



DUBLIN
NORTH EAST
INNER CITY

THE SOCIAL AND ECONOMIC REGENERATION OF DUBLIN'S NORTH EAST INNER CITY (NEIC)

2020 – 2022 STRATEGIC PLAN

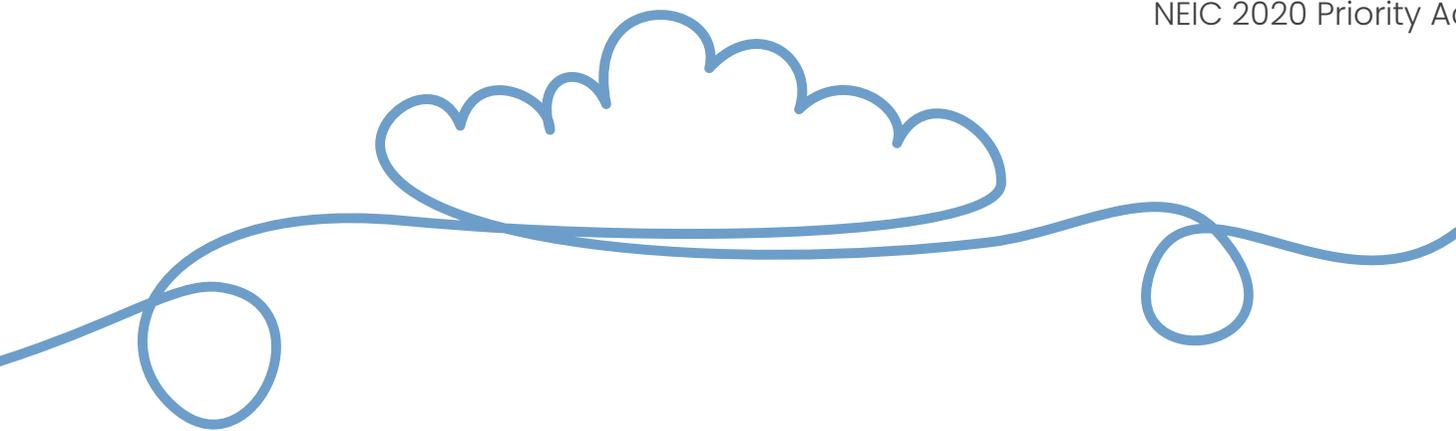




Acknowledgement: The Chair of the Programme Implementation Board, Michael Stone, would like to express his sincere thanks to all Board and Sub Group members; to the team in PwC, Feargal O'Rourke, Stephen Nicholson and Vicky Byrne, for their assistance in preparing this Strategic Plan; and to the representatives of the North Inner City Community Coalition for the continued support and commitment to this initiative.

CONTENTS

Introduction	3
NEIC Achievements to Date	5
NEIC Strategic Planning Approach	7
NEIC Vision and Values	9
NEIC Governance	11
NEIC Stakeholder Engagement	16
NEIC Strategic Plan 2020-2022	17
NEIC 2020 Priority Actions	21



INTRODUCTION



The Mulvey Report for 'Creating a Brighter Future' in Dublin's North East Inner City (NEIC) was published in February 2017 and was the output of consultation with an extensive group of stakeholders representing the area. The Mulvey Report was written in response to the underlying socio-economic problems in the area and the ongoing feud. The Mulvey Report outlined the drivers for change and presented a clear vision for the future of the NEIC. The report led to the establishment of the NEIC Programme Implementation Board (PIB) and the NEIC sub groups, tasked to focus on four key areas and a set of recommendations to address current and future social and economic challenges in the NEIC.

Since 2017, significant progress has been made by the PIB and the subgroups responsible for the delivery of the Mulvey Report recommendations, with many actions completed to date. It was agreed in 2018 to establish a fifth subgroup to focus on substance use and misuse in the NEIC and to enhance the services provided under this remit.

The following has been the breakdown the subgroups to date:

1. Tackling Crime and Drugs;
2. Maximising Educational, Training and Employment Opportunities;
3. Creating an Integrated System of Social Services;
4. Improving the Physical Landscape; and
5. Substance Use and Misuse.

As outlined in the NEIC 2018 Progress Report, the PIB's ambition for 2019 is to continue implementing the actions set out in the Mulvey Report as well as to adopt a greater focus on long-term sustainable outcomes, which operate in an integrated framework and add value to the existing service infrastructure. In June 2019, following an evaluability assessment of the NEIC Initiative by Just Economics, the PIB decided to proceed using a more structured delivery approach to the programme. The aim of this is to support the programme to focus on long-term sustainable outcomes; ensure alignment of objectives across the subgroups; enhance cross-team collaboration; and ensure accountability for the delivery of priority actions. To do this, the PIB obtained the services of a project manager who was tasked with developing a three year strategic plan for 2020 – 2022.

This document sets out the approach taken to develop the strategic plan; the overarching governance to support implementation of the plan; the vision and values of the NEIC; and the objectives and priority actions to achieve the

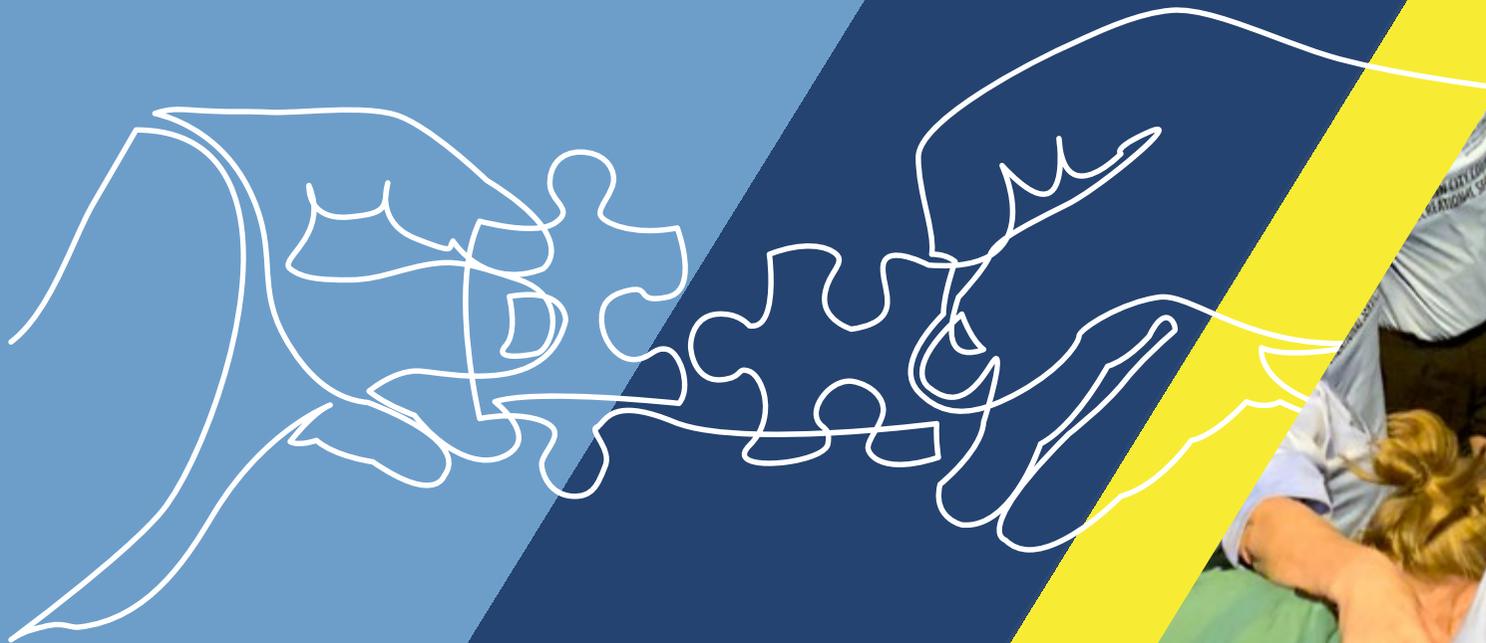
NEIC goals. The ambitious three year plan builds on the actions outlined in the Mulvey Report and the recommendations contained in the Just Economics Report; supports the future vision for the NEIC area; and aligns initiatives with the implementation of national policy, including both the National Drug and Alcohol Strategy 2017 – 2021 and the Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024. The priority actions contained within this document were developed with input from key stakeholders across each of the NEIC sub groups, including community stakeholders and representatives from the PIB.

Throughout the implementation process of this plan, the PIB and NEIC subgroups will monitor and review progress against the plan and will use key performance indicators and metrics to ensure successful delivery and outcomes are achieved.



Mulvey Report, 2017

NEIC ACHIEVEMENTS TO DATE



Since its inception in 2016, the NEIC Initiative has made significant progress in its efforts to enhance the lives of people living and working in Dublin's NEIC...

- A broad range of **community and family events** have been either supported or produced by the NEIC, such as the Five Lamps Arts Festival; The Big Scream Halloween Festival; Festival of Nations and a series of community fun runs.
- Multiple **sport, recreation and wellbeing activities** have been developed in partnership with Dublin City Council and Sport Ireland and to date have been well received by local community members. In 2018 this included the Trinity Access Programme; the Canal Adventure Project; Sean McDermott St Swimming Pool Extended Opening Hours; DCU Sport & Wellbeing Research and Intervention Programme; and the Football Diversionary Programme to name a few.
- The NEIC Initiative has successfully implemented a number of improvements to enhance policing services in the area and **tackle crime and drugs**. Examples include the allocation of additional Gardai to the area; deployment of the Community Support Van; additional resources for the Divisional Drugs Unit; and the installation of additional CCTV cameras.
- **Education, training and employment** opportunities have been enhanced through various initiatives such as the P-TECH programme; Social Employment Fund; Catering & Barista training course; Career LEAP (Local Employment Action Partnership); and increased levels of Employer Engagement and Case Officer support available to assist the NEIC and engage with Businesses in the Community.
- Further efforts were made to **integrate social services** in the area, such as the funding of the NEIC Executive Leadership Programme; mapping services in the area and developing a directory of services.
- The **physical landscape and environment** of the NEIC has been improved, including roads resurfacing; public lighting upgrade, social housing re-developments; upgrade of community facilities, the shop front improvement scheme; the clean-up of 15 railway bridges; and many other small scale landscaping and cleansing improvements.
- **Addiction treatment and rehabilitation services** have been enhanced to support community members, including those who are homeless. This has included local needs assessments to develop service provision in the area; piloting a drug and wellbeing programme in local secondary schools; aligning to mental health services; establishing a Social Inclusion Hub and supporting people to move out of homelessness through existing initiatives such as Housing First.

Next Steps....

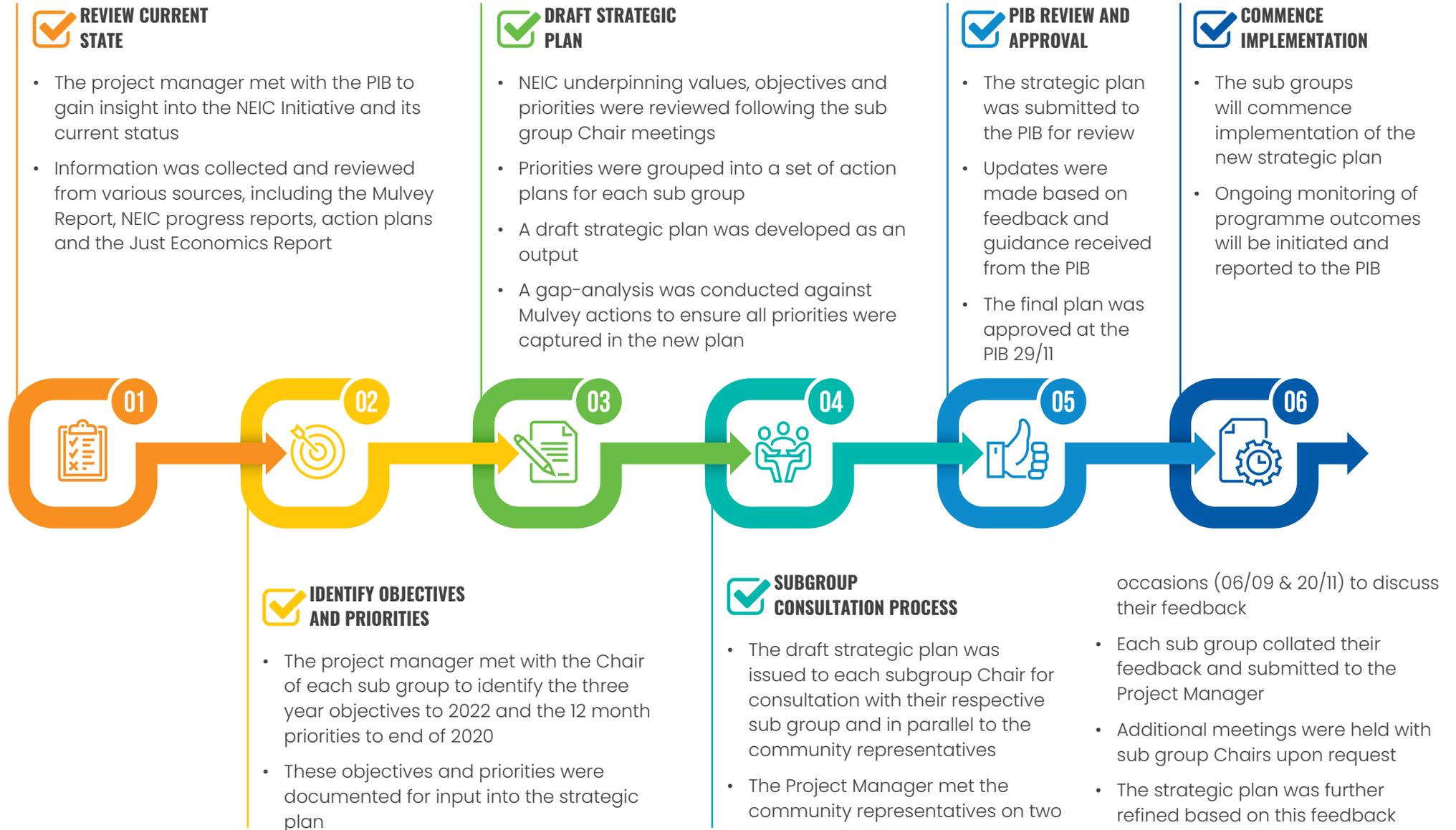
The three year strategic plan set out in this document, aims to build upon the successes of the NEIC Initiative to date and further enhance the momentum and progress of the Initiative in making the NEIC area a safer, more attractive and vibrant living and working environment for the community and its families.

As the PIB continues to place an emphasis on ensuring that longer term interventions are initiated and supported, and that long term sustainable outcomes are operating within an integrated framework, there is a stronger need than ever before to ensure clear direction and accountability when delivering projects under the NEIC programme.

NEIC STRATEGIC PLANNING APPROACH



The steps below provide a high level overview of the approach taken to develop the NEIC Strategic Plan 2020 – 2022



NEIC VISION AND VALUES



NEIC Vision

Making the North East Inner City a safe, attractive and vibrant living and working environment for the community and its families with opportunities for all to lead full lives.



NEIC Values

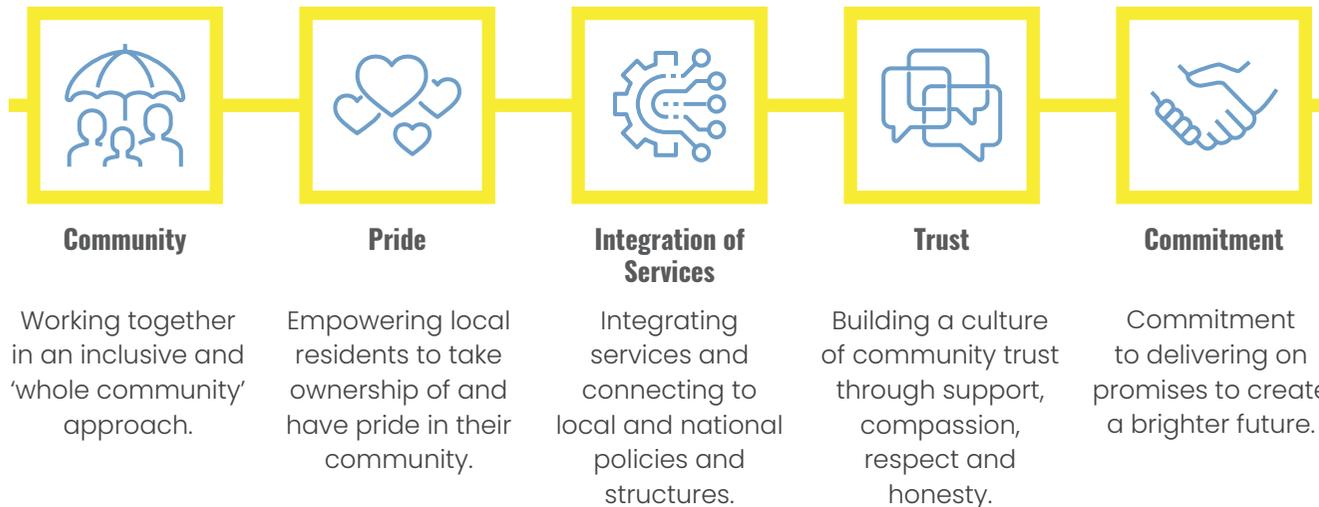
The following NEIC Values were identified as the common, underpinning principles which will guide all activity of the NEIC programme:



Why are Values important?

The NEIC sub groups, and the work undertaken in each, are varied in nature, scale and complexity. Whilst all the work underway in the sub groups is significantly different (from improving the physical landscape; to increasing employment rates; or addressing drug use and misuse), the overarching purpose of each sub group is the same, that is, to make the North East Inner City a safe, attractive and vibrant living and working environment for the community and its families.

Values act as the 'glue' that tie all of the varying NEIC work together, and define the commonalities across each sub group and their purpose. These Values will be used as the underpinning principles that guide all decisions and actions relating to the three year strategic plan, and will be the overall determining factors of the success of the programme.

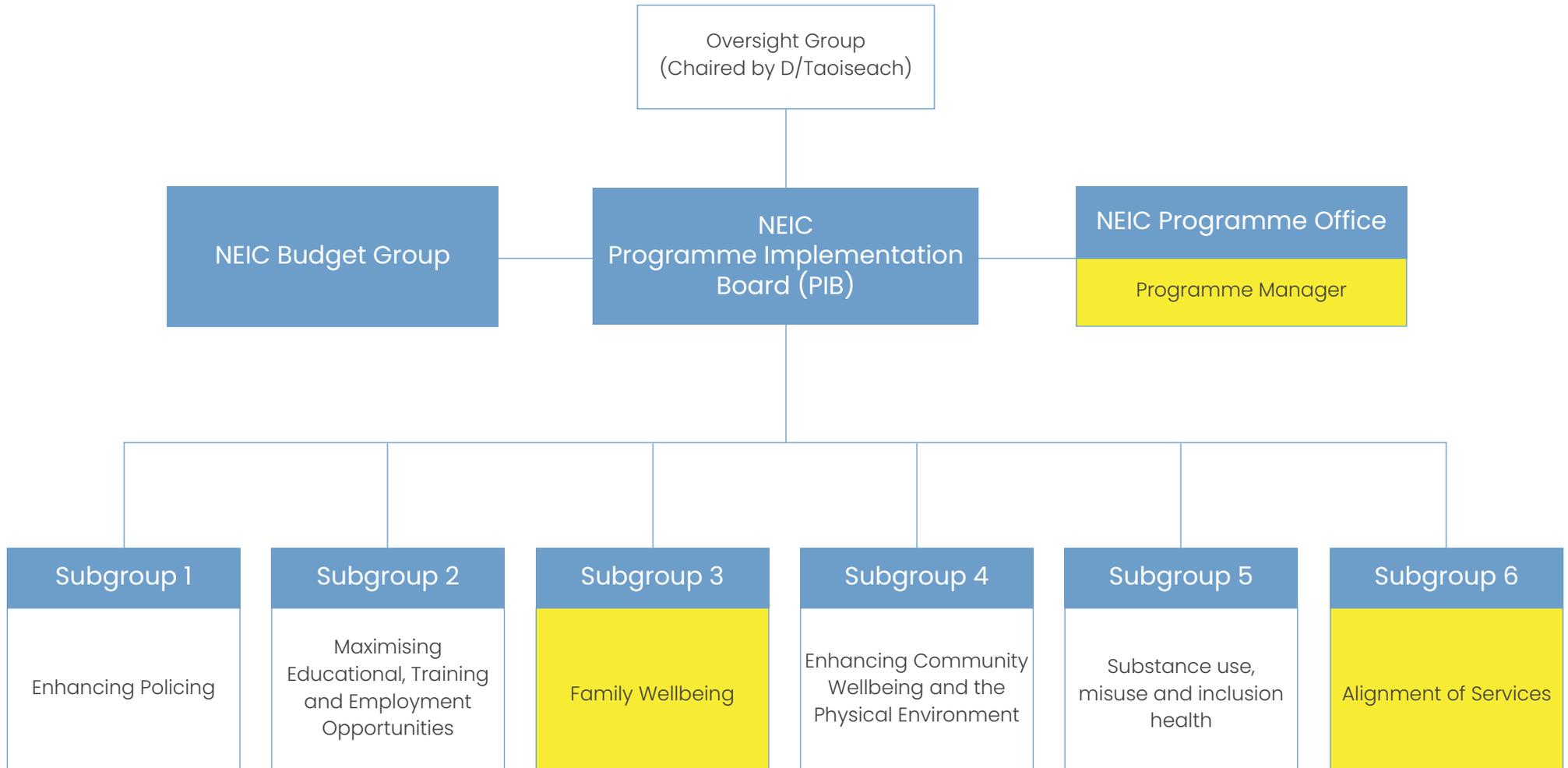


NEIC GOVERNANCE



NEIC Governance Structure

 governance structure update



Oversight Group

The Oversight Group is comprised of senior officials from D/Taoiseach, D/CYA, D/PER, D/RCD, D/EASP, D/TTAS, D/ES, D/Health, D/JE, D/HPLG, D/CHG, DCC, OPW, and An Garda Síochána. It is chaired by the Secretary General of the Department of the Taoiseach. The Oversight Group supports and oversees the work of the PIB.

NEIC Programme Office

The primary focus of the Programme Office is to support the work of the Programme Implementation Board. This includes communications, engagement with the community, funding and administration, and assisting all of the subgroups as needed. The Programme Office is staffed by DCC, D/EASP and D/Taoiseach.

NEIC Programme Implementation Board (PIB)

The PIB is led by an independent chair and comprises the key Government departments and agencies who have statutory responsibility for the delivery of key services and accountability for the expenditure of funds related to priority areas in the North East Inner City project. There are also community and business representatives on the PIB. The primary focus of the PIB is to support and oversee the work of the subgroups in delivering the NEIC Plan. The PIB reports on NEIC progress to the Oversight Group.

NEIC Subgroups (x6)

The subgroups were established to reflect the priority areas for action under the NEIC programme and report into the Board. It is proposed to split out some tasks from Sub Group 3 (including service integration) to create a new Sub Group 6. Each subgroup has a nominated Chair and members comprised of the community, government and business sectors. The subgroups meet monthly and are responsible for the delivery of priority actions contained in the Mulvey Report.

NEIC Budget Subgroup

NEIC funding requests and proposals are submitted to the Budget Group by subgroups Chairs for consideration. The role of the Budget Group is to review these requests and prepare recommendations, which are then presented to the PIB for approval.

NEIC Programme Manager

This role should be filled for 2020 – 2022 in order to coordinate and support the successful delivery of the NEIC strategic plan. At a high level, this role will be responsible for aligning the work of the subgroups and supporting the delivery of the strategic plan.

NEIC Governance - Update

NEIC Programme Manager

It is agreed that the NEIC appoint a dedicated programme manager to the NEIC Programme Office. The Programme Manager's role is to manage the successful delivery of the NEIC 2020 – 2022 strategic plan. This role is necessary to:

- Support the alignment and integration of the six sub groups;
- Identify and manage programme dependencies;
- Provide oversight of risks and issues; and
- Enable realisation of the benefits from the work.

The table below contains suggested actions for the appointment and establishment of a Programme Manager role for the NEIC programme. These priority actions would be the initial focus areas for the successful candidate to progress in the first 12 months of their role. This role should be supported by the NEIC Programme Office.

Actions	Lead Owner	End	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Secure PIB approval for the programme manager role and appoint a person to the role.	PIB	Dec 2019		 Programme Manager Appointed			
Develop detailed 'level 3 plans' for the 12 month priorities to be progressed under each sub group.	Programme Manager	Jan 2020					
Identify and clearly articulate all NEIC dependencies, both internal and external to the work of the sub groups.	Programme Manager	Jan 2020					
Identify and baseline the expected NEIC benefits.	Programme Manager	Jan 2020					
Design and implement an outcomes measurement framework including key performance indicators for the NEIC Initiative.	Programme Manager	Jan 2020					
Formally manage and track all NEIC programme activity through programme management documentation.	Programme Manager	TBC					
Ensure structured, focused and transparent reporting from Sub Group Chairs.	Programme Manager	Dec 2020					



NEIC Governance – Sub Groups Overview

- Four NEIC sub groups were established in 2017 with the aim of progressing the priority actions of the Mulvey Report. A fifth sub group was added in 2018 and it is now proposed to revise the structure of the sub groups to have six sub groups.
- The 2020–2022 strategic plan recommends that the sub group membership is updated to align with their overall three year objectives.
- The tables below provide an overview of each sub group, including the strategic objectives for 2020–2022 and the current membership.

1. Enhancing Policing (formerly 'Tackling Crime and Drugs')	2. Maximising Educational, Training and Employment Opportunities	3. Family Wellbeing (New)
<p>Chair: An Garda Síochána</p> <p>Current Membership:</p> <ul style="list-style-type: none"> • An Garda Síochána • SWAN Youth Service • Department of Employment Affairs and Social Protection • Dublin City Council • Health Service Executive • North Inner City Drugs and Alcohol Taskforce • NEIC Programme Office • NICCC x2 (North Inner City Community Coalition) 	<p>Chair: Department of Taoiseach</p> <p>Current Membership:</p> <ul style="list-style-type: none"> • Department of Education and Skills • Department of Employment Affairs and Social Protection • Lourdes Youth and Community Services / NICCC • Larkin Unemployed Centre / NICCC • Inner City Renewal Group LES • National College of Ireland • Business in the Community • City of Dublin Education and Training Board • 2 reps from the NEIC Principals' Network (Primary & Secondary) • NEIC Programme Office 	<p>Chair: Tusla</p> <p>Current Membership:</p> <ul style="list-style-type: none"> • Tusla • Health Service Executive • YPAR / NICC • Community After School Programme/ NICCC • Early Learning Initiative, National College of Ireland • Parenting Support Champion • Family Resource Centre • Department of Health • NEIC Programme Office

NEIC Governance – Sub Groups Overview

4. Enhancing Community Wellbeing and the Physical Environment

(formerly 'Improving the Physical Landscape')

Chair: Dublin City Council

Current Membership:

- Dublin City Council
- An Garda Síochána
- Business Sector
- Dublin City Community Co-op / NICCC
- Sunflower Recycling / NICCC
- Dublin Docklands Office
- Cluid Housing
- NEIC Programme Office

5. Substance Use, Misuse and Inclusion Health

(formerly 'Substance Use and Misuse')

Chair: Department of Health

Current Membership:

- HSE Dublin North City and County
- HSE National Social Inclusion Office
- HSE City Clinic
- NICDA Taskforce
- Service Users
- NEIC Programme Office
- Community representatives / NICCC x2

6. Alignment of Services

(New)

Chair: Department of Children and Youth Affairs

Current Membership:

- CDYSB
- YPAR
- NYPI / Tusla
- CDET B
- CYPSC
- Representative from CCC / Better Start
- Rutland Street School
- NEIC Programme Office
- NICCC x2

NEIC Governance – Update

Sub Group Updates

To deliver on the strategic objectives for 2020–2022 and align each sub group appropriately, a review of sub group membership is required. In some cases, this will require supplementary members for specific input. With the cross cutting nature of the strategic objectives, membership of an organisation may be required on more than one sub group. The table below recommends some specific updates per sub group, however this is not an exhaustive list, and further input and discussion is required from the sub group Chairs to confirm final membership changes.

Subgroup	Recommended Update	Rationale
Subgroup 1: Enhanced Policing	Revise terms of reference and membership.	To reflect the full remit of the sub group and balance the focus across all elements.
Subgroup 2: Maximising Educational, Training and Employment Opportunities	Include representation from the business community, corporate social responsibility network and secondary school principal representation.	This update will further support the completion of sub group priorities and the achievement of objectives, in particular relating to increasing and enhancing employment opportunities.
Subgroup 3: Family Wellbeing	Update membership based on new focus of the sub group.	With the change in focus, appropriate membership should be determined by the sub group Chair.
Subgroup 4: Enhancing Community Wellbeing and the Physical Environment	Revise terms of reference and membership.	To reflect the full remit of the sub group and balance the focus across all elements.
Subgroup 5: Substance Use, Misuse and Inclusion Health	Include representation from the broader Health community to include mental health and addiction initiatives.	This update will support the subgroup to align with other health initiatives underway in the community and to achieve its 3 year objectives of improving health and wellbeing outcomes for socially excluded groups in the NEIC.
Subgroup 6: Alignment of Services	Include representation from An Garda Síochána and Dublin City Council.	This update will support the delivery of the sub group’s primary focus, i.e. integrated service delivery with an initial focus on youth.

NEIC Stakeholder Engagement

Since the establishment of the NEIC Initiative, stakeholder engagement has been one of the key factors in making successful progress in the NEIC area. Stakeholder engagement will continue to remain a priority for the NEIC Programme Implementation Board when delivering on this strategic plan. It is essential that engagement with the community and community representatives is a priority and the following will still apply over the life of the strategic plan:

- Active engagement of the community in owning both the challenges and the solutions – direct involvement of local people must be part of the engagement and engine for the changes.
- Support an inclusive community engagement model which connects with everyone in the community and assists in developing new approaches where necessary.
- Support the community and providers to ensure maximum participation and proactive engagement of the community.

Examples of the type of on-going engagement with the community and community representatives are detailed in the table below. This will ensure the community will be represented at key governance meetings and will be kept regularly informed on progress of the NEIC Initiative.

Engagement Type	Details
Programme Implementation Board	There will be two members of the community on the NEIC Programme Implementation Board which meets monthly.
Sub Groups	Each Sub Group of the Board will contain at least two representatives from the NEIC community.
Detailed Action Plans	At Sub Group level, community representatives will have the opportunity to assist the drafting and editing of the Detailed Action Plans.
Community Engagement Events	NEIC Programme Office will continue to organise community engagement and show case events open to the public.
Website and social media	The website www.neic.ie and NEIC social media channels will continue to share news of activities, projects and events regularly in an accessible manner.
Annual Progress Reports	NEIC Progress Reports published each year will provide accessible information on the NEIC Initiative.
Newsletters	NEIC newsletters will continue to be produced and distributed to every home in the North East Inner City.

NEIC STRATEGIC PLAN 2020-2022



NEIC Strategic Plan - Overview



Vision	Making the North East Inner City a safe, attractive and vibrant living and working environment for the community and its families with opportunities for all to lead full lives.					
Values						
NEIC Goals	Reduce Crime	Improve Addiction and Recovery Services	Maximise education, training and employment opportunities	Improve Community Health and Wellbeing	Enable social cohesion and community integration	Improve the physical environment and landscape
Workstreams	Workstream 1 Enhanced Policing	Workstream 2 Maximising Educational, Training and Employment Opportunities	Workstream 3 Family Wellbeing	Workstream 4 Enhancing Community Wellbeing and the Physical Environment	Workstream 5 Substance Use, Misuse and Inclusion Health	Workstream 6 Alignment of Services
Strategic Objectives 2020-2022	<ol style="list-style-type: none"> 1. Reduce crime in the community 2. Alleviate gangland threat in the community 3. Build community confidence in the Gardaí 4. Refurbish and reopen Fitzgibbon Street Garda Station 	<ol style="list-style-type: none"> 5. Address blocks for progression of young people in formal education and increase and enhance employment opportunities for school leavers 6. Improve adult education levels 7. Reduce unemployment rates in the community 	<ol style="list-style-type: none"> 8. Improve family wellbeing with a focus on parenting 9. Improve youth wellbeing 	<ol style="list-style-type: none"> 10. Improve social cohesion and wellbeing in the community 11. Enhance the physical environment, landscape and cleanliness 	<ol style="list-style-type: none"> 12. Improve health outcomes for people who use and misuse drugs and alcohol 13. Promote inclusion health for socially excluded groups experiencing severe health inequalities 	<ol style="list-style-type: none"> 14. Integrate and align delivery of services across government departments, community services, agencies and institutions 15. Adapt and implement City Connects model 16. Enhance community leadership 17. Enhance early years and after-schools services
Priorities 2020 – 2021	<ol style="list-style-type: none"> 1. Enhance policing services in the community to reduce crime 2. Improve An Garda Síochána community engagement 	<ol style="list-style-type: none"> 3. Support and enhance education and training opportunities 4. Increase and enhance employment opportunities 5. Support Social Enterprise and Social Economy 	<ol style="list-style-type: none"> 6. Support parenting 7. Leverage Meitheal approach 8. Support initiatives on youth mental health 9. Expand the use of community case management for 'hard to reach' young people 	<ol style="list-style-type: none"> 10. Complete formulation and adoption of the Public Realm Plan 11. Advance to Phase 2 of the Greening Strategy 12. Complete public procurement process for Rutland Street School re-development 13. Consolidate and expand existing environmental initiatives 14. Consolidate and enhance existing sports, community, arts and culture initiatives 	<ol style="list-style-type: none"> 15. Scope and enhance the model of care for people who use and misuse drugs and alcohol 16. Improve access to and delivery of health and social services for socially excluded groups 	<ol style="list-style-type: none"> 17. Drive integrated service delivery in the youth sector 18. Scope and develop City Connects Programme 19. Build on Executive Leadership proposals 20. Ensure quality and uptake of early years childcare provision
NEIC Programme Management Role	Managing delivery of the strategic plan through programme governance, integration and alignment of sub group activity					

NEIC Strategic Objectives 2020 – 2022

The following breakdown provides an overview of the 2020 – 2022 strategic objectives, the high level initiatives that will be undertaken to achieve them, and the timeline of action across the next three years.

	<p>1. Reduce crime in the community through more policing; retention of Gardaí in the area; and increased community engagement and crime reporting activities.</p>
	<p>2. Alleviate gangland threat in the community through Operation Hybrid; changing the current narrative; raising awareness about the area's positives; and leveraging media outlets to spread awareness outside of the community.</p>
	<p>3. Build community confidence in the Gardaí through integration, engagement and participation in local activities; forming tangible relationships with local residents; the re-opening of Fitzgibbon Street Station, including a community 'safe area'; and through long term retention of Gardaí in the area.</p>
	<p>4. Refurbish and reopen Fitzgibbon Street Garda Station making it a centre for community policing.</p>
	<p>5. Address blocks for progression of young people in formal education and increase and enhance employment opportunities for school leavers through P-TECH, the NEIC Work Experience Programme (for Transition Year and Fifth Year students), the CEDTB youth outreach guidance service, career fairs, paid summer work placements, including BITCI Irish Funds Summer Work Placement Programme.</p>
	<p>6. Improve adult education levels through enhanced training and learning opportunities e.g. via the City of Dublin Training and Education Board (CDTEB) and Higher Education Institutions.</p>
	<p>7. Reduce unemployment rates in the community through aligning skills development to local employment needs; supporting the progression from education to employment; jobs fairs; career leap; strengthening employment supports for those leaving rehabilitation; leveraging the social economy and the Social Employment Fund.</p>

	9. Improve family wellbeing with a focus on parenting through development of parenting champions and an increase in courses and supports.
	10. Improve social cohesion and wellbeing in the community through delivery of annual sport and recreation, community festivals and events programmes, arts and heritage projects and the appointment of an NEIC Intercultural Development Co-ordinator.
	11. Enhance the physical environment, landscape and cleanliness through The Public Realm Plan, The Greening Strategy and environmental awareness initiatives.
	12. Improve health outcomes for people who use and misuse drugs and alcohol through enhancing the model of care for substance misuse, including non-opioid drug use, monitoring and evaluating the inclusion health hub, and supporting the delivery of a health diversion programme.
	13. Promote inclusion health for socially excluded groups experiencing severe health inequalities through enhancing services for dual diagnosis and improving delivery of health and social care services for socially excluded groups.
	14. Integrate and align delivery of services across government departments, community services, agencies and institutions through implementation of an integrated services delivery framework; information sharing between community support agencies; and the City Connects model.
	15. Adapt and implement City Connects model in the NEIC area and help connect the services required to ensure the engagement, progression and well-being needs of children are met, including the nomination of a city connects co-ordinator.
	16. Enhance community leadership through the building of leadership within the community involving the new / next generation.
	17. Enhance early years and after-schools services through improving quality and uptake of service provision.

NEIC 2020 PRIORITY ACTIONS



1

Enhance policing services in the community to reduce crime

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
1.1	Confirm 'safe area' for Fitzgibbon Street Station with main contractor, to include soft front of house and equipped offices.	AGS	Mar 2020	'Safe Area' included in build			
1.2	Develop and submit a proposal for enhancements to the Drug Unit, to include expert training, vehicles and additional resources.	AGS	Mar 2020	Proposal	◆ Proposal Approved		
1.3	Commence implementation of the Drug Unit enhancements.	AGS	Dec 2020		Drug Unit Enhancements		
1.4	Obtain additional resources for Sex Crime monitoring.	AGS	Mar 2020	Sex Crime monitoring prioritisation			
1.5	Complete the installation of additional CCTV cameras.	DCC	Mar 2020	Complete installation			
1.6	Improve processes for managing CCTV footage at Store Street Garda Station.	AGS	Sept 2020	CCTV management process improvement			
1.7	Conduct research to identify 'best in class' models or community exemplars for adaptation to the NEIC context.	AGS	Sept 2020	Identification and research of community exemplars			◆ Research completed
1.8	Implement framework for joint targeting of local criminals with AGS, CAB and DEASP.	AGS	Mar 2020	Design framework	◆ Strategy agreed	CCTV Management Process Improvement	
1.9	Continued support to JLO officers, Young Persons Probation (YPP) and Extern (Bail Supervision) who are working together to keep the child out of the system or to exit them from the system as soon as possible.	AGS	Dec 2020	Identification and research of community exemplars			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 1: Enhanced Policing	<ul style="list-style-type: none"> Reduce crime in the community Alleviate gangland threat in the community Build community confidence in the Gardaí 	<ul style="list-style-type: none"> An Garda Síochána (AGS) Department of Justice and Equality (D/JE) Dublin City Council (DCC) Fitzgibbon Street Garda Station Project Manager OPW Community / community organisations

2

Improve An Garda Síochána community engagement

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
2.1	Develop, resource and implement a structure for engaging with the local community on issues relating to community safety.	AGS / Community representative / Programme Office	Mar 2020	Community engagement structure			
2.2	Community Engagement Plan developed and resourced.	AGS / Community representative / Programme Office	Mar 2020	Community engagement plan developed			
2.3	Community Engagement Plan implemented.	AGS / Community representative / Programme Office	Dec 2020		Community engagement plan implemented		
2.4	Proactively manage community queries and complaints and deploy the Community Support Van (CSV) regularly to NEIC area.	AGS / Community representative / Programme Office	Ongoing	Manage community queries			
2.5	Develop and submit a proposal for the Probation Gardaí Programme.	AGS / Community representative / Programme Office	Mar 2020	Proposal	◆ Proposal Approved		
2.6	Commence implementation of the Probation Gardaí Programme (engagement with the community and appointment of the 'face of policing' for the community).	AGS / Community representative / Programme Office	Dec 2020		Probation Gardaí Programme		
2.7	Continue to support the programme of events and activities to build cross-community cohesion, empower residents and build the relationship with the community.	AGS / Community representative / Programme Office	Ongoing	Community events and activities			
2.8	Enhance communications and feedback loops between the Community Policing Unit and other community services.	AGS / Community representative / Programme Office	Apr 2020	Initial enhancements	Continuous review and refine process		

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 1: Enhanced Policing	<ul style="list-style-type: none"> Reduce crime in the community Alleviate gangland threat in the community Build community confidence in the Gardaí 	<ul style="list-style-type: none"> An Garda Síochána (AGS) Community / community organisations NEIC Programme Office

3

Support and enhance education and training opportunities

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
3.1	Carry out two-way skills audit to inform training requirements and job opportunities over the next three years.	Dept Employment Affairs & Social Protection (incl. local business community)	Mar 2020	Skills Audit	◆ Skills Audit complete		
3.2	Develop and agree a strategy on community education with the relevant stakeholders.	CDETБ	Dec 2020	▶ Develop strategy on community education			
3.3	Connect findings of the skills audit to local business needs and progress any training / education opportunities.	Dept Employment Affairs & Social Protection	Dec 2020	▶ Link community with local employment and education opportunities			
3.4	Raise awareness of courses available under community education and the City of Dublin Education and Training Board (CDETБ) including outreach activities with a view to encouraging life-long learning.	CDETБ	Dec 2020	▶ Raise awareness of available courses			
3.5	Appoint a dedicated intercultural development co-ordinator to drive social cohesion in the area for the migrant ethnic community (MEC).	DCC	Feb 2020	Recruit	◆ Role hired		
3.6	Scope and agree NEIC priorities for the intercultural development coordinator.	OPMI & MEC	Dec 2020	▶ Scope and implement MEC priorities			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 2: Maximising Educational, Training and Employment Opportunities	<ul style="list-style-type: none"> Reduce unemployment rates in the community Address blocks for progression of young people in formal education and increase and enhance employment opportunities for school leavers Improve adult education levels 	<ul style="list-style-type: none"> NEIC Programme Office Local Business Community Third Level Education Institutes Department of Education and Skills (DES) Department of Employment Affairs and Social Protection (DEASP) City of Dublin Education Training Board (CDETБ) Migrant Ethnic Communities Steering Group (MEC) Office of the Promotion of Migrant Integration (OPMI) Dublin City Council (DCC) Community / community organisations

4

Increase and enhance employment opportunities

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
4.1	Develop and commence implementation of strategy to address blocks for progression of young people in formal (primary and second level) education.	Principals' Network	Dec 2020	Develop and implement strategy to address blocks for progression of young people in education			
4.2	Continue implementing the P-TECH programme in nominated schools.	Dept of Education & Skills	Dec 2020	Implementation of P-TECH			
4.3	Further enhance school placement initiatives to bridge the gap between education and employment (e.g. Transition / 5th Year work experience, summer work placements, Career LEAP, etc.).	Programme Office & NCI	Dec 2020	Further enhance placement initiatives in the area			
4.4	Implement a 'Mentoring Initiative' to support young people in securing permanent jobs after they participate in school placement initiatives.	Local Business Community	Dec 2020	Implement the 'Mentoring Initiative'			
4.5	Continue providing employment opportunities through the Social Employment Fund.	Dept of Rural & Community Development / Programme Office	Ongoing	Provide employment opportunities through the Social Employment Fund and monitor ongoing involvement			
4.6	Explore possibility of mainstreaming the Social Employment Fund pilot to support additional service delivery for childcare, afterschool projects, youth work, eldercare and environmental projects.	Programme Office	Sept 2020	Explore possibility of mainstreaming Social Employment Fund			
4.7	Strengthen labour market progression options for people leaving drug rehabilitation projects and other drug treatment services.	Dept. of Employment Affairs and Social Protection	Dec 2020	Strengthen labour market progression for those leaving drug programmes			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 2: Maximising Educational, Training and Employment Opportunities	<ul style="list-style-type: none"> Improve adult education levels Address blocks for progression of young people in formal education and increase and enhance employment opportunities for school leavers Reduce unemployment rates in the community 	<ul style="list-style-type: none"> NEIC Programme Office Local Business Community Department of Education and Skills (DES) Department of Employment Affairs and Social Protection (DEASP) Department of Rural and Community Development (DRCD) Department of Children and Youth Affairs (D/CYA) National College of Ireland (NCI) Community / community organisations

5

Support Social Enterprise and Social Economy

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
5.1	Consider recommendations contained in Collaboration Ireland's Social Impact Report and make recommendations to PIB on priority actions.	Programme Office	June 2020	▶ Adopt recommendations of Social Impact Report			
5.2	Commence implementation of Social Impact Plan priority actions.	Programme Office	Dec 2020			▶ Implement priority actions	

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 2: Maximising Educational, Training and Employment Opportunities	<ul style="list-style-type: none"> Address blocks for progression of young people in formal education and increase and enhance employment opportunities for school leavers. Reduce unemployment rates in the community 	<ul style="list-style-type: none"> Department of The Taoiseach NEIC Programme Office Local Business Community Department of Employment Affairs and Social Protection (DEASP) Department of Rural and Community Development (DRCD) Community / community organisations

6

Support parenting

▢ Project / New ▢ Operational / Ongoing ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
6.1	Develop six parenting support champions within the NEIC.	Tusla	Apr 2020	Develop six parenting support champions			
6.2	Identify gaps in service delivery in Evidence Based Parents Courses being run in the NEIC (in conjunction with CYPSC).	Tusla	Sept 2020	Identify gaps in service delivery in Evidence Based Parents Courses			
6.3	Audit uptake of home visiting engagement.	Tusla	Sept 2020	Audit update of home visiting engagement			
6.4	Identify specific and appropriate parenting supports for age 9–13 and age 13–18, focussing on evidence based key messages for parents.	Tusla	Dec 2020	Identify parenting supports			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 3: Family Wellbeing	<ul style="list-style-type: none"> Improve family wellbeing with a focus on parenting Improve youth wellbeing 	<ul style="list-style-type: none"> Tusla Health Service Executive (HSE) Department of Health (DoH) Community / community organisations

7

Leverage Meitheal approach

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
7.1	Undertake review of Meitheal including uptake, engagement and capacity issues over the previous two years.	Tusla	May 2020	Review of Meitheal			
7.2	Identify and implement focussed actions to increase engagement with Meitheal based on this review.	Tusla	Sept 2020		Identify and implement focussed actions to increase engagement		

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 3: Family Wellbeing	<ul style="list-style-type: none"> Improve family wellbeing with a focus on parenting Improve youth wellbeing 	<ul style="list-style-type: none"> Tusla Health Service Executive (HSE) Department of Health (DoH) Community / community organisations

8

Support initiatives on youth mental health

 Project / New
  Operational / Ongoing
  Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
8.1	Ensure development of counselling, in line with the refresh of national mental health policy.	Dept. of Health	June 2020	Mainstream funding			
8.2	Ensure mental health is on the agenda in schools and services.	Dept. of Children and Youth Affairs	Mar 2020	Ensuring mental health on the agenda in schools and services			
8.3	Enhance comprehensive and standardised training for staff in service providers to ensure they are well equipped.	Dept. of Children and Youth Affairs / DOH	June 2020	Enhance training for staff in service providers			
8.4	Raise awareness of the importance of trauma informed service provision and give youth workers the necessary tools to support young people who have suffered trauma from crime and violence.	Dept. of Children and Youth Affairs / DOH	June 2020	Highlight the importance of trauma informed service provision			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 3: Family Wellbeing	<ul style="list-style-type: none"> Improve family wellbeing with a focus on parenting Improve youth wellbeing 	<ul style="list-style-type: none"> Tusla Health Service Executive (HSE) Dept. of Health (DoH) Dept. of Children and Youth Affairs (DCYA) Community / community organisations

9 Expand the use of Community Case Management for 'hard to reach' young people

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
9.1	Secure approval from the PIB and budget sub group to progress the community case management (CCM) process to the next stage.	Tusla	Mar 2020	CCM Approval Request	CCM approved and funding secured		
9.2	Design and implement the CCM One Year Pilot (to include an identified NEIC area; CCM membership and lead; terms of reference; target families and rationale for same; family consent for participation; and commencement of weekly CCM meetings).	Tusla	Dec 2020		Pilot of CCM process		
9.3	Commence the development of a final CCM pilot report (to include progress and outcomes).	Tusla	Jan 2021				Final report
9.4	Formalise data sharing arrangements between Tusla and other support agencies (e.g. AGS, HSE etc.).	Tusla	Jan 2020	High priority data sharing agreements completed	High priority Data Sharing Agreements (DSA) in place		

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 3: Family Wellbeing	<ul style="list-style-type: none"> Improve family wellbeing with a focus on parenting Improve youth wellbeing 	<ul style="list-style-type: none"> Tusla Health Service Executive (HSE) An Garda Síochána (AGS) Dublin City Council (DCC) Community / community organisations

10

Complete formulation and adoption of the Public Realm Plan

 Project / New
  Operational / Ongoing
  Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
10.1	Advance overall NEIC Public Realm Plan with input from relevant stakeholders.	DCC	Ongoing	Advance Public Realm Plan			
10.2	Advance Charleville Mall / Five Lamps section of Plan to implementation stage.	DCC	June 2020	Advance Charleville Mall / Five Lamps plan			
10.3	Identify and cost selected projects for short and medium term implementation.	DCC	Sept 2020	Identify and cost selected projects for implementation			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 4: Enhancing Community Wellbeing and the Physical Environment	<ul style="list-style-type: none"> Improve social cohesion and wellbeing in the community Enhance the physical environment, landscape and cleanliness 	<ul style="list-style-type: none"> Dublin City Council (DCC) Community / community organisations

11

Advance to Phase 2 of the Greening Strategy

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
11.1	Complete Phase 1 Implementation of The Greening Strategy to include Dorset St. Median, Belvedere Plaza, Gloucester Place, Store St. Plaza, James Joyce St. tree planting and other approved small scale landscaping projects.	DCC	Mar 2020	Phase 1 of Greening Strategy			
11.2	Progress to Phase 2 Implementation. Selected projects to be costed and brought to the Board for funding approval.	DCC	Dec 2020	Phase 2 of Greening Strategy			
11.3	Advance Major Projects, Diamond Park Design Phase; Liberty Park Design Phase; Mountjoy Sq. Park Statutory Part 8 Planning process.	DCC	Ongoing	Advance Major Projects			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 4: Enhancing Community Wellbeing and the Physical Environment	<ul style="list-style-type: none"> Improve social cohesion and wellbeing in the community Enhance the physical environment, landscape and cleanliness 	<ul style="list-style-type: none"> Dublin City Council (DCC) Community / community organisations

12 Complete public procurement process for Rutland Street School re-development

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
12.1	Sign off of tender package documents.	DCC	Mar 2020	Sign off tender package documents			
12.2	Public advertisement.	DCC	Mar 2020	Public advert			
12.3	Tender evaluation and award of contract.	DCC	Sept 2020	Tender evaluation and award of contract			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 4: Enhancing Community Wellbeing and the Physical Environment	<ul style="list-style-type: none"> Improve social cohesion and wellbeing in the community 	<ul style="list-style-type: none"> Dublin City Council (DCC) Community / community organisations

13

Consolidate and expand existing environmental initiatives

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
13.1	Complete social enterprise feasibility exercise on the Green Ribbon project.	DCC	Mar 2020	Social enterprise feasibility study	Feasibility Study Complete		
13.2	Promote Annual City Neighbourhoods Awards to increase participation in the area.	DCC	June 2020	Promote Annual City Neighbourhood Awards			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 4: Enhancing Community Wellbeing and the Physical Environment	<ul style="list-style-type: none"> Improve social cohesion and wellbeing in the community Enhance the physical environment, landscape and cleanliness 	<ul style="list-style-type: none"> Dublin City Council (DCC) Sunflower Recycling Community / community organisations

14

Consolidate and enhance existing sports, community, arts and culture initiatives

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
14.1	Review outcomes of 2019 Sport, Recreation & Wellbeing Programme and draw up 2020 Programme for funding approval.	Programme Office	Mar 2020	Review outcomes of Programme and prepare 2020 Programme			
14.2	Deliver Sport, Recreation & Wellbeing Programme 2020.	DCC	Dec 2020	Deliver Sport, Recreation and Wellbeing Programme			
14.3	Review outcomes of 2019 Community Events Programme and draw up 2020 Programme for funding approval.	Programme Office	Mar 2020	Review outcomes of 2019 Community Events Programme			
14.4	Deliver Community Events Programme 2020.	DCC	Dec 2020	Deliver Community Events Programme 2020			
14.5	Examine recommendations of ULI Advisory Panel Report in relation to Arts Projects.	DCC	June 2020	Examine recommendations of ULI Advisory Panel Report			
14.6	Review Community Grants Scheme Guidelines and make recommendations.	DCC	Mar 2020	Review Community Grants Scheme Guidelines			
14.7	Complete phase two of the Royal Canal Cycleway.	DCC	June 2020	Complete phase two of Royal Canal Cycleway			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 4: Enhancing Community Wellbeing and the Physical Environment	<ul style="list-style-type: none"> Improve social cohesion and wellbeing in the community Integrate and align delivery of services across government departments, community services, agencies and institutions 	<ul style="list-style-type: none"> NEIC Programme Office Dublin City Council (DCC) Community / community organisations

15 Scope and enhance the model of care for people who use and misuse drugs and alcohol

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
15.1	Monitor, evaluate and strengthen the Health Inclusion Hub to ensure local people have adequate access to and are awareness of its services.	HSE	Ongoing	Monitor and evaluate Health Inclusion Hub			
15.2	Secure funding for long term extension of services in the Health Inclusion Hub.	HSE	Mar 2020	Secure funding for extension of Health Inclusion Hub	◆ Funding Approved		
15.3	Implement and monitor prevention and early intervention initiatives to reduce demand for drugs.	DES, NICDATF	Dec 2020	Implement prevention and early intervention initiatives			
15.4	Strengthen and coordinate local drug and alcohol services to maximise outcomes for service users.	HSE, NICDATF	June 2020	Strengthen and coordinate services			
15.5	Monitor and enhance the delivery of services for non-opioid problematic drug use.	HSE	Ongoing	Monitor and enhance services for non-opioid problematic drug use			
15.6	Monitor and enhance facilities and services for harm reduction in the community.	HSE	Ongoing	Monitor and enhance harm reduction services			
15.7	Enhance and develop addiction recovery services and transition housing.	DCC	Ongoing	Enhance and develop addiction recovery services			
15.8	Support the delivery of a health diversion programme for people found in possession of drugs for personal use.	DoH	Sept 2020	Support the delivery of a health diversion programme			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 5: Substance use, misuse and inclusion health	<ul style="list-style-type: none"> Improve health outcomes for people who use and misuse drugs and alcohol Promote inclusion health for socially excluded groups experiencing severe health inequalities. 	<ul style="list-style-type: none"> DNCC Health Service Executive (HSE) North East Inner City Drugs and Alcohol Task Force Dublin City Council (DCC) Department of Health (DoH) Department of Education and Skills (DES) Community / community organisations

16 Improve access to and delivery of health and social services for socially excluded groups

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
16.1	Address the health needs of socially excluded groups, including ex-prisoners, the homeless and vulnerable women through existing agencies and initiatives.	Irish Prison Service, DCC, HSE	Ongoing	Develop targeted health initiatives in the Community			
16.2	Enhance services and strengthen collaboration for dual diagnosis (substance use and mental health issues).	HSE, C&V Service Providers, NICDATF	Sept 2020	Enhance services for dual diagnosis			
16.3	Develop a programme on alcohol misuse and mental health.	HSE, C&V Service Providers, NICDATF	Dec 2020	Develop Programme on alcohol misuse and mental health			
16.4	Develop and fund a proposal for a 'Health Literacy' project.	DoH, HSE, C&V Service Providers, NICDATF	Mar 2020	Proposal	◆ Proposal Approved		
16.5	Reduce stigma and have a stronger focus on community and user friendly delivery for health and social care services.	HSE, C&V Service Providers, NICDATF	Sept 2020	Stronger focus on community and user friendly delivery			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 5: Substance use, misuse and inclusion health	<ul style="list-style-type: none"> Improve health outcomes for people who use and misuse drugs and alcohol Promote inclusion health for socially excluded groups experiencing severe health inequalities 	<ul style="list-style-type: none"> DNCC Health Service Executive (HSE) North East Inner City Drugs and Alcohol Task Force Dublin City Council (DCC) Department of Health (DoH) Department of Education and Skills (DES) Community / community organisations

17

Drive integrated service delivery in the youth sector

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
17.1	Identify youth services remit, function, age range and funding streams.	Dept. of Children and Youth Affairs	Ongoing	Identify youth services remit, function, age range and funding streams			
17.2	Prepare a project initiation document (PID) for integrated services delivery in NEIC youth services.	Dept. of Children and Youth Affairs	Mar 2020	PID			
17.3	Develop an evaluation framework for integrated services delivery in NEIC youth services.	Dept. of Children and Youth Affairs	Mar 2020	Evaluation Framework			
17.4	Pilot priority actions.	Dept. of Children and Youth Affairs	June 2020		Pilot	◆ Pilot Complete	
17.5	Evaluate the pilot work and confirm approach to mainstream.	Dept. of Children and Youth Affairs	Sept 2020			Evaluation	

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 6: Alignment of Services	<ul style="list-style-type: none"> Integrate and align delivery of services across government departments, community services, agencies and institutions 	<ul style="list-style-type: none"> Department of Children and Youth Affairs (DCYA) Tusla, Child and Family Agency City of Dublin Youth Service Board (CDYSB) City of Dublin Education Training Board (CDETB) Youth service providers Other relevant agencies / organisations Community / community organisations

18

Scope and develop City Connects Programme

▶ Project / New
 ▶ Operational / Ongoing
 ◆ Milestone

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
18.1	Begin planning phase for NEIC City Connects pilot.	Dept. of Children & Youth Affairs and DES	April 2020	NEIC City Connects Planning	◆ Planning completed		
18.2	Ongoing engagement with Principal's Network and establishment of high level Steering Group.	Dept. of Children & Youth Affairs and DES	Ongoing	Engagement with Principal's Network			
18.3	Engagement with primary schools and services in NEIC to establish working relationships, coordinating with Boston College and identifying provision and gaps in NEIC.	Dept. of Children & Youth Affairs and DES	Mar 2020	Engagement with City Connects stakeholders			
18.4	Employ project coordinator and project manager to run City Connects pilot in NEIC. Provide training for staff and coordinators.	Dept. of Children & Youth Affairs and DES	Mar 2020	Hire and train project coordinator and project manager			
18.5	Implementation of City Connects pilot programme.	Dept. of Children & Youth Affairs and DES	Sept 2020		Implement City Connects pilot programme		

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 6: Alignment of Services	<ul style="list-style-type: none"> Adapt and implement City Connects model 	<ul style="list-style-type: none"> Department of Children and Youth Affairs (DCYA) Department of Education and Skills (DES) Irish Youth Foundation Tusla (including Education and Welfare Service) Inspectorate National Educational Psychological Services (NEPS) Mary Immaculate College Primary Schools Service Providers Community / community organisations

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
19.1	Action Executive Leadership proposals including development of social plan for Liberty Park.	Dept. of Children & Youth Affairs	Sept 2020	Action Executive Leadership proposals			
19.2	Continue to develop leadership built within the community involving the new/next generation.	Dept. of Children & Youth Affairs	Ongoing	Develop Leadership built within the community			
19.3	Bring providers together to provide a single youth leadership development programme to provide young people's voice in local community processes.	Dept. of Children & Youth Affairs	June 2020	Provide a single youth leadership development programme			

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 6: Alignment of Services	<ul style="list-style-type: none"> Integrate and align delivery of services across government departments, community services, agencies and institutions 	<ul style="list-style-type: none"> An Garda Síochána (AGS) Dublin City Council (DCC) Department of Children and Youth Affairs (DCYA) Tusla (including Education and Welfare Service) Health Service Executive (HSE) University of Limerick Executive Leadership programme participants Service Providers Residents Community / community organisations

#	Actions	Lead Owner	End	Q1 2020	Q2 2020	Q3 2020	Q4 2020
20.1	Inspect and assess the quality of the service provision for early years in NEIC and make recommendations for improvement.	Tusla and Dept. of Children & Youth Affairs	Jan 2020	Identify service provision for early years			
20.2	Develop an action plan in consultation with relevant stakeholders to implement the recommendations on early years services.	Dept. of Children & Youth Affairs	Mar 2020	Develop action plan	◆ Action Plan complete		
20.3	Commence implementation of the early years action plan.	Dept. of Children & Youth Affairs	Dec 2020		Commence implementation of early years action plan		
20.4	Carry out needs assessment of young children in the NEIC with regards early years childcare provision.	Dept. of Children & Youth Affairs	Mar 2020	Needs assessment of young children			
20.5	Engage with early years services to improve collaboration, integration and skills.	Dept. of Children & Youth Affairs	Dec 2020		Engage with early years services		

Responsible Subgroup	Associated Objectives	Key Stakeholders
Subgroup 6: Alignment of Services	<ul style="list-style-type: none"> Enhance early years and after-schools services 	<ul style="list-style-type: none"> Department of Children and Youth Affairs (DCYA) Dublin City Childcare Committees Department of Education and Skills (DES) Department of Health (DoH) Tusla Pobal Early years providers City Connects Service Providers Community / community organisations





**DUBLIN
NORTH EAST
INNER CITY**

**DUBLIN CITY COUNCIL NORTH EAST INNER CITY PROGRAMME OFFICE,
51-53 SEAN MCDERMOTT STREET LOWER,
DUBLIN CITY COUNCIL,
CENTRAL AREA HEADQUARTERS,
DUBLIN 1 (D01 HW44)**

**(01) 222 6604
NEIC@DUBLINCITY.IE**