will contribute to the overall improvement of quality of life within the County.

Objective 15: “Develop a supportive environment and promote healthy lifestyle choices so that everyone, regardless of ability, education or income has the opportunity for better physical and mental health and well-being, through access to community services, amenities, sports, recreation and a high quality public realm”

The promotion of wellbeing and health is a core component of the LECP for the county. The actions supporting health will apply across a range of objectives of the plan including quality living and working environments, safety and security and improving social inclusion and support for marginalised groups. The implementation of the Healthy Ireland Strategy at a local level in Dún Laoghaire Rathdown is a key action for the development of healthy outcomes. The development of a network of datasets and maps that publicise the range and location of facilities and groups can add to the knowledge and networking base for activity and recreation. Further actions are based around implementing a range of initiatives that will increase healthy outcomes.



Objective 16: “Support families within the county”

Increasing services and amenities to families within the County was raised throughout the LECP consultation process with regard to the improved provision of family-related service. While measures already exist at national and county level to promote and provide family-related services, the measures included within the LECP are specifically aimed to provide targeted actions that have been identified as high priority as part of the LECP consultation process.

Objective 17: “Support an age-friendly county”

Dún Laoghaire-Rathdown possesses the largest proportion of persons aged 65 years and over of all local authority areas nationally. As such, providing support services for the older population was identified as an area of significant importance during the consultation process. The actions included in the LECP serve to provide for improved structure within the County to offer the older population greater support within the County and allow easier access to services and amenities.

Objective 18: “Support a safe and secure county”

The issue of safety and security within the county is important to local communities, individuals and business communities alike within Dún Laoghaire-Rathdown. Concerns over personal safety, security within the home, anti-social behaviour and crime in the wider community were all raised during the LECP consultation process. The Joint Policing Committee (JPC) for Dún Laoghaire-Rathdown has also been tasked with responsibility for the implementation of actions with regard to the establishment of a policing forum and assessing crime in the area with a view to identifying how improvements can be made.

Objective 19: “Develop capacity building within communities to create improved support for individuals and community organisations, enabling them to meet the needs of their areas more effectively”

Supporting the development of capacity building within communities was raised on various occasions during the LECP development process, as an important element of community development, allowing communities to become more self-sufficient, encouraging greater level of stewardship, empowerment and dialogue. The actions presented in this LECP promote active participation through promotion by Dún Laoghaire-Rathdown County Council of programmes and community events, and by putting greater emphasis on the roles of leadership and volunteering within communities.



Objective 20: “Support marginalised communities through collaboration with local communities and agencies to reduce social exclusion and poverty, and value cultural diversity, to include individuals, members of the travelling community, and other target groups”

One of the key elements of the LECP is the requirement to address social exclusion within communities within Dún Laoghaire-Rathdown and inclusion is at the heart of the LECP.

The socio-economic profile identified areas within communities in the county where significant deprivation exists, in addition to identifying areas where there are higher rates of cultural diversity within communities. Commitment for supporting and promoting social inclusion is driven at national level by the Government’s National Action Plan for Social Inclusion 2007-2016, through which the measures will aim to eliminate poverty and social exclusion within disadvantaged communities. The ‘Communities of Interest’ identified as experiencing particularly high levels of exclusion or poverty and targeted for support include:

- Children and Families from Disadvantaged Areas
- Lone parents
- New Communities
- People living in disadvantaged communities
- People with disabilities
- Roma
- Travellers
- Unemployed
- Unemployed People from Disadvantaged Areas

Through the consultation process, specific measures deemed necessary at local level were identified and discussed which include establishing support programmes within the County that will cater to the needs of the vulnerable. While some of the actions specify the establishment of effective programmes that will work with disadvantaged communities, others refer to the need firstly to identify the target marginalised individuals and groups within the County and their locations throughout the County so as to provide a more targeted approach. The actions require a collaborative multi-agency approach in



order to achieve the action objectives. Specific parties with responsibility for implementation of the prescribed actions have been identified.

Objective 21: “Develop and encourage community spirit, public participation and volunteering which allow greater community development for all within the county”

The actions included in this plan aim to support existing structures through increased promotion of existing groups and organisations and facilitation of greater access; and measures that will encourage participation. These actions will be jointly implemented by Dún Laoghaire-Rathdown County Council, Dún Laoghaire-Rathdown Public Participation Network (PPN) and the LCDC.

Actions incorporated in the plan under this Objective include:

- Increasing the role of the PPN and establishing the DLR Public

Participation Network as the county register of Community groups and organisations in the county;

- Increasing accessibility to community information and services;
- Development of a community garden programme to promote active participation.



Table 4.15: Community-related Objectives and Supporting Actions

Goal: 'Promote A Healthy County, where Everyone can Enjoy Physical and Mental Health and Well-being to Their Full Potential'
Objective 15: Develop a Supportive Environment and Promote Healthy Lifestyle Choices so that Everyone, Regardless of Ability, Education or Income, has the Opportunity for Better Physical and Mental Health and Well-Being, through access to Community Services, Amenities, Sports, Recreation and a High Quality Public Realm

No.	Action	Responsibility	Timeline	Monitoring and Review
15.1	Implement the Healthy Ireland Strategy within the context of Dún Laoghaire Rathdown and monitor its impact.	HSE Assisted by DLR Economic Community and Cultural Development	Ongoing from 2015	Annual review of actions to monitor implementation
15.2	Develop a range of data sets and accessible web-based dashboard to support effective planning and resource allocation.	HSE Assisted by DLR Economic Community and Cultural Development	Ongoing from 2015	Annual review of actions to monitor implementation
15.3	Collaborate with the HSE to develop and increase the number of Primary Care Health facilities in the area.	DLR Economic Community and Cultural Development / HSE	Report end 2017 to identify preferred locations	Annual review of progress on delivery
15.4	Develop and promote a Healthy Eating Initiative within the county to develop a greater understanding of ongoing health.	HSE Assisted by: Southside Partnership / community Groups/ Schools	End 2016	Annual review on numbers engaged (schools, businesses and community groups)
15.5	Implement the Sports Partnership Strategy to increase participation in sports and physical activity for all those who live and work in the county.	DLR Economic Community and Cultural Development Assisted by: Sports Bodies, Local Clubs	Ongoing	2017 Report on numbers engaged, extent of services used and monitoring of public use of databases

Table 4.15: Community-related Objectives and Supporting Actions - Continued

Objective 15: Develop a Supportive Environment and Promote Healthy Lifestyle Choices so that Everyone, Regardless of Ability, Education or Income, has the Opportunity for Better Physical and Mental Health and Well-Being, through access to Community Services, Amenities, Sports, Recreation and a High Quality Public Realm

No.	Action	Responsibility	Timeline	Monitoring and Review
15.6	Implement the Parks and Open Space Strategy and the Green Infrastructure Strategy to reinvigorate parks and open space with new infrastructure that is fit for purpose, offers opportunities to participate in healthy lifestyles, and that contributes to local communities.#	DLR Municipal Services Department	Ongoing	Annual report on actions taken and extent of use of public spaces
15.7	Support the implementation of the Dún Laoghaire Rathdown Drug and Alcohol Taskforce Strategy.	DLR Economic Community and Cultural Development / DLR Drug and Alcohol Taskforce	Ongoing	Annual review of numbers engaged in services in the county
15.8	Implement the Library Development Programme 2015-2019 to enable the enjoyment of reading and the pursuit of lifelong learning.	DLR Economic Community and Cultural Development	Ongoing	Annual review of library usage
15.9	Provide and promote programmes and events that are inclusive for people with disabilities.	DLR Economic Community and Cultural Development	Ongoing from 2016	End 2017 Audit events for inclusivity

Note: Implementation of this action would need to conform with the provisions of the County Development Plan.

Table 4.16: Community-related Objectives and Supporting Actions
Goal: 'Increase Social Inclusion and Reduce Disadvantage in the County'
Objective 16: Support Families within the County

No.	Action	Responsibility	Timeline	Monitoring and Review
16.1	Increase the geographic spread and range of family events in the county and increase community input in their design.	DLR Leisure, Sports Partnership, DLR Events, Arts Office, Library Service	From 2016	Annual Audit of events
16.2	Establish a Children's Services Committee in Dún Laoghaire Rathdown and develop a children's services action plan.	Tusla	2016	Annual review to LCDC
16.3	Identify inter-agency opportunities, such as frontline information, family crisis protocols and age-friendly networks.	DLR Economic Community and Cultural Development, Southside Partnership	End 2016	Annual review to LCDC
16.4	Promote more accessible footpaths, cycle lanes and public spaces to increase accessibility and a safer, family-friendly environment.	DLR Planning / DLR Roads, LCDC assisted by Community Groups	Ongoing	Annual review to LCDC of actions taken

Table 4.17: Community-related Objectives and Supporting Actions
Goal: 'Increase Social Inclusion and Reduce Disadvantage in the County'
Objective 17: Support an Age-friendly County

No.	Action	Responsibility	Timeline	Monitoring and Review
17.1	Develop an Age Friendly Strategy for Dún Laoghaire Rathdown.	DLR Economic, Community & Cultural Development	End 2016	Report to LCDC
17.2	Establish and support an Age Friendly Alliance structure to implement the programme developed.	DLR Economic, Community & Cultural Development	End 2016	Report to LCDC
17.3	Develop an Age Friendly Service Providers Forum to support coordination and communication.	Age Friendly Alliance	End 2016	Report to LCDC
17.4	Arrange opportunities for intergeneration engagement and exploration to understand change, particularly with technology.	Age Friendly Alliance	End 2016	Report to LCDC

Table 4.18: Community-related Objectives and Supporting Actions
Goal: 'Develop Civic Engagement Within the County'
Objective 18: Support a Safe and Secure County

No.	Action	Responsibility	Timeline	Monitoring and Review
18.1	Develop the six year work plan for the Joint Policing Committee to improve security and safety in the county.	DLR Joint Policing Committee	By 2016	Annual JPC review of delivery to LCDC
18.2	Support the development of Local Policing Forums in the county as a mechanism to address local issues in a coordinated and effective way.	DLR Joint Policing Committee	End 2016	As part of Annual JPC review
18.3	Explore the extent of safety issues in rural areas within the County with a view to developing appropriate responses.	DLR Joint Policing Committee	End 2016	As part of annual JPC review
18.4	Investigate the role of technology in improving safety through creating enhanced connectivity.	DLR Joint Policing Committee	End 2017	Report on findings and development of implementation plan
18.5	Investigate the preferred future approach to delivery of domestic violence response services.	Tusla	Ongoing	Annual Report to LCDC

Table 4.19: Community-related Objectives and Supporting Actions

Goal: 'Develop Civic Engagement Within the County'

Objective 19: Develop Capacity Building within Communities to Create Improved Support for Individuals and Community Organisations, Enabling them to Meet the Needs of their Areas more Effectively

No.	Action	Responsibility	Timeline	Monitoring and Review
19.1	Develop a DLR Placemaking Programme promoting active participation of local communities in the design and use of public spaces (street feast events, local festivals, community events and games, etc.).	DLR Economic Community and Cultural Development	2016	Annual Report to LCDC
19.2	Use existing good practice to develop Community Leadership and Organisational Skills programmes in the county.	DLR Economic Community and Cultural Development / Southside Partnership / Public Participation Network / Community Groups	2016	Annual report on programme delivery
19.3	Align the skills of volunteers with the needs of the communities and enterprises and increase the visibility of Volunteering in the county.	DLR Volunteer Centre	Ongoing	Annual reporting of actions to examine increased volunteer numbers
19.4	Enhance community participation in the Estate Management programme within the county.	DLR Economic Community and Cultural Development	Ongoing	Annual report to LCDC on extent of engagement

Table 4.20: Community-related Objectives and Supporting Actions
Goal: 'Increase Social Inclusion and Reduce Disadvantage in the County'

Objective 20: Support Marginalised Communities through Collaboration with Local Communities and Agencies to Reduce Social Exclusion and Poverty, and Value Cultural Diversity, to include Individuals, Members of the Travelling Community, and Other Target Groups

No.	Action	Responsibility	Timeline	Monitoring and Review
20.1	Support Resource Centres across the county to provide integrated facilities appropriate to the local environment and the needs of the groups who use them.	DLR Economic Community and Cultural Development	Review of requirements 2016	Annual review of level of provision
20.2	Support the implementation of programmes that work with disadvantaged communities, including the SICAP programme, so that more effective facilities and programmes can be delivered in the county.	DLR Local Community Development Committee / Southside Partnership Assisted by: Community Groups	Ongoing	Annual report on SICAP implementation to LCDC
20.3	Develop forums and events for state agencies, service providers and community groups to celebrate achievement, to communicate future plans and projects to promote better integration and coordination	DLR Economic Community and Cultural Development	Establish first event from achievement in 2015	Annual review of number and extent
20.4	Develop the community café model in the county as a vulnerable-friendly space.	Crosscare	Establish pilot programme by end 2016	Annual report to LCDC on roll-out
20.5	Support programmes and actions supporting refugees and migrants through mechanisms such as the Ethnic Minority Forum.	DLR Economic Community and Cultural Development / Southside Partnership	Ongoing	Annual report to examine demand for services, and the numbers who avail of services

Table 4.20: Community-related Objectives and Supporting Actions - Continued
Objective 20: Support Marginalised Communities through Collaboration with Local Communities and Agencies to Reduce Social Exclusion and Poverty, and Value Cultural Diversity, to include Individuals, Members of the Travelling Community, and Other Target Groups

No.	Action	Responsibility	Timeline	Monitoring and Review
20.6	Carry out an analysis of the pattern of long term unemployment within the county to improve employment opportunities for unemployed people within key target groups and communities.	Department of Social Protection / Southside Partnership	Analysis carried out in 2016	Analysis undertaken, periodic reports to the LCDC
20.7	Carry out research to allow for greater evaluation of marginalisation and bias for groups such as women, those with a disability, older people, young people, ethnic minorities, travellers, religious minorities or LGBT.	DLR Local Community Development Committee	Research in 2016 including Action Plan	Action Plan to identify targets and timelines
20.8	Establish a support programme for young people under 18 to address drugs misuse issues.	HSE / Drugs and Alcohol Task Force	Established by 2017	Report to LCDC annually on numbers availing of services
20.9	Participate fully in the development of the Rural Development Strategy as part of the Dublin LEADER programme to maximise beneficial opportunities for rural areas of the county.	Local Community Development Committee	Ongoing	Annual report to LCDC
20.10	Re-establish a Rural Task Force for DLR to support local organisation and access the Dublin LEADER Programme.	DLR Local Community Development Committee	Mid 2016 for delivery	LCDC to review after 12 months

Table 4.21: Community-related Objectives and Supporting Actions

Goal: 'Develop Civic Engagement Within the County'

Objective 21: Develop and Encourage Community Spirit, Public Participation and Volunteering which Allow Greater Community Development for All within the County

No.	Action	Responsibility	Timeline	Monitoring and Review
21.1	Establish the DLR Public Participation Network as the county register of Community groups and organisations in the county.	DLR Public Participation Network	Mid 2016	Monitor numbers of organisations and provide an annual update of contact details
21.2	Explore the potential of a new web-based Community maps service coordinating the information on existing community services, facilities and organisations e.g. "DLR Community App".	DLR Local Community Development Committee	End 2017	Annual review of delivery of additional services included and dissemination to public and community groups
21.3	Support community participation in decision-making structures in the county working with the PPN	DLR Public Participation Network	end 2016	Annual report to LCDC
21.4	Explore the potential opportunities of Participating in EU Funded Projects to address Social and Community issues. (URBACT III).	DLR Economic Community and Cultural Development	ongoing	Annual report on progress to LCDC
21.5	Establish the DLR Comhairle na nÓg as the youth council of DLR and examine how it can contribute further to the county's development.	DLR Public Participation Network / DLR Local Community Development Committee	Mid 2016 End 2017 to report on actions	End 2017 to report on actions for inclusion
21.6	Develop a Community Garden Programme in DLR.	DLR Economic Community and Cultural Development / DLR Municipal Services Department	End 2016	Annual report to LCDC on progress on numbers of initiatives and the numbers engaged, including from marginalised communities
21.7	Investigate what groups are not engaged in the community and promote actions to increase their participation.	DLR Public Participation Network / DLR Economic Community and Cultural Development	End 2016 to establish groups End 2017 to prepare programme of inclusion	Action Plan to identify targets and timelines
21.8	Develop a framework and methodology to increase the extent of collaborative working in the county, including the development of indicators to monitor the benefits from such initiatives.	DLR Local Community Development Committee	End 2016 to establish protocol / methodology	Annual report To identify improved performance in line with indicators



IMPLEMENTATION, MONITORING AND REVIEW

An implementation, monitoring, evaluation and review framework in relation to the objectives and actions included in the LECP must be developed as part of the LECP process. This process includes establishing relevant targets, timescale, performance indicators and progress milestones.

The first iteration of the LECP will be reviewed when the Regional Spatial and Economic Strategies (RSESs) are developed, which is anticipated in 2016. The review will provide an opportunity to ensure consistency between the LECP and its respective RSES and will also provide an opportunity to review, amend and re-prioritise the high level goals and specific objectives and actions, where considered necessary.

IMPLEMENTATION AND DELIVERY RESPONSIBILITIES

The preceding sections set out the actions that will form the primary structure for the delivery of the Local Economic and Community Plan.

The LECP will be implemented through the management of the Local Community Development Committee, in respect of Community-related matters, and the Strategic Policy Committee for Economic Development, in respect of the Economic-related matters.

An Implementation Plan will be prepared to drive the delivery of the actions in the plan. This will be carried out as the initial action of the plan. The

Implementation Plan will set the framework for the plan's delivery and will include, *inter alia*, how the plan will be reported on, the development of monitoring processes and the co-ordination between the LCDC and SPC in relation to the objectives that are shared between the Community and Economic spheres.

The timescale of delivery of actions in addition to those responsible for the delivery of the actions are included within the Action Plan, set out in 'Actions'. The Advisory Steering group will oversee the implementation of the LECP.

MONITORING AND REVIEW

The Monitoring and Review process is a key element of the LECP process, and allows for the reconsideration of an approach or the introduction of mitigation measures in the event of negative impacts, should they arise. A monitoring framework for the Dún Laoghaire-Rathdown LECP will be formulated and the LECP will be measured against a number of national, regional and local indicators.

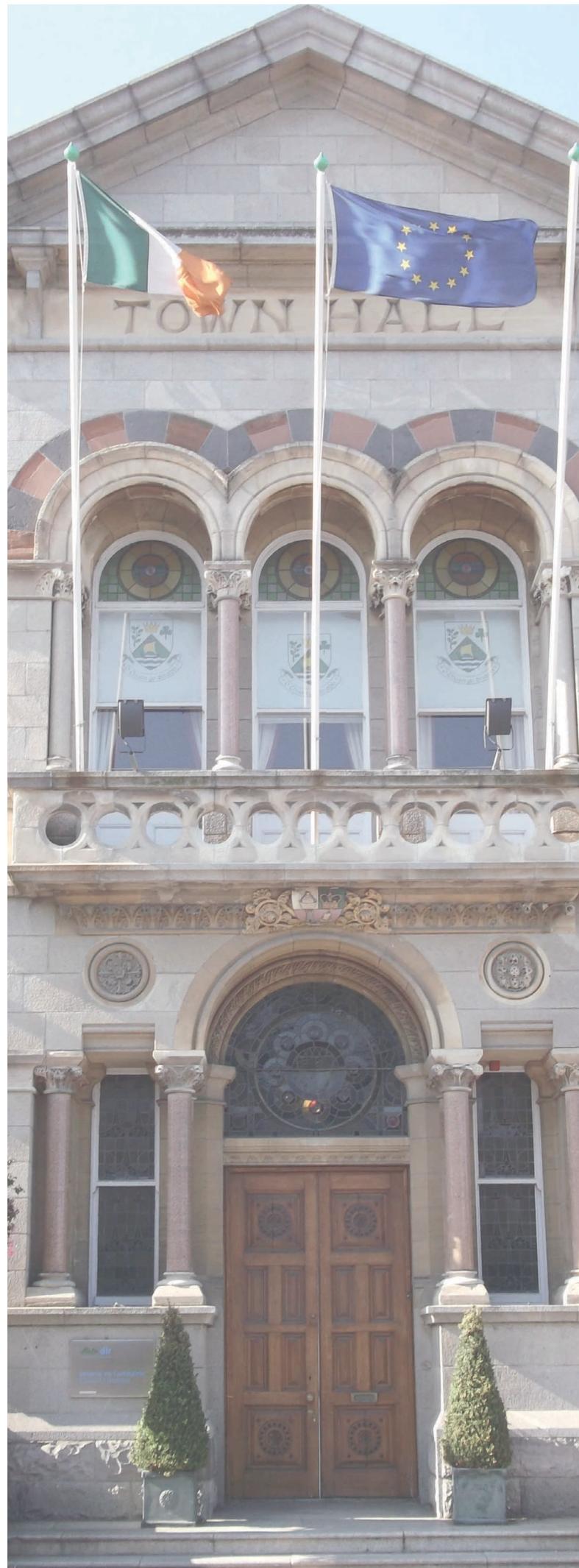
One of the roles of the Advisory Steering Group is to monitor the LECP, following the adoption of the plan. The LCDC and SPC will also monitor and review the implementation of the community and economic elements of the plan respectively, and are tasked with revising actions where necessary.

The detailed Action tables set out in this document identify the body responsible for co-ordinating the action, together with the timescale for completion of the action and monitoring of any progress.

Monitoring of the progress of the plan will be carried out in two ways.

1. Indicators will be developed for each of the 21 overarching Objectives of the LECP, based on the socioeconomic characteristics of the Dún Laoghaire Rathdown area, using a combination of sources from national or other agencies. This will include statistics from *'Socio Economic Profile of Dún Laoghaire Rathdown for the LCDC*, prepared as a baseline information source for the development of the LECP, and other sources such as Live Register data or An Garda Síochána crime statistics etc. Many of these indicators are produced less regularly than annually and therefore measurement of the improvement of the quality of life will be measured over a medium term horizon.
2. Secondly, each Action of the LECP will be measured for its progress in accordance with the accompanying schedule on the tables as previously outlined. Monitoring is generally by way of reporting on the completion of the tasks set out in the action or in measuring the number using or engaging with a service or facility. This form of monitoring allows the progress of the actions to be examined and can act as a short-term proxy for the progress in achieving progress on the underlying Objectives.

Further definition of the indicators and specific targets for both the Objectives and the Actions are to be agreed in the early stage of the LECP after its adoption.



APPENDIX 1

GLOSSARY

DLR	Dún Laoghaire-Rathdown
DLRCC	Dún Laoghaire-Rathdown County Council
ASG	Advisory Steering Group
BID	Business Improvement District
DDLETB	Dublin and Dún Laoghaire Education and Training Board
DECLG	Department of the Environment, Community and Local Government
DJEI	Department of Jobs, Enterprise and Innovation
DSP	Department of Social Protection
EI	Enterprise Ireland
EPA	Environmental Protection Agency Ireland
FDI	Foreign direct investment
FET	Further education and training
GDA	Greater Dublin Area
HE	Higher education
IADT	Dún Laoghaire Institute of Art Design and Technology
ICT	Information and communications technology
IDA	Industrial Development Authority Ireland
JPC	Joint Policing Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LCDC	Local Community Development Committee
NRP	National Reform Programme
NTA	National Transport Authority
PPN	Public Participation Network
RSES	Regional Spatial and Economic Strategy
SEAI	Sustainable Energy Authority of Ireland
SFI	Science Foundation Ireland
SME	Small- and medium-sized enterprises
SPC	Strategic Policy Committee
SICAP	Social Inclusion and Community Activation Programme
UCD	University College Dublin

APPENDIX 2

SOCIO-ECONOMIC SUMMARY

The following table provides a brief summary of the socio-economic profile of Dún Laoghaire-Rathdown local authority area and provides State comparison for evaluation purposes.

Indicator	Dún Laoghaire-Rathdown	State
Population Indicators		
Population	206,261	4,588,252
% Population Change 2006-2011	+6.3%	+8.2%
Age Dependency (Population aged 0-15 years and 65 years plus as a percentage of total population)	32.7%	33.1%
% of population aged 0-14 years	18.2%	21.3%
% of population aged 65 years and over	14.5%	11.7%
Births per 1,000 (2014)	13.8	14.6
Average age of mothers at first maternity (2014)	32.5	30.5
Labour Force Indicators		
Total Population at work	13,871	1,807,360
Labour Force Participation Rate (CSO 2011)	58%	61.9%
Unemployment rate (CSO 2011)	11.2%	19%
Education Indicators		
% of Population aged 15+ with No Formal Education	0.5%	1.2%
% of Population aged 15+ with Education to Primary Level Only	6.0%	11.5%
% of Population aged 15+ with Education to Upper Secondary Level	15.3%	16.7%
% of Population aged 15+ with Education to Third Level and Higher	48.6%	36.2%
Health Indicators		
% of population that considers their health 'good' or 'very good'	90.6%	88.3%
% of population that considers their health 'bad' or 'very bad'	1.2%	1.5%
% of population with a disability	13.9%	13%
% of population aged 65 years and over with a disability	41.4%	34.2%
Suicide Rate Total Figures (2014)	17	459
Suicide Rate Per 100,000 (2014)	8.2	10.0
Social Inclusion Indicators		
Lone Parent Rate	17.8%	21.6%
% Local Authority Housing 2011	6.6%	7.9%
Total number of Irish Travellers	403	29,573
% of Resident population that are from the Traveller Community	0.2%	0.6%

Indicator	Dún Laoghaire-Rathdown	State
Total Persons classified as other than 'White Irish' or 'White Irish Traveller' in Census 2011 (non-Irish-national population)	29,395 (14.5%)	673,791 (15%)
% of Non-nationals	11.2%	12.0%
- of which, largest nationality	British	Polish
British % of Total Population	2.2%	2.4%
Polish % of Total Population	1.7%	2.7%
Absolute Haase & Pratschke Index Score 2006	8.0	-23
Absolute Haase & Pratschke Index Score 2011	3.8	-6.78
Change in Absolute Haase & Pratschke Index Score 2006-2011	-4.2	-6.5
Pobal Haase & Pratschke Description 2011	Affluent	Not applicable
% Population providing regular unpaid personal help to a friend or family member with a long-term illness, health problem or disability	3.8%	4.0%
Language Skills Indicators		
% Population able to speak Irish	41.8%	41%
% Population who speak Irish daily outside of the education system	2.8%	2.1%
% that speak a language other than Irish or English at home	11.7%	11.2%
% of Persons who stated that they spoke a language other than Irish or English at home and also stated they were unable to speak English well or at all	9.5%	17.4%
Religion Indicators		
Catholic	76.4%	84.1%
Another Religion	11.9%	8.3%
No Religion	10.2%	5.8%
Not stated	1.5%	1.8%
Household Indicators		
% of households with at least one motor car	86.0%	82.4%
% of households with two or more cars	35.9%	41.8%
% of people aged 5 years and over who travel to work or school in ½ hour or less	57.0%	64.1%
Vacancy in Housing ratio	23.2%	14.5%
% of households living in a house (detached/Semi-D/Terrace)	94.2%	86%
% of households living in a flat/apartment	19.5%	10.7%
% of households with a PC	82.9%	72.7%
% of households with a broadband connection	78.8%	63.8%
Source: CSO, Census of Population 2011		

APPENDIX 3

DÚN LAOGHAIRE-RATHDOWN COUNTY COUNCIL PLANNING DEPARTMENT ASSESSMENT



Comhairle Contae Dhún Laoghaire-Ráth an Dúin, Halla an Chontae, Dún Laoghaire, Co. Átha Cliath, Éire
Dún Laoghaire-Rathdown County Council, County Hall, Dún Laoghaire, Co. Dublin, Ireland
Tel: 01 205 4700 Fax: 01 280 6969 Web: www.dlrco.ie

Clive Ahern
Acting Senior Enterprise Development Officer
Dún Laoghaire-Rathdown Local Enterprise Office

RE: Draft Local Economic and Community Plan: consistency with the Dún Laoghaire-Rathdown County Development Plan 2010-2016 (and also the Draft Development Plan 2016-2022) and Regional Planning Guidelines for the Greater Dublin Area 2010-2022

I have reviewed the Draft Dún Laoghaire-Rathdown Local Economic and Community Plan to consider its consistency with both the Dún Laoghaire-Rathdown County Development Plan 2010-2016 and Regional Planning Guidelines for the Greater Dublin Area 2010-2022.

I paid particular attention to the high-level Objectives of the Draft Local Economic and Community Plan and also the Actions of the Plan which 'overlap' with spatial policy, specifically relating to '*Employment Expansion in All Key Sectors*', '*Facilitating Innovation and Expansion of Existing Manufacturing and Services Enterprises*' and '*Realising the Potential of Tourism, Recreation, Heritage, and Culture Sectors*'. Also relevant to County Development Plan Policy are actions relating to '*Access to a Range of Services including Good Quality Housing at Affordable Levels Suited to Needs as far as possible, at the Tenure of Choice*', '*Facilitating the Delivery of Transportation, Enhanced Connectivity and Other Infrastructure in the County*' and '*Promoting and Improving the Prosperity and Sustainable Development of Town, District and Neighbourhood Centres*'.

The Objectives and Actions of the Draft Dún Laoghaire-Rathdown Local Economic and Community Plan were assessed, in particular, with regard to their consistency with County Development Plan Policies contained in the 'Sustainable Communities Strategy' of the Plan (Policy RES1: Supply of Zoned Land, Policy RES8: Provision of Social Housing, Policy RES14: Planning for Communities), the Community Strategy (Policy SSC1: The Local Economic and Community Plan, Policy SSC2: Social Inclusion and Participation, Policy SSC10 Childcare Facilities) and the Enterprise and Employment Strategy (Policy E2: Knowledge Economy, Policy E5 Education and Skills, Policy E9 Enterprise Incubator Units, Policy RET3 Retail Hierarchy).

Having reviewed the Draft Local Economic and Community Plan I would regard document as being fully consistent with both the overarching objectives of the Regional Planning Guidelines for the Greater Dublin Area 2010-2022 and the specific policies and objectives of both the Dún Laoghaire-Rathdown County Development Plan 2010-2016 and the Draft Dún Laoghaire-Rathdown County Development Plan 2016-2022.

Yours Sincerely

Colin Fulcher
Executive Planner
Planning Department
Dun Laoghaire-Rathdown County Council



APPENDIX 4

EASTERN & MIDLAND REGIONAL ASSEMBLY DLR LECP STATEMENT



Tionól Reigiúnach Oirthir agus Lár-Tíre Eastern and Midland Regional Assembly

3^ú Uirlár ó Thuaidh | Ionad Cathartha | An tSráid Mhór | Baile Muna | Baile Átha Cliath 9
3rd Floor North | Ballymun Civic Centre | Main Street | Ballymun | Dublin 9



Statement on Dún Laoghaire-Rathdown Draft Local Economic and Community Plan

The formal statement on the Dún Laoghaire-Rathdown Draft Local Economic and Community Plan was approved at the Eastern and Midland Regional Assembly meeting on 13th November 2015.

INTRODUCTION

The Local Government Act 1991 (Regional Assemblies) (Establishment) Order 2014 (S.I. 573 of 2014) came into effect on the 1st January 2015 establishing the new Regional Assemblies. The Eastern and Midland Regional Assembly, has twelve constituent local authorities split into three Strategic Planning Areas (Dublin, Eastern and Midland). The functions of the new Regional Assemblies include the formulation, adoption and implementation of Regional Spatial and Economic Strategies (RSES), management of EU Operational Programs and implementation of national economic policy.

LEGISLATIVE CONTEXT

The Regional Assemblies' role in the LECP process is set out under Section 66C of the Local Government Act 2001, in particular section 66C 2(c) and 3(c) which states that the consideration of an LECP by the Regional Assembly shall relate to its consistency with (i) the core strategy and the objectives of the development plan of the local authority concerned, (ii) any Regional Spatial and Economic Strategy or, as appropriate, Regional Planning Guidelines (RPGs) that may apply, and (iii) between the economic and community elements of the Plan.

CONSISTENCY

Dún Laoghaire-Rathdown County Development Plan 2010-2016: The draft LECP demonstrates consistency with the core strategy and the objectives of the County Development Plan clearly by indicating conformity for all relevant actions in the LECP.

Greater Dublin Area Regional Planning Guidelines 2010-2022: The draft LECP demonstrates consistency with the RPGs by providing an assessment of consistency. Regionally significant initiatives, such as the Smart Dublin initiatives, are also included in the draft LECP.

Economic and Community elements of the LECP: The draft LECP demonstrates integration and consistency between both elements with shared objectives included in the draft LECP.

CONCLUSION

The Eastern and Midland Regional Assembly considers, in line with Section 66C of the Local Government Act 2001, that the Dún Laoghaire-Rathdown Draft LECP satisfies the requirements in terms of consistency with the core strategy and the objectives of the Dún Laoghaire-Rathdown County Development Plan, consistency with the RPGs and the integration and coordination of the economic and community elements of the plan.

APPENDIX 5

DÚN LAOGHAIRE-RATHDOWN ADVISORY STEERING GROUP LECP ASSESSMENT



Comhairle Contae County Council

Comhairle Contae Dhún Laoghaire-Ráth an Dúin, Halla an Chontae, Dún Laoghaire, Co. Átha Cliath, Éire
Dún Laoghaire-Rathdown County Council, County Hall, Dún Laoghaire, Co. Dublin, Ireland
Tel: 01 205 4700 Fax: 01 280 6969 Web: www.dlrco.ie

Dún Laoghaire and Dundrum Local Area Committees,
Dún Laoghaire-Rathdown County Council.

RE: Consideration of the consistency of the economic and community elements of the draft Dún Laoghaire-Rathdown Local Economic and Community Plan

In accordance with section 66C (2)(c)(iii) and 66C (3)(c)(iii) of the Local Government Act 2001 as amended by section 44 of the Local Government Reform Act 2014, the consideration of the economic and community elements of the Plan by the municipal district members (Local Area Committee members in Dún Laoghaire-Rathdown) shall relate to the consistency between both the economic and community elements of a draft of the Plan.

In order to ensure that the preparation of the economic and community elements of the LECP were co-ordinated, and duplication (both in terms of effort and engagement with stakeholders) was avoided, the Department of Environment, Community and Local Government recommended that each local authority should establish an Advisory Steering Group (ASG) to assist in the preparation, drafting, adoption, and monitoring of the LECP.

The Dún Laoghaire-Rathdown Advisory Steering Group has reviewed the draft Dún Laoghaire-Rathdown Local Economic and Community Plan, paying particular attention to the high-level goals, objectives and actions contained therein, and it is the Advisory Steering Group's agreed assessment that there is consistency between both the economic and community elements of a draft of the Dún Laoghaire-Rathdown Local Economic and Community Plan.

Yours faithfully,

Councillor Barry Ward
Chairperson of the Economic Development
& Enterprise Strategic Policy Committee,
Dún Laoghaire-Rathdown County Council.

Tom McHugh and Cormac Shaw
Co-Chairs of the Local Community
Development Committee (LCDC),
Dún Laoghaire-Rathdown.



APPENDIX 6

DÚN LAOGHAIRE-RATHDOWN ECONOMIC DEVELOPMENT & ENTERPRISE STRATEGIC POLICY COMMITTEE

Councillor Barry Ward (Chairperson)

Councillor Chris Curran

Councillor Kevin Daly

Councillor Liam Dockery

Councillor Kate Feeney

Councillor Melisa Halpin

Councillor Mary Hanafin

Councillor John Kennedy

Councillor Lettie McCarthy

Councillor Michael Merrigan

Councillor Tom Murphy

Councillor Peter O'Brien

Councillor Denis O'Callaghan

Councillor Neale Richmond

Dr Josephine Browne

Rosheen Callendar

Aileen Eglington

Tom Kivlehan

Jim Leyden

Sean O'Neill

Fardus Sultan

APPENDIX 7

DÚN LAOGHAIRE-RATHDOWN LOCAL COMMUNITY DEVELOPMENT COMMITTEE (LCDC)

Cllr Peter O'Brien	Dún Laoghaire-Rathdown County Council Elected Representative
Cllr John Kennedy	Dún Laoghaire-Rathdown County Council Elected Representative
Cllr Jennifer Cuffe	Dún Laoghaire-Rathdown County Council Elected Representative
Cllr Kate Feeney	Dún Laoghaire-Rathdown County Council Elected Representative
Dearbhla Lawson	Dún Laoghaire-Rathdown County Council
Eibhlin Curley	Dún Laoghaire-Rathdown County Council, LEO
Maurice Farnan	Health Service Executive
Fiona Ward	Department of Social Protection.
Derek Elders	Dublin, Dún Laoghaire-Rathdown Education & Training Board
Cormac Shaw (Co Chair)	Southside Partnership
Inez Bailey	Southside Partnership
Pauline Davy	Dún Laoghaire-Rathdown Public Participation Network
Rebekah Fozzard	Dún Laoghaire-Rathdown Public Participation Network
Kay Gleeson	Dún Laoghaire-Rathdown Public Participation Network
Albertine Denis	Dún Laoghaire-Rathdown Public Participation Network
Tom Kivlehan	Dún Laoghaire-Rathdown Public Participation Network (Environment Pillar)
Philip Maguire	Rural Task Force
Colm Kinsella	Congress
Dr Josephine Brown	Dún Laoghaire-Rathdown Chamber

APPENDIX 8

DÚN LAOGHAIRE-RATHDOWN ADVISORY STEERING GROUP

General policy guidelines (contained in circular LG1/2015 – AL 1/2015) were issued in respect to the development of Local Economic and Community Plans (LECPs). These guidelines outlined that in order to ensure that the preparation of the economic and community elements of the LECP were co-ordinated, and duplication (both in terms of effort and engagement with stakeholders) was avoided, it was recommended that each local authority should establish an Advisory Steering Group to assist in the preparation, drafting, adoption, and monitoring of the LECP.

While the adoption of the LECP is a reserved function of Dún Laoghaire-Rathdown County Council, the economic elements were overseen by the Economic Development & Enterprise Strategic Policy Committee (SPC) and the community elements were overseen by the Dún Laoghaire-Rathdown Local Community Development Committee (LCDC). In order to facilitate this, an Advisory Steering Group was established to oversee the preparation of the plan, including the integration of the economic and community elements. This Advisory Steering Group consisted of nominees of Dún Laoghaire-Rathdown County Council, the Economic Development & Enterprise SPC and the Dún Laoghaire-Rathdown LCDC.

Specifically, the membership of the Advisory Steering Group consisted of:

- Councillor Barry Ward, Chairperson of the Economic Development & Enterprise SPC
- Cormac Shaw, Co-Chair of the Dún Laoghaire-Rathdown LCDC
- Dearbhla Lawson, Director of Services, Economic, Community and Cultural Development, DLRCC
- Eibhlin Curley, Head of Enterprise, Local Enterprise Office, DLRCC
- Inez Bailey, LCDC representative, Dún Laoghaire-Rathdown LCDC
- Dave Lawless, Chief Officer, Dún Laoghaire-Rathdown LCDC
- Clive Ahern, Business Advisor, Local Enterprise Office, DLRCC.

APPENDIX 9

NATIONAL AND REGIONAL POLICY AND STRATEGY CONTEXT

The following represents a listing of national, regional and local government policy and strategy documents, which have informed the preparation of this LECP.

Economic Policy and Strategy Context

1. Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise
2. Enterprise Ireland – Driving Enterprise, Delivering Jobs – Strategy to 2016
3. IDA Ireland – Research, Development and Innovation strategy
4. Medium Term Economic Strategy
5. Evaluation of Enterprise Supports for Start-Ups and Entrepreneurship
6. A Framework for Improved Health and Wellbeing 2013-2025
7. Working Group Report on Citizen Engagement with Local Government
8. Delivering Our Green Potential – Government Policy Statement on Growth and Employment in the Green Economy
9. Developing a Green Enterprise – A guide for business and institutions on supports available in Ireland for developing resource efficient practices (EPA)
10. Food Harvest 2020
11. IDA Ireland - Winning: Foreign Direct Investment 2015-2019
12. Global Irish – Ireland’s Diaspora Policy
13. Policy Statement on Foreign Direct Investment in Ireland
14. The Global Technology Hub How Ireland enables success for international and indigenous technology companies
15. Progress Report on Growth and Employment in the Green Economy in Ireland
16. People, Place and Policy – Growing Tourism to 2025
17. Dublin Economic Monitor

18. Construction 2020: A Strategy for a Renewed Construction Sector
19. National Strategy for Higher Education to 2030
20. Report of Inter-Departmental Working Group: Future Investment in Childcare in Ireland
21. Greater Dublin Area Draft Transport Strategy 2011-2030
22. NTA Statement of Strategy 2015-2017
23. Delivering a Connected Society - A National Broadband Plan for Ireland
24. Doing more with Digital - National Digital Strategy for Ireland

Community Policy and Strategy Context

25. Guidelines On Local Economic And Community Plans 2015
26. Local Government Reform Act 2014
27. National Reform Programme for Ireland
28. Putting People First: An Action Programme for Effective Local Government
29. National Action Plan for Social Inclusion 2007-2016
30. National Spatial Strategy 2002-2020
31. OECD report on Local Development
32. Social Housing Strategy 2020
33. Further Education and Training Strategy 2014-2019
34. Better Outcomes, Brighter Futures - The National Policy Framework for Children and Young People 2014-2020
35. The National Strategy on Children's and Young Peoples Participation in Decision Making 2015-2020
36. Statement of Government Priorities 2014 – 2016
37. Supporting Enterprise, Local Development and Economic Growth
38. Our Sustainable Future: A Framework for Sustainable Development for Ireland (2012)
39. Corporate Social Responsibility Plan, Good for Business, Good for the Community 2014-2016

40. Action Plan for Jobs
41. Pathways to Work 2015
42. Greater Dublin Area Draft Transport Strategy 2011-2030
43. Regional Planning Guidelines for the greater Dublin Area 2010-2022
44. Our Communities: A Framework Policy for Local and Community Development in Ireland (Draft)
45. Energising Ireland's Rural Economy: Report Of The Commission For The Economic Development Of Rural Areas (CEDRA)
46. The National Positive Ageing Strategy
47. The National Disability Strategy 2013
48. Future Health – A Strategic Framework for Reform of the Health Service 2012-2015
49. Opportunities for All - The Public Library as a Catalyst for Economic, Social and Cultural Development. A Strategy for Public Libraries 2013-2017
50. Healthy Ireland: A Framework for Improved Health and Wellbeing 2013–2025
51. National Traveller / Roma Integration Strategy
52. Report of the High Level Group on Traveller Issues 2006
53. Ireland's National biodiversity Plan: Actions for Biodiversity 2011-2016
54. 20 Year Strategy for the Irish Language 2010- 2030,
55. Dún Laoghaire-Rathdown Traveller Accommodation Programme 2014-2018
56. National Parenting Strategy 2020
57. Dún Laoghaire-Rathdown County Development Plan 2010-2016
58. Dún Laoghaire-Rathdown Housing Strategy 2010-2016
59. Dún Laoghaire-Rathdown Corporate Plan 2010-2014
60. Dún Laoghaire-Rathdown Heritage Plan 2013-2018
61. Dún Laoghaire-Rathdown Biodiversity Plan 2009-2013
62. Dún Laoghaire-Rathdown Anti-Social Behaviour Strategy 2010-2015.

APPENDIX 10

APPROPRIATE ASSESSMENT AND STRATEGIC ENVIRONMENTAL ASSESSMENT

The Appropriate Assessment and Strategic Environmental Assessment screenings for the Dún Laoghaire-Rathdown Local Economic and Community Plan 2016-2021 are available at the following weblink for review:

<http://www.dlrcoco.ie/aboutus/publicationsandleaflets/>

