



CHANGE!

social design of public services



Unlocking our Collaborative Capacity in Dun Laoghaire Rathdown.

What is URBACT

For about 15 years, the URBACT programme has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway & Switzerland.

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.

Following the success of the URBACT I and II programmes, URBACT III (2014-2020) has been developed to continue to promote sustainable integrated urban development and contribute to the delivery of the Europe 2020 strategy.

The URBACT III programme is organised around four main objectives:

1. **Capacity for Policy Delivery:** to improve the capacity of cities to manage sustainable urban policies and practices in an integrated and participative way.
2. **Policy Design:** to improve the design of sustainable urban policies and practices in cities.
3. **Policy Implementation:** to improve the implementation of integrated and sustainable urban strategies and actions in cities.
4. **Building and Sharing Knowledge:** to ensure that practitioners and decision-makers at all levels have access to knowledge and share know-how on all aspects of sustainable urban development in order to improve urban development policies.

To reach these objectives, URBACT III develops 3 types of interventions:

- transnational exchanges,
- capacity-building,
- capitalisation & dissemination.

In June 2015, Dún Laoghaire-Rathdown County Council confirmed its commitment to be Project Partner in the activities of the URBACT Action Planning Network proposal entitled "CHANGE! – social design of public services" led by the City of Eindhoven.



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1. Introduction:

Open government is not an optional or a ‘nice to have’ policy, it is fundamental to a nation’s or city’s success in the 21st century. Collaboration in public services thus is not just an interesting “toy” to offer for the public around elections, co-designed and co-created public services are essential for prosperity.

Collaboration does not happen by accident, public agencies including cities should start this process from top-down by prepare a framework in which residents feel themselves encouraged and empowered, thus collaboration might start and flourish, and meanwhile public agencies are challenged by grass-root ideas initiated and learn how to absorb innovation.

In Ireland, the 2012 Government policy document “Putting People First” set out the context for local government reform. The Local Government Reform Act 2014 enables local authorities to take all appropriate steps to consult with and promote effective participation of local communities in local government. As part of this new legislation a number of new structures have been established to progress this including Local Community Development Committees (LCDC) and Public Participation Networks (PPN).

One thing is sure; collaboration is a “contact sport” needs serious amount of time. The nine partner cities of the “CHANGE! – social design of social public services” URBACT Action Planning Network luckily had two years to think over with local stakeholders how to co-design (social design) their social public services towards a more collaborative service provision by fostering relationships among citizens within their local social networks.

Eindhoven (Netherlands), (Lead Partner)

Nagykanizsa (Hungary),

Gdańsk (Poland),

Forlì (Italy),

Dún Laoghaire- Rathdown (Ireland),

Amarante (Portugal),

Riga (Latvia),

Skåne (Sweden)

Aarhus (Denmark)



This document will outline the profile of Dún Laoghaire Rathdown and identify our local challenges to be progressed as part of this URBACT CHANGE Network. URBACT programme supports city to city learning and sharing of practice and experience. Our experience of participating in this network has been very positive having gained a range of good insights and examples from our partner cities.

2. City Context, Introduction to Dun Laoghaire Rathdown , Dublin, Ireland.

Dún Laoghaire Rathdown is one of four Local Authorities which make up the Dublin region. Dún Laoghaire Rathdown County is located between the outer suburbs of Dublin City and the Dublin/Wicklow Mountains on the East Coast of Ireland.

Dún Laoghaire-Rathdown County is a unique area of Ireland which contains over two dozen thriving, distinctive and valued areas – some recognised as communities and others as villages, but all known for their quality and sense of place. Our residents enjoy unparalleled access to a wide range of options in public transportation, amenities, shopping, cultural and educational institutions, as well as a wide choice of housing; the County also provides employment opportunities in businesses and enterprises ranging from international software giants to small home-based

craft activities. This wealth of opportunities is embedded in a network focused on the two major towns – the County town of Dún Laoghaire and the other Metropolitan Consolidation town of Dundrum – as well as large and small mature settlements and centers, some with well recognised names – such as Ballybrack, Blackrock, Churchtown, Dalkey, Stepaside and Stillorgan – as well as a myriad of local cherished areas such as Booterstown, Glencullen, Goatstown, Old Conna, Sallynoggin and Windy Arbour. Our County is also endowed with some of the Region’s best and most important economic and natural resources. We sustain and support significant portions of National and Regional transport, economic and natural resources such as the DART and LUAS, the M50, and its associated economic clusters in Dundrum and Sandyford.

Even though the County is spatially the smallest County in Ireland covering an area of 125km² we have a remarkable range of natural and cultural assets ranging from our 17 kilometres of spectacular coastline to upland areas of outstanding natural beauty including the Dublin Mountains. These outstanding assets are reflected in our motto “Ó Chuan go Sliabh”- from the harbour to the mountains.



The County has a population of 211,274 (2016 Census), The socio-economic profile of the County is very positive – it has both the lowest unemployment rate and the highest level of educational attainment of any County in the State.

Dún Laoghaire-Rathdown has a unique array of economic activities that span from existing cultural, technological and educational establishments – including UCD, IADT and IMI – to high tech, pharmaceutical, financial and services sectors. It also has significant potential as an amenity and tourism destination for the Region both for Dublin residents and visitors -and nationally.

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.

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 Dún Laoghaire-Rathdown is composed of professional, managerial and technical workers. This is by some margin the highest percentage in the Grater Dublin Area.

Dún Laoghaire-Rathdown 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. Dún Laoghaire-Rathdown represents 5% of total national employment in Enterprise Ireland supported companies.

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



Population

217,274



48.6%

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



389

Enterprise Ireland Supported Companies



7,651

Jobs Provided

3. Defining the policy challenge in Dun Laoghaire Rathdown

Volunteer-led organisations make a significant contribution to the social, cultural, economic and environmental fabric of Ireland. Groups range from large sporting organisations and their individual clubs, to small entities like choirs or art collectives etc. Some have a national remit with a local branch network while others just operate in a specific area.

Volunteer led organisations provide many essential services; economic, community, social and environmental. Some employ paid staff, while others operate totally with volunteers. Large or small, local or regional, all enhance the lives of their members and the communities which they serve.

According to the Central Statistics Office in 2015, over 520,000 people volunteer in organisations with an equivalent annual value of €1bn annually (based on minimum wage). International institutions such as the EU and OECD highlight that the participation of citizens in public life and their right to influence the decisions that affect their lives and communities are at the centre of democracy.

“People have a right to participate in shaping the decisions that affect them and to participate in developing and shaping the society in which they live”

Open and inclusive policy-making increases public participation, enhances transparency and accountability, builds civic capacity and leads to increased buy-in and better decision-making. The Irish Local Government Reform Act 2014 requires local authorities to establish new structures and frameworks to mobilise community participation.

One of the main structures to be established for this reason in every authority in Ireland, is the Public Participation Network (PPN). Public Participation Network is made up of three constituency pillars: (1) social inclusion, (2) community development and volunteering, and (3) environmental issues. For significant Local Authority projects which have a clear community link, the authority must seek the opinion of the PPN. So far 400 organisations have registered to the Dún Laoghaire Rathdown PPN, The structure of the PPN fosters democracy as decisions can be made only on plenary meetings.

Nonetheless, PPN is not a stand-alone policy structure; it is also embedded into the local policy framework, so for example, DLR PPN nominates five members out of 19 in the DLR Local Community Development Committee. This board consists mainly of different agencies, business associations and politicians, and was established to provide coordination at county level between all service providers. This committee has developed The Local Economic and Community Plan for the development of the county from 2016 - 2021. The DLR PPN also has the right to delegate people into the six Strategic Policy Committees, consisting mainly of elected councillors.

Participation in the URBACT CHANGE Network provided an excellent opportunity to explore the issue of collaboration based on the most advanced European models on collaboration. Dun Laoghaire Rathdown is quite advanced in the development of a number of thematic based strategy documents, structures and thematic programmes.

Our local challenge is finding ways to enhance how they all coordinate and coproduce services which meet local needs. These existing strategies and structures provide great platforms to unlock the collaborative capacity in or alongside public service in Dún Laoghaire-Rathdown. A core question or challenge we face is how do we create the conditions as leaders where the people in our organisations really provide the effort, the services, the experience, the knowledge, the abilities that help to foster the health and wellbeing and the functioning of our County?

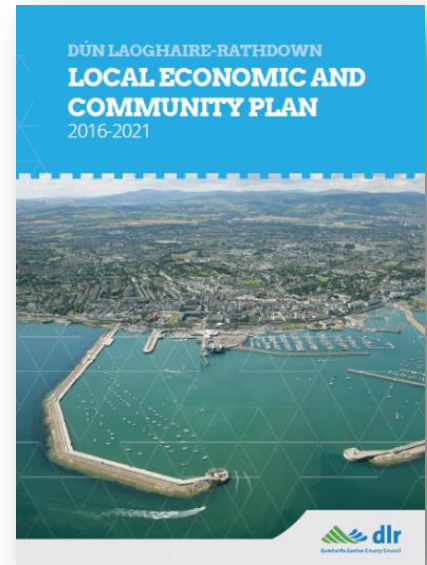
4. Existing key strategies and structures in Dun Laoghaire Rathdown

It is important to acknowledge that we are not starting from a stand still position. There are a number of key strategies and structures already established in Dún Laoghaire- Rathdown. The following are some examples which we have engaged with as part of this CHANGE programme.

DLR Local Economic and Community Plan:

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.



DLR Public Participation Network:

Dún Laoghaire Rathdown Public Participation Network (DLR PPN) is an independent umbrella network of community & voluntary, environmental and social inclusion groups active within the county. The PPN is the main link through which the local authority connects with these groups, in addition to usual consultation processes carried out by the local authority. DLR PPN is run through collaboration between local volunteer-led organisations and Dun Laoghaire Rathdown County Council. The PPN aims to achieve this by providing its member groups with opportunities for networking, learning, communication and sharing of information which leads to participating in local decision making and collective action.



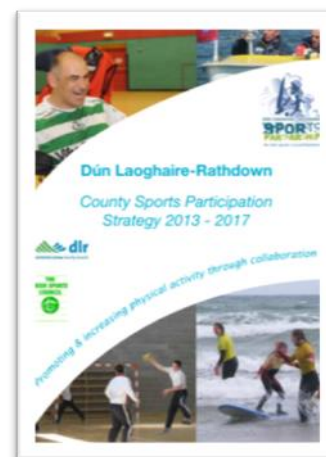
DLR's Age Friendly Strategy:

In line with the objectives of Age Friendly Ireland, which was established to coordinate Age Friendly Cities and Counties Programme according to the WHO principles. The local strategy was truly co-designed with elderly and approved by elderly organisations, is coordinated by the county council, while programmes and actions are run by effective city- and county-based partnerships, involving senior decision-makers from public, commercial and not-for-profit organizations.



County Sports Participation Strategy 2013-2017:

This interagency plan, also coordinated by the county council, aims at maximising available resources to increase the participation in physical activity and sport in Dún Laoghaire Rathdown. This strategy is about making people active, giving them the opportunity to be fit, as well as raising awareness. The county council coordinates the network of local, mainly volunteer-led sport organisations, provides information and education for volunteers, runs some specific projects and organises networking events.



Estate Management Programme:

Launched as a pilot initiative in 1998, as part of the local government modernisation process, which acknowledged the needs for the citizens to be engaged in decisions that affected their lives and those of their communities. Estate Management began working with four local authority estates in 1999 and has expanded over the past decade to include 12 estates. Volunteers representing the 12 estates participating in estate management make up the "Fora Committee". The Committee meets regularly to discuss ideas and proposals. Training opportunities for volunteers are provided annually.



Southside Partnership:

Southside Partnership is a well-established local development company operating in Dun Laoghaire Rathdown, County Dublin. The work of 'partnership' is all about creating the conditions for dialogue so that there is a better understanding of 'what will work' and make a positive difference in the lives of individuals, families and communities. Southside Partnership's core programme is the Social Inclusion and Community Activation Programme (SICAP), funded by the Department of the Environment, Community and Local Government through the Dun Laoghaire Rathdown Local Community Development Committee (LCDC).



DLR Volunteer Centre:

Dún Laoghaire Rathdown Volunteer Centre is an independent organisation, which is part of Volunteer Ireland, a network of 22 Volunteer Centres. The centre provides support and advice for people considering volunteering, including a database of opportunities where volunteers can view volunteer Opportunities in their locality. Training on involving volunteers and help with developing new projects involving volunteers. The Volunteer Centre also provides a Garda Vetting Service for organisations who do not have access to their own Authorised Signatory.



5. Formation of the URBACT local Group and Setting the Local Focus.

The first step in the development of the CHANGE project in Dún Laoghaire Rathdown was the formation of an URBACT Local Group (ULG). The role of this ULG was to oversee and drive the delivery of the CHANGE project in Dun Laoghaire Rathdown. Membership of the ULG included:

| | | |
|-------------------------|-------------------------|---|
| Laura Howe | Manager | Dún Laoghaire-Rathdown Public Participation Network |
| Claire Carroll | Manager | Dún Laoghaire-Rathdown Volunteer Centre |
| Kay Gleeson | Volunteer | Joyce's Tower, Museum, Sandycove |
| Cormac Shaw | CEO | Southside Partnership Ltd |
| Helen Griffin | Administrative Officer, | Dún Laoghaire-Rathdown County Council |
| Shane Mc Ardle | Co ordinator | Dún Laoghaire-Rathdown Sports Partnership |
| Seamus Ryan | Sargent | An Garda Síochána |
| Cllr Anne Colgan | Volunteer | Imagine Dundrum |
| Dave Lawless | CHANGE Co ordinator | Dún Laoghaire-Rathdown County Council |

Over the period of this CHANGE project the Dun Laoghaire Rathdown Local Action Group held a number of meetings to design the local process and develop a road map for the creation of the Integrated Action plan.

The process of setting the focus and objectives for our project took shape as a facilitated workshop held on February 8th 2017, in Cabinteely Park House. A number of key organisations and actors were invited to attend. A discussion took place on the broad issue that "Today public services are faced with ever increasing public expectations and societal challenges. Inevitably a paradigm shift is needed to meet these challenges".



As part of this process the participants discussed their understanding of collaboration and co-creation. This included aspects such as the importance of service providers 'working' with people who use their services to change and improve their services; that the process to improve services is a learning journey where provider and beneficiary deepens their understanding of each other's needs, limitations and options; that it is becoming increasingly difficult for single providers to satisfy the needs of their users on their own and it is much more productive to work together with other organisations based in the same location.

It was acknowledged that the change required to work in a more collaborative way also means to accept that it will be messy. This means that what providers set out to do can and will probably be altered several times based on feedback and on the roles that other organisations can play.

This supports the learning from the Amarante study visit where we explored how outcomes of service delivery can be boosted by insight, brokerage and design and the theme of alignment between sectors, cultures and silos can be enhanced by new approaches to managing risks, incentives and resources which we reviewed at the Gdansk study visit.

The Dun Laoghaire Rathdown Integrated Action Plan aims to promote and support change leaders with the local challenge of meeting expectations for delivering public services. Such leaders should display the ability to create collaborative frameworks for new forms of service delivery. To this end, they act as brokers between service providers, users in communities, political influencers and external sources of ideas and innovations. They regard process, relationships and results as of equal importance and view these as reinforcing elements critical to bring about change.

Ultimately the focus of the DLR Integrated Action plan will be about ***“Unlocking our collaborative capacity in Dun Laoghaire Rathdown”***

At the ULG workshop on February 8th four key themes were identified which impact on collaboration together with a number of objectives which would support or “unlock” enhanced collaboration in Dun Laoghaire Rathdown these include:

DLR ULG Meetings

- 7th July, 2016
- 11th November, 2016
- 8th February, 2017
- 10th March, 2017
- 21st July, 2017
- 11th September, 2017
- 9th January, 2018
- 15th March, 2018

Education and Experimentation

There is a perceived lack of imagination and creativity to address gaps and improve services. There is a fear of failure in our organisations that also is linked to staff’s feelings of disempowerment and that leads to apathy hindering service delivery.

Communication and Information sharing:

The issues addressed in public services are often complex and require a local understanding of context and content. There is a history of poor communication and lack of collaboration between agencies and service organisations.

Limited resources

Although there are always limited resources, the global financial crisis of 2008 continues to impact through reductions in staff numbers and contraction of budgets.

Impact of Politics and Agendas:

In the provision of public services there are several influences and political agendas that determine where, when, how and by whom services will be provided. Such influences on setting priorities can sometimes lead to results at odds with where the greatest needs are that should be addressed.

6. Dun Laoghaire Rathdown local CHANGE Learning Process

In Dun Laoghaire Rathdown we acknowledged that in keeping with the URBACT ethos it will not be enough for a small number of people to participate on the URBACT Local Group to have the opportunity to learn about these topics. It was important to use this URBACT opportunity to host a number of local events which allowed for a wider participation of stakeholders and dissemination of information and learning as part of this CHANGE project.

6.1 DLR CHANGE Learning Events:

The DLR ULG members identified a number of local topics and issues that would provide an opportunity to bring together local stakeholders to explore the topic and within the context of enhancing collaboration in Dún Laoghaire-Rathdown. Five local CHANGE learning events were planned and delivered. These included:

- May 10th, 2017. Workshop: On Social Innovation Centres & Collaborative Practice
- September 18th, 2017. Workshop: On “Creating safer Communities” Review of DLR Local Policing Forums.
- November 1st, 2017. DLR PPN CHANGE Workshop. Good practice examples.
- November 29th, 2017. DLR Volunteer Managers Networking Event:
- December 4th, 2017. Workshop on “Opportunities for collaborations on Healthy Ireland actions”

The following is a short overview of these learning events.



The meeting started at 3.30pm and was attended by 20 people. Following a welcoming cup of Tea & Coffee the event was opened by Dave Lawless who gave a short overview of the role of URBACT and presented the objectives of the CHANGE Network.

Michael Mc Donnagh from Corsscare gave an overview of the collaboration required in the development of the new Dun Laoghaire Community Café and its vision for the future as a space for social innovation.

Annabelle Conway of “Innovate Dublin” gave an overview of what their understanding of Social Innovation is and how they do it at Innovation Dublin. “We help people solve old problems in new ways, in the places they live, work & play. With an exciting blend of social innovation, design thinking & common sense, we work with communities to create & deliver projects that contribute to brighter Futures”.

The Social Innovation Hub differs from other co-working hubs in both ethos & impact. The end goal is increased social impact in solving social challenges. The Hub incubates social ventures that are committed to solving social and environmental problems where like-minded social entrepreneurs share not only office space but also ideas.

The DLR Drugs & Alcohol Task Force and Southside Partnership present the learning from an Integrated Collaborative Practice programme. (Barry Cullen DLR LDATF & Cormac Shaw SSP). The LDATF undertook to design and develop a

Collaborative Practice training programme. A Collaborative working group undertook to develop the agreed programme content which consisted of 4 three day modules.

Models included: Collaboration and Integration Theory and Practice, Leading collaborative change, Working with the realities of change, Intervening collaboratively.

Outcomes included:

Key individual changes in self-awareness, practice, planning and reflection on outcomes for service users. New Ideas and skills developed to help lead change

Need a broader model of leadership for addressing work-based issues.

Opportunities to embed sustainable good practice were identified.

Challenges included:

Collaboration is time expensive: needs better appreciation by funders and managers.

A national model to support effective collaboration is also required.

Need to expand the numbers using the Collaborative model



On September 18th 2017, Dun Laoghaire Rathdown in collaboration with An Garda Síochána held a workshop to start a process of review of the work of the Local Policing Forums in Dun Laoghaire Rathdown. As part of this work we considered the following:-

- Current context, coverage, role and remit
- What makes a Local Policing Forum successful
- How well the areas of the current LFP's match to areas of identified needs
- Look at potential future opportunities for their development in line with the remit.
- Make recommendations on practices and processes to support future development of the LPFs

As part of this review process a number of semi-structured interviews, by telephone, were held with 15 identified individuals, and 20 people attended the facilitated workshop on September 18th 2017.

The provisional feedback from this process is very positive with most participants highlighting that Local Policing Forums are working well in Dun Laoghaire Rathdown and the citizen participation opportunities are very strong. The participants did identify a number of areas that count be improved or developed.

A follow up workshop for senior managers and personnel from Dún Laoghaire-Rathdown County Council and An Garda Síochána was held on January 18th 2018. All this information gathered will be produced in a final report which will make recommendations regarding the enhancement of the work of the Local Policing Forums in Dun Laoghaire Rathdown.

It is envisaged that some of these recommendations will form part of this Integrated Action plan.



This event was hosted by the DLR Public Participation Network in conjunction with the URBACT Local Support Group. The event was attended by over 50 people involved in supporting citizen participation in Dun Laoghaire Rathdown.

The event was opened by Laura Howe Manager of the DLR Public Participation Network.

Dave Lawless gave an overview presentation on the URBACT programme and outlined the context of the CHANGE Network and its objectives.

The main content speakers for this event included;

- Simon O Rafferty,* Environmental Protection Agency “Co-designing of Public services”
- Shane Waring,* Dublin City Council, “DCC Beta Projects”
- Rebecca Blake,* Irish Architecture FoundaHon, “Ballyfermot Play and Skate Park”
- Cllr. Guss O’Connell,* South Dublin County Council “Have Your Say 300K” Citizen Budgeting.

These presentations provided a very good insight into some of the innovative collaborative projects recently developed within the Dublin Region.

Following the presentations there was very lively discussion between the attendees and guest panel of speakers.

As part of the CHANGE project we did video record this event. This video will be edited into a shorter highlights programme which will be uploaded to the URBACT CHANGE website.

This was a very successful event. Feedback from the attendees was very positive. It is recommended that this would become an annual event.





CHANGE Workshop Topic: Volunteer Managers Event

Date: November 29th 2017:

Venue: Airfield Estate, Dundrum.

On November 29th DLR Volunteer Centre hosted a meeting of Volunteer Managers from within Dún Laoghaire Rathdown. The purpose of this workshop was to provide advice and support to Volunteer managers in the county.

New national research highlights that 81% of volunteers feel they are making a valuable contributing to the work of their organisation. Attendees were asked “Would individual groups in DLR know how if there volunteers feel they are contributing meaningfully to the organisation”?

The importance of volunteer management was discussed and it was agreed that the contribution that volunteers make to organisations needs to be recognised at organisational level. The importance of support from Senior Management was highlighted and not just for the photo calls!!

The group discussed the importance of good relationships between volunteer managers and volunteers. Thanking volunteers for their work is very important but what is the best way to do this?

Dave Lawless informed the meeting about the URBACT CHANGE project and asked for ideas how to support more citizen led projects and volunteering. **How do we get the volunteering message out?**

In discussing the importance of citizen led services it was identified that we need to be careful not to displace jobs or investment. Service providers have responsibilities too.

It was recognised that there is a lot of good voluntary activity taking place in the county but the information about what is happening needs to be coordinated. It was suggested that collective communication channels? Social Media / website should be used but who should lead this?

Participants felt that there was a need to develop a marketing and advertising campaigns and positively branding volunteering. This could be done through Newspapers, Social Media, Video, and Story Telling. Possibly advertising on the new Big Belly Bins. This advertising campaign could also link in with National Volunteer Week.



CHANGE Workshop Topic: "Collaboration for a Healthy County "

Date: December 4th 2017

Venue: Airfield Estate, Dundrum.

This workshop was hosted by the URBACT Local Support Group and the DLR Local Community Development Committee

This half day workshop was designed to start a conversation about "collaboration for a healthy county" amongst organisations with a county wide brief. It set out to

- provide a networking opportunity for those engaged collaborative health work
- start the conversation about collaboration for a healthy county by bringing people together to explore good practice in collaborative health work
- begin the process of engaging service providers in early discussions on this topic for the purpose of a funding application in 2018
- Identify opportunities for organisations to think out new possibilities for collaborative working.

The event was organized as a World Café event in order to maximise participation and facilitate reflection. Conversations took place in small groups to consider a range of questions that would achieve this purpose. Questions inquired into were participants

- Experience of examples of good collaboration on health and wellbeing activities in Dun Laoghaire-Rathdown
- Experience of collaboration
- Views on what could be built on, to make DLR a healthy county
- Ideas for strategies to address issues of particular interest in the context of the Healthy Ireland framework

Emergent themes

Four themes emerged from the conversations regarding the experience of those present. They were

- Information – how best to disseminate
- Community engagement
- Effective collaboration
- Mental Health

A workshop report was produced and will be used by the DLR Local Community Development Committee as part of the process in developing the DLR Healthy County Strategy. This will also inform the actions in this action plan.

6.2 CHANGE Network Transnational visits.

As part of the URBACT programme the opportunity to visit other partner cities and exchange practice and learning is a vital component of the URBACT model.

CHANGE partner cities agreed to explore “The Collaborative Framework” as a model to develop an “ecosystem” of parameters around collaboration within public services. This framework explores four stages of collaboration in public service delivery.

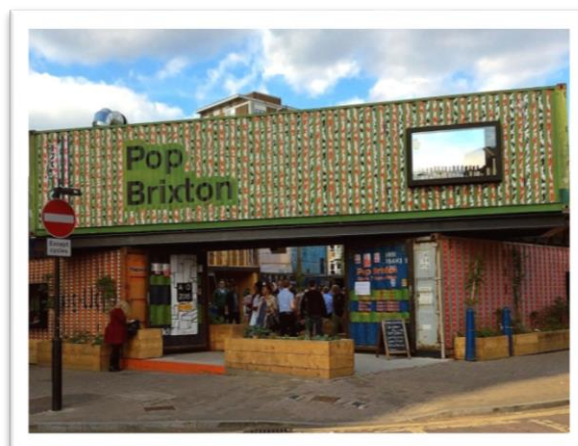


As part of the CHANGE Network, a number of transnational meetings were organised.

CHANGE Network “Masterclasses” meeting London, England. (September 14th & 15th 2016)

This meeting was held in the Brixton Impact Hub which is located within the innovative project “Brixton POP”

One key learning from this meeting in London was how Lambeth Council was challenged by having an “Impact Hub” directly at the Town Hall. Impact Hub is a global network of shared workplace with inspiring community, supporting change-makers, with a shared sense of purpose; a space for informal skill and knowledge exchange between members, they also run a variety of free and open events, from tech meetups to social innovation pitching events. Since thousands of residents and civil servants walked there every day, it was a rather symbolic act that most likely helped Lambeth Council to open up its public management operation as well as its services and became the first co-operative council in the United Kingdom.



We also learnt about other interesting projects including:

1. New service delivery starts with knocking doors - Generating deep insight to be able to create meaningful outputs: stories of Community Organising.
2. Offering incentives to mobilise volunteering within public service delivery - How Spice Time Credits are creating system change?
3. People helping people - Increasing the resources available through peer-support to achieve social goals in an innovative way.
4. Putting community engagement at the heart of public services – The cooperative council in Lambeth and the Co-operative Councils Innovation Network

1. CHANGE Network meeting in Amarante, Portugal. (November 15th & 16th 2016)

The meeting in Amarante focused on the first pillar of the collaboration framework. **“outcomes”**, covering the ways in which insight is generated, relationships are brokered and service interventions are designed to address these outcomes.

“Collaborating for better outcomes requires different ways of working together”. Collaboration in public administration, especially with regards to public services needs strong and equal partnership among stakeholders

Amarante presented examples which highlighted well the first pillar of the Collaborative Framework. It has a strong experience of working with young and open-minded leaders and put a strong emphasis on mapping social innovation. The city has great resources and experience of voluntary work.



2. CHANGE Network meeting in Gdansk, Poland. (April 4th & 5th 2017)

In Gdansk the focus of the visit was on the second pillar **“alignment”**, exploring the role that risk, incentives and resources play in building effective delivery partnerships.

Gdansk is a great place to analyse how the public sector can renew its ability to speak with local actors in a different way for shared values and better outcomes. This is in line with the second pillar of the Collaborative Framework

In Gdansk it was identified that public servants need more capacity building and new structures to foster their out-of-the-box thinking and enable them to find new ideas and scalable initiatives from communities. They need more practice and knowledge to understand communities, pull together different strands of provision, break down internal silos, and build long-lasting reciprocal relationships.

Building up trust, is the “glue” to enhance collaboration, and political leaders understand that collaborative public operation can create strong political benefits.

During the study visit in Gdansk, Dún Laoghaire Rathdown County Council contributed to the discussion about “resources” by presenting on how engaging local citizens participated in a process of creating better public spaces through placemaking.



CHANGE Network meeting in Aarhus, Denmark. (Sept 15th & 16th 2017)

In Aarhus the network explored the third pillar of the framework **“delivery”**, arguing that innovation, agility and great leadership characterize the best and most sustainable delivery partnerships.

With a population of 320,000, Aarhus is Denmark’s second-largest and fastest-growing city in the country. In the past ten years, the city has received 15,000 new residents and created 20,000 new jobs, the majority within the knowledge, service, and innovation industries. Aarhus is characterised by a strong spirit of cooperation and social cohesion. Aarhus’s motto within the European Capital of Culture 2017 programme was ‘Let’s Rethink’, it is a mindset for change, innovation and courage, a progressive way of thinking and acting smarter.



In Aarhus we explored both “leadership” and “agility”. The city established a Citizenship Committee that consisted of 8 politicians and 8 citizens whose job was to “challenge the municipal practice and inspire a new practice of citizenship”. The final result of the committee was the creation of the Active Citizenship Policy, a political manifesto, co-created by citizens, businesses, associations, volunteers, municipal employees, educational institutions and politicians in 2014-15.

Through analysing how Centre for Innovation in Aarhus (CFIA) works, CHANGE! partner cities also learnt about the importance of tackling internal innovation. CFIA looks like something between a designed training room, a theatre studio, and a fab lab, and is symbolically located in DOKK1, the new library and community centre located on the renewed waterfront. CHANGE partners also had interesting conversations during the Rethink Activism Festival.

4. CHANGE Network meeting Dún Laoghaire-Rathdown, Ireland. (Jan 23rd & 24th 2018)

The network meeting in Dún Laoghaire Rathdown focused on the *fourth* pillar of the framework **“accountability”**, showing how evidence, engagement and transparency underpin collaboration in delivery and create a case for reproducing and deepening it. “too often engagement is seen as an add-on” (Kippin, 2015),

The CHANGE partner cities in Dún Laoghaire Rathdown analysed some practical initiatives highlighting how engagement works in public services, but they also faced the question how to foster such a sensitive issue like community engagement by a top-down structure?



Partner cities explored the establishment of a new national structure in Ireland, to mobilise community engagement. The Public Participation Network (PPN) is a new structure which all Irish local authorities are now required to establish, as specified in the Local Government Reform Act 2014.

7. DLR Local project Action Plan

Having participated in all the CHANGE Network Transnational study visits and having organised a number of local events to engage a wider stakeholder audience in conversations about Collaboration and citizen participation in the design of public services. Our Local Support Group have gathered a lot of new information and learning as part of our participation in this CHANGE Network project.

Our Local Support Group met on many occasions to review this learning and information and where possible, inform the possible development of actions for inclusion in this plan.

As referred to earlier in this document, this action plan must be read within context of our local situation in Dún Laoghaire-Rathdown where we have a range of structures and services in place and action plans developed.

It is important that this action plan in its attempt to ***unlock our collaborative capacity in Dún Laoghaire Rathdown***, acts as a support and acknowledges the individual services and organisations that are and will be delivering on actions which contribute to the achieving of our objective.



The following pages of this document set out actions to be developed and implemented over the coming months and years.

Dún Laoghaire-Rathdown Integrated Action Plan

| Theme 1 | Objective | Proposed Action | Lead org | Time frame |
|---|--|---|----------------------------|-------------|
| <p><i>Education and Experimentation:</i></p> <p>There is a lack of imagination and creativity to address gaps and improve services. There is a fear of failure in our organisations that also is linked to staff's feelings of disempowerment and that leads to apathy hindering service delivery.</p> | <p>To address societal needs by promoting volunteering and building the capacity of citizen participation in our county that will support and enhance existing service delivery.</p> | <p>Evaluate the Training & Development Programme for Voluntary Boards of Management in Community Centres to determine impact and future capacity building activities.</p> | DLRCC Community Department | 2018 |
| | | <p>Expand the role out of the DLR Volunteer Corps to assist with organising local festivals & events.</p> | DLR Volunteer Centre | 2018 - 2020 |
| | | <p>Explore the development of intergenerational volunteer projects that utilise the wisdom and knowledge of older people and the energy and enthusiasm of younger people.</p> | DLRCC Community Department | 2018 - 2019 |
| | <p>To explore ways of teaching and promoting creativity in organisations and communities.</p> | <p>Showcase the EXIT 15 (from the M50 motorway) Community Arts Project as a good practice of initiating creativity in other neighbourhoods.</p> | DLR Arts Office | 2018 - 2019 |
| | | <p>Development of the DLR Public Age project. How public space can and should be designed with older people in mind through a collaborative project and public outcome.</p> | DLR Arts Office | 2018 – 2019 |
| | | <p>Implement a Creative Placemaking Programme across the county that will enable experimentation (beta actions) by local groups with placemaking activities.</p> | DLRCC Community Department | 2018 - 2019 |
| | | | | |

| Theme 2 | Objective | Proposed Action | Lead org | Time frame |
|--|--|--|----------------------------|-------------|
| <p>Communication and Information sharing:</p> <p>The issues addressed in public services are often complex and require a local understanding of context and content. There is a history of poor communication and lack of collaboration between agencies and service organisations.</p> | <p>To support creative initiatives that will help improve communications and facilitate conversations about services needed and innovative ways of delivery.</p> | <p>Co-design more creative consultation activities. Use creative organisations such as <i>Connect the Dots</i> and <i>Space Engagers</i> to assist.</p> | DLR PPN | 2018 - 2020 |
| | | <p>Evaluate the Active Workshops conducted by the Local Policing Forums as a possible good practice for other organisations and forums.</p> | DLRCC | 2018 - 2019 |
| | | <p>Promote existing initiatives such as the Pier to Peer Walk during Enterprise Week as a creative initiative for service providers to engage service beneficiaries.</p> | DLR LEO | 2018 - 2019 |
| | <p>To activate more networks and networking in communities, between organisations and across the functional silos in public services.</p> | <p>Establish and sustain a network of volunteer managers of DLRCC Community Facilities.</p> | DLRCC Community Department | 2018 - 2019 |
| | | <p>Provide training sessions for community organisations to develop their Community Websites and social media platforms.</p> | DLRCC Community Department | 2018 - 2019 |
| | | <p>Organise an annual Service Providers Seminar in DLR.</p> | DLR LCDC | 2018 - 2019 |
| | | <p>Promote the DLR PPN Information E-Zine to all residents and businesses.</p> | DLR PPN | 2018 - 2019 |
| | | <p>Organise a workshop on Community Services Mapping with the aim to seek community buy-in for the concept and practical application.</p> | Southside Partnership | 2018 - 2019 |

| Theme 3 | Objective | Proposed Action | Lead org | Time frame |
|---|--|--|----------------------------|-------------|
| Limited resources: Although there are always limited resources, the global financial crisis of 2008 continues to impact through reductions in staff numbers and contraction of budgets. | To help providers and community organisations working together and find synergies that will increase resources including actions to share resources. | Expand awareness of the DLRCC Universal Grants Programme. | DLRCC | 2018 - 2019 |
| | | Matching of Resources - Develop the DLR Estate Management Programme. | DLRCC Community Department | 2018 - 2019 |
| | | Develop a Social Innovation Spaces for People, Projects and Ideas. | Southside Partnership | 2018 - 2020 |
| | | Develop a new Community Sports and Physical Activity HUB. | DLR Sports Partnership | 2018 - 2019 |
| | | Support the development of Creative Healthy County Projects. | DLR LCDC & DLR CYPSE | 2018 - 2019 |

| Theme 4 | Objective | Proposed Action | Lead org | Time frame |
|---|--|--|-----------------------|-------------|
| Impact of Politics and Agendas: In the provision of public services there are several influences and political agendas that determine where, when, how and by whom services will be provided. Such influences on setting priorities can sometimes lead to results at odds with where the greatest needs are that should be addressed. | To support role players in organisations and communities becoming brokers who engage senior managers and political decision makers as well as local people in communities on shared responsibilities and possibilities of collaborative opportunities in service delivery. | DLR PPN Supporting community representatives to be “Brokers” on decision making committees. | DLR PPN | 2018 - 2019 |
| | | Support the development of the Imagine Dundrum project. | DLR PPN | 2018 - 2020 |
| | | Develop a range of Leadership Training Programmes. <ul style="list-style-type: none"> • Facilitative Leadership • Collaborative Practice | Southside Partnership | |

8. Framework for delivery.

The delivery framework for the implementation of this Integrated Action Plan will consist of three core strands.

Strand 1:

Each of the actions identified in this plan has an agreed lead organisation who has committed to drive implementation of these actions over an agreed timeframe. These actions will be included in the annual planning and budgeting process of these organisations.

Strand 2:

The URBACT Local Group established to oversee the CHANGE Network will officially disband. However the members have committed to meeting twice per year to monitor progress being made on implementation of the actions in this plan. This information will be presented to the existing collaboration mechanisms of the Dún Laoghaire Rathdown Local Community Development Committee and the Dún Laoghaire Rathdown Public Participation Network

Strand 3:

The Dún Laoghaire Rathdown Local Community Development Committee and the Dún Laoghaire Rathdown Public Participation Network will ensure that the implementation of these actions will be integrated and coordinated within the wider context of the DLR Economic & Community Plan.



Acknowledgments:

Dún Laoghaire-Rathdown County Council would like to thank the City of Eindhoven and their CHANGE project team for leading out on this CHANGE Network. This network was implemented in a very positive and efficient manner.

We would like to recognise the role of Mr Ferenc Szigeti-Böröcz, Network Lead Expert. The level of preparation and planning that went into guiding the network through this process was very impressive.

The success of this project is down to the commitment of the partner Cities who hosted visits and shared their experiences and practices. This process has stimulated new thinking and learning for us and we are honoured to have worked with you as part of this CHANGE Network and hope we will continue to collaborate into the future.

Finally, we wish to acknowledge the support and participation in this CHANGE Network from our DLR Urbact Local Group members. As part of this process we have learnt that CHANGE and Collaboration takes time, trust and commitment. By participating in this network we have gained new knowledge and enhanced the environment in which collaboration and CHANGE can happen in Dún Laoghaire Rathdown.

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