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Developing an Employment Strategy for the Dublin Region:

Outline for a submission under Article 6, ESF

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Profile of the Dublin Region

Introduction

The Dublin Region (Dublin City and the three County areas) is the area served by the Dublin Regional Authority. While much of Ireland's wealth and earning power is concentrated in the capital, equally, much of Ireland's poverty and disadvantage is also concentrated in Dublin.

Population and area

Dublin covers an area of 92,000 hectares, half of which comprises the built-up area of Dublin city, Ireland's capital, and the remainder its rural hinterland. Dublin has a population of 1.12 million, 29% of the population of the State. Dublin's population over the last six years grew at an average of 9.8 per 1,000, 7.8 of which represented natural increase and 2.0 represented net migration into Dublin. This is the highest rate of population growth in the region since the 1970s. The age profile from the 2002 Census is not yet available, but the table here shows age profile for 1996.

Age profile 1996:

	Dublin	Dublin City	D/L-R	Fingal	South Dublin	Ireland
	%	%	%	%	%	%
aged < 15	22.0	18.3	20.9	27.3	27.1	23.7
aged 15-24	18.6	19.1	17.4	17.8	19.3	17.5
aged 25-44	30.3	30.3	29.3	31.3	30.6	28.0
aged 45-64	19.1	19.2	21.2	18.1	17.8	19.4
aged 65 +	9.9	13.1	11.3	5.6	5.2	11.4
Youth dependency	32.3	26.6	30.7	40.6	40.1	36.5
Elderly dependency	14.6	19.0	16.7	8.3	7.7	17.6

Source: Census 96 Vol. 2 Table 3A

Administrative Features

The Dublin Regional Authority operates at NUTS III level. The Authority's principal functions include reviewing the overall development needs of the region and the promotion of co-operation and joint action between local authorities, public authorities and other organisations.

There are four Local Authorities in the region operating at NUTS IV level - Dublin City Council, Dun Laoghaire-Rathdown County Council, Fingal County Council, and South Dublin County Council. They have traditionally provided infrastructural services within their functional areas, e.g. roads, housing, water, wastewater, waste management, but in the last number of years have begun to promote social and community development in its broadest sense and to shift the emphasis of policy towards tackling social exclusion. Each

local authority has established a Development Board with responsibility for promoting economic, social and cultural development for their respective functional areas.

Labour market, training and education services

FÁS, the national labour market agency, which is the national training authority and public employment service, operates through its Dublin region division. Throughout the region, Local Employment Service Networks, operating under the auspices of Area Partnerships, provide a counselling, guidance and placement service targeted at the vulnerable unemployed. Two Vocational Education Committees, one for Dublin city, one for the rest of the region, have responsibility for a minority of the Region's second level schools, and also run adult education programmes. Otherwise, education services are run through the national Department of Education and Science.

Area Partnerships, which bring together social partners, statutory agencies and local communities, were first established in 1991 and operate in Dublin's unemployment blackspots (Northside, Ballymun, Finglas/Cabra, Dublin Inner City, Blanchardstown, Ballyfermot, Kimmage-Walkinstown-Crumlin, Canal Communities, Clondalkin, Tallaght, Southside). Their mandate is to bring together representatives of the local community, social partners and statutory agencies with a specific focus on innovative actions to tackle disadvantage and combat unemployment.

Economic activity and employment

With Ireland's largest city, and its capital, the Dublin Region has performed well during the economic boom of the late 1990s and has been a key engine of Ireland's economic growth. However, Dublin also has some of the worst concentrations of unemployment, poverty and multiple disadvantage in the country (Haase, 1999). Sustaining growth in employment in Ireland's largest region is clearly vital to the success of the Irish economy as a whole, as well as addressing a significant proportion of national disadvantage.

Dublin is the prime focus of economic activity and employment in the region, and agriculture accounts for only 3% of the region's output. Dublin's economic base is now primarily in services, while manufacturing accounts for less than one in six jobs. Latest figures (1999) show that market and non-market services accounted for about 55% of output (GVA) in Dublin in 1999.

Proportion at work in Dublin in different economic sectors, 2000

	%
Financial and other services	20.7
Wholesale and retail	14.5
Education and health	14.4
Manufacturing	14.3
Transport, storage and communication	8.6
Construction	7.4

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Hotels and restaurants	6.3
Public administration	5.5
Other	8.3

Source QNHS Q2 2000, in Morgenroth (2001, Table 3.6)

Industry in Dublin, 1999

Number of production units	1,336
Persons Employed	66,076
Industrial Output	€20,099m.
Industrial Input	€7,436m.
Net Output	€12,663m.
Wages and Salaries	€1.798m.
Average earnings per worker	€27,207

Source: 1999 Census of Industrial Production, CSO

Dublin has attracted a significant number of major multinational companies, especially in the IT and financial services areas.

Multinational companies in Dublin aided by Industrial Development Authority

Dublin	Dublin City	D.L.R.	Fingal	South Dublin
324	153	44	58	69

The percentage breakdown of occupations in the region is:

	%
Managers	16.0
Professional	11.4
Associate professional and technical	10.1
Clerical/secretarial	14.9
Craft and related	11.9
Personal and protective service	9.8
Sales	8.5
Plant and machine operators	8.4
Other	9.2

Source QNHS Q2 2000, in Morgenroth (2001, Table 5.5)

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Persons aged 15 and over by ILO employment status,
Dublin region 2002

	'000s	% M	%F
In employment	551.7	56%	44%
<i>Full-time</i>	460.0	67%	33%
<i>Part-time</i>	93.5	9%	91%
Unemployed	23.8	57%	43%
Inactive	332.2	28%	72%
Total	907.7	46%	54%
<i>Unemployment rate</i>	4.1%		

Source:QNHS Q3 2002

Non-national workers

It is estimated that about 100,000 non-nationals are working in Ireland on official work permits, and that about half of these are working in the Dublin region. These figures suggest that up to 10% of Dublin's workforce could be non-nationals. Given the fairly recent shift from a country with net emigration to one with net immigration, there is no developed tradition of integrating migrant workers into the local labour market.

Training and work experience programmes

FÁS, the national training authority provides training through its own services and also contracts out training. It also offers on the job training through work experience programmes aimed at the unemployed.

FÁS training and work experience programmes in Dublin 2001

FÁS training	
- FÁS Centres	6,562
- Contracted training	2,515
- Community Training Workshops	816
- Special Needs Programme	746
Total	10,639
Work experience	
- Community employment	15,810
- Job Initiative	1,162
	16,972

Source: FÁS Dublin

Unemployment

Total employment in Dublin fell by 1.2% between 2001 and 2002, with a 2% fall in private sector employment. After a period of prolonged fall, unemployment rates in the Dublin region are on the rise.

Claimant figures for unemployment payments (Live Register) for December 2002 show 36,000 registered unemployed in the Dublin region, an increase of one sixth on the previous year. Since early 2001 as the recession has begun to bite, unemployment rates in the region have risen and are now at a three-year high. The 4.1% ILO unemployment rate in Dublin marks a rise from a low of 2.6% at the start of 2001.

Hidden unemployment

The ILO unemployment figures given above mask hidden unemployment among those who describe their principal economic status (PES) as unemployed but who may not be actively in the job market. These include discouraged workers, many of them long-term unemployed; lone parents and others for whom child care may be an obstacle to seeking work; and many people with a disability. The latest (2001) figures for the Dublin region give 30,000 PES unemployed compared to 17,000 ILO unemployed.

At high risk of unemployment

The rapid growth in employment in Dublin in the late 1990s saw a sustained drop in long-term unemployment, mainly into unskilled work. These workers are the most vulnerable to an economic downturn unless they can enhance their skills levels. Early school leavers and about a third of those exiting labour market programmes in the region are considered to be at particularly high risk of becoming and remaining unemployed

Poverty and deprivation

While Dublin as a whole has prospered in the last decade, specific neighbourhoods in the region are characterised by high concentrations of poverty, low levels of education, significant history of unemployment, and high proportions of single parent families. Using Trutz Haase's index of deprivation, 43% of deprived District Electoral Divisions in Ireland are located in Dublin (ADM 1999). Poverty in Dublin tends to be clustered in working-class public housing neighbourhoods. While poverty is highly correlated with low levels of education and lack of skills, even standardising for these factors, the risk of poverty among public sector tenants in the Dublin area is a multiple of that in similar neighbourhoods outside the Dublin region, and six times that in private housing areas in the region.¹

¹ Public sector tenants in Dublin are over twice as likely to be poor as public sector tenants outside Dublin, or three times more likely to be poor when the influence of poor education and other socio-economic variables

The 1996 Census small area data (latest available) showed that 40% of the country's unemployment blackspots² were in the Dublin area. While unemployment rates have fallen significantly since then, characteristics of wider labour market disadvantage such as the early age when education ceased, are unlikely to have changed for any individual cohort.

Educational attainment

While a third of adults nationally left school at or before 15 years of age, in the Dublin region this rises to 45%. (Fleming 2001). On average about a quarter of Dublin adults left school with a primary level education only, however there are clusters of low-income neighbourhoods in the region where up to twice that share have minimal educational qualifications.

Distribution of the population aged 15 and over by highest level of education received

	Dublin Region	<i>Dublin City</i>	<i>D/L-R</i>	<i>Fingal</i>	<i>South Dublin</i>
	%	%	%	%	%
Primary	24	30	14	18	23
Lower Secondary	18	18	14	20	23
Upper Secondary	29	25	31	35	32
3rd level - non degree	10	9	14	12	10
3rd level – degree	14	12	24	13	9
Not Stated	4	6	3	3	2
Total	100	100	100	100	100%

The European Innovation Scoreboard 2002 ranked Ireland quite well across a number of areas such as science graduates, employment level in high-tech industries, and participation in 3rd level education but very weak in three specific areas: R&D, patents and lifelong learning. In life-long learning, Ireland ranked 10th among EU states, Accession States and US, achieving a score of just 5.2 (against EU average of 8.5 and a UK score of 21.7) (www.cordis.lu). There are also key challenges in this area regarding tackling the “digital divide”.

are independently assessed. Public sector tenants in Dublin are 35 times more likely to be in poverty than owner-occupier middle class households in the region (Nolan et. Al. 1999, table 6.5)

² Defined by the CSO as a District Electoral Division with a labour force of over 200, and an unemployment rate of over 30%. See p. 18-19 *Census 1996 – Principal Socioeconomic Results*.

Functional illiteracy

The International Adult Literacy Survey (1997) Ireland with the lowest levels of functional literacy in each of the nine developed countries studied. 24% of the Irish adult population scored at the lowest level of functional literacy, level 1³. Among the Irish workforce, 17% of sales and service workers, 20% of skilled workers, 24% of semiskilled and 34% of unskilled workers had low levels of functional literacy. Functional illiteracy rose with age. Allowing for the time lapse since the conduct of the study, a significant proportion of workers aged over 40 have functional literacy difficulties at present. Given that functional illiteracy is highly correlated with low levels of education, it is likely that levels among Dublin adults are even higher than the national average.

While the duration of education has been rising steadily with successive generations, Dublin still has a significant problem of early school leaving, which is higher than the national average. The following table illustrates that of the cohort which began second level education in 1994, due to finish in 2000, 22% nationally but 27% of the students in the Dublin region had left school prior to completion of Upper Secondary (the Leaving Certificate).

Pupil retention rates, to Junior Cert (lower 2nd level) and Leaving Cert. (Upper 2nd level)

MILESTONES	National		Dublin City		Dublin South		Dublin Fingal		Dun Laoghaire	
	1993	1994	1993	1994	1993	1994	1993	1994	1993	1994
Cohort, Junior Cert year 1	70,737	69,103	8,755	8,041	4,214	4,153	2,924	3,063	3,042	2,977
Reached J. Cert Year 3	95.7%	96.4%	94.1%	94.8%	95.6%	96.2%	95.0%	96.5%	93.9%	95.9%
Junior Cert sits	93.4%	94.3%	91.1%	91.5%	92.8%	93.4%	93.0%	93.8%	92.3%	94.4%
Leaving Cert sits	78.1%	78.3%	70.4%	69.4%	70.3%	74.5%	76.8%	76.7%	77.3%	76.4%

In about one in five schools in the Dublin region, over 40% of their pupils are early school leavers. The buoyant labour market of the late 1990s has attracted young people into the workforce at an early age, however, in the absence of qualifications, many of these young people are very vulnerable to an economic downturn.

School retention rates

Percentage of School leavers	Number of Schools						
	National	Dublin region	Dublin City	Dublin South	Fingal	Dun Laoghaire	
> 10 %	623	156	75	30	25	26	
> 20 %	347	114	53	30	11	20	

³ averaged across the three measures used in the study

> 30 %	186	53	25	12	7	9
> 40 %	104	42	25	7	4	6
> 50 %	52	27	21	1	2	3
> 60 %	39	15	12	0	0	3
Total	1351	407	211	80	49	67

Source: Department of Education and Science

Commuting and traffic

The adjoining mid-East region which generates substantial commuter flows into the Dublin region, grew even faster than the Dublin region, by an annual average of 28.6 per 1,000 in the last six years. Thus the growth rate in the Dublin labour market has been higher than the growth in population in the region itself. Primarily car-based long-distance commuting has added to the traffic congestion problems in Dublin which is an important constraint on future economic growth. Partner organisations have identified the importance of tackling congestion problems and ensuring flexible and reliable public transport to ensuring a smooth functioning of the Dublin labour market by enabling people living in one part of the region to take up job opportunities elsewhere in the region.

Women's participation

Labour force participation of women has grown steadily in Ireland and at 47.5% (Q3, 2002) is slightly above the EU average of 47.1%.

Childcare provision is largely private, much of it in the black economy. The Equal Opportunities Childcare Programme under the National Development Plan aims to expand childcare provision through capital grants to private and community providers. The absence of childcare provision is cited by women as one of the largest barriers to returning to the workforce (Russell et al.). It can also be a major barrier preventing low-income women accessing training or education to enhance their skills.

The table below shows labour force participation rates by men and women detailed by family status and stage of the lifecycle

Family Cycle	In empl. full-time		In empl. p-time		Inactive				
	M	F	M	F	M	F	M	F	
<i>Childless couples</i>									
a. HW no kids wife between 15 and 45	93.3	81.3	1.1	6.7	1.1	1.8	4.3	9.9	
b. HW no kids wife between 45 and 64	68.5	26.5	6.0	23.8	2.2	0.0	50.5	73.5	
c. HW no kids, wife over 65	4.3	0.0	2.6	2.2	0.0	0.0	71.1	77.4	

Couples with children

d. at least 1 kid<5 and none 15+	89.8	32.7	1.2	20.9	2.4	1.2	6.9	44.9
e. at least 1 kid<5 and at least 1 15+	80.8	23.1	0.0	23.1	0.0	0.0	0.0	53.8
f. all kids aged 5-14	91.5	30.2	2.3	27.9	2.3	0.0	4.5	40.8
g. none<5 at least 1 aged 5-14 and aged 15+	88.9	25.8	2.0	29.8	2.3	1.3	6.9	43.4
h. all kids 15+	69.7	22.4	2.9	21.4	1.2	0.7	26.2	55.7
<i>Lone parents</i>								
i. at least 1 kid<5 and none 15+	0.0	16.6	0.0	26.0	0.0	1.8	0.0	55.6
j. at least 1 kid<5 and at least 1 15+	0.0	0.0	0.0	0.0	0.0	0.0	0.0	42.9
k. all kids aged 5-14	100.0	25.3	0.0	40.5	0.0	5.1	0.0	30.4
l. none<5 at least 1 aged 5-14 and aged 15+	77.8	28.9	0.0	31.3	0.0	0.0	0.0	37.3
m. all kids 15+	46.7	23.0	0.0	16.7	0.0	0.0	51.1	59.3

Source: QNHS Q£ 2002, special tabulation

The labour force participation of women with younger children is higher than that of women with older children, and women in couples are more likely to be employed full-time than lone parents.

Conclusion

Strengths of Dublin labour market

- Strongly performing economy
- Attractions of capital city with excellent third level facilities for multinational business
- Adaptability
- Bottom-up development of innovative activities to address hard core unemployment and deprivation
- Low long-term unemployment rate

Weaknesses of Dublin labour market

- Multiple deprivation and poverty blackspots
- Poor levels of education and skills among older workforce and others who left school early
- Continuing high levels of early school leaving in concentrated blackspots
- Levels of functional illiteracy
- Challenges in overcoming the “digital divide”
- Lack of in-work training
- Need to develop life-long learning
- Traffic congestion, contributing to low mobility of jobless, lone parents
- Lack of childcare
- Hidden unemployment
- Vulnerable in employment

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Dublin Employment Strategy proposal

Background

Dublin as Ireland's capital city has been a key engine of Ireland's economic growth. If Dublin generates much of Ireland's wealth and income, equally Dublin contains much of Ireland's poverty and disadvantage. In these more uncertain economic times, with economic growth at home and abroad faltering, there is a particular need to address the weaknesses in the Dublin jobs market and to enhance the skills and capacities of those most vulnerable to an economic downturn, so that Dublin and its people can realise their full economic potential.

Dublin's economy has grown substantially throughout the 1990s as the Irish economy grew, but unemployment rates since mid-2001 have begun to rise again. Over the last year, a modest growth in national employment has masked a decline in private sector employment while the unemployment rate in Dublin has grown faster than the national average (QNHS Q2 2002). Dublin has also the largest cluster of unemployment blackspots with multi-faceted disadvantage in the state and a higher rate of early school-leaving than the national average. This project will harness the partner organisations to act in an integrated way on actions and measures to respond to these employment challenges.

The proposed project will bring together a wide range of actors at local, regional and national level – statutory agencies, local authorities, social partners, education and training bodies, area-based partnerships serving disadvantaged communities and NGOs – to draw up and implement a coherent integrated employment strategy for Dublin. Preparation of that strategy would also draw on lessons learned in other European regions including those in round 1 of this programme.

The project aims to develop long-lasting synergies between the individual efforts of the partner organisations to address employment issues through developing protocols for integrated actions at local level and for translating learning and best practice from local initiatives into Dublin-wide and national practice.

A number of small-scale employment initiatives in Dublin have developed innovative approaches to community enterprise, employment of the most disadvantaged and raising women's participation, many with assistance from EU funds, but many on a relatively small scale (Fitzgerald Ingoldsby and Daly, 2000). While some initiatives (Contact Point, mainstreamed as the Local Employment Service; Fast Track to Information Technology (FIT) which developed as a national programme) have become part of mainstream practice, others have not. The project proposes to strengthen the Dublin-wide employment effort through mainstreaming learning and best practice from such initiatives throughout the Region. A successful model of translating micro-interventions into regional and national best practice could be of wider Community interest.

At national level, the policy goals of Ireland's Employment Action Plan are:

- To promote employment growth and employment for all who seek it
- To mobilise labour supply, including through increased female participation, equal opportunities and a balanced increase in immigration
- To enhance labour quality through education, training and lifelong learning
- To promote economic and social inclusion and eliminate long-term unemployment

This project aims to translate these policies into practice on a Dublin-wide basis by enhancing practical partnerships to deliver specific outputs within this overall strategic framework, such as

- *Promoting employment growth* - setting local targets for entrepreneurship support. Streamlining local administrative procedures to enhance competitiveness
- *Mobilising labour supply*- co-ordinated action on practical obstacles to the participation of women especially lone parents, such as transport and childcare. Enhance skills of older workers particularly in new technologies, addressing an identified factor in earlier retirements
- *Enhancing labour quality through lifelong learning* - set and monitor targets for in-company training. Develop new partnerships between third level institutions and the communities and businesses in their hinterlands to deliver specific education modules. Formulate strategy to tackle the Digital Divide.
- *Promote economic and social inclusion* - focus on the vulnerable in employment. Tackle probable future exclusion by focused action in areas of concentrated early school leaving

As employment has grown and unemployment has reduced, two distinct issues have emerged in Dublin. First is the need to enhance the skill levels, adaptability and employability of the existing workforce, particularly those most vulnerable to economic restructuring or economic downturn. Secondly, there is also the need to devise strategies with a strong local focus for those who remain outside the mainstream labour market, including people with disabilities and lone parents among others. The project will address both these concerns.

Specific objectives and activities

Specific objectives and activities for the project identified at this stage by the partners involved include:

1. **SWOT Analysis** – Carry out a comprehensive Baseline Study of the employment and unemployment situation in Dublin including an analysis of skills and education levels, building on existing studies (e.g. Morgenroth) and analysing in depth the results of the 2003 Census when they become available. Carry out a comprehensive and detailed SWOT analysis of the employment situation in Dublin,

identifying obstacles to employment growth. Identify best international practice on regional employment strategies, including successful innovations under Round 1 of this programme.

2. **Developing a collective partnership** of all the principal actors and agencies to devise and prepare the Dublin Integrated Employment Strategy, in particular forging a partnership between national agencies, Dublin-wide bodies, and organisations working within individual communities, targeting actions on the gaps identified above
3. **Dublin Action Plan:** development and application of innovative approaches, solutions, synergy and best practice in terms of employment. Develop an Employment Strategy and Action Plan for Dublin which draws on the research findings, builds on strengths and tackles the key obstacles and weaknesses identified.
4. **Integrating the Employment Strategy** and Action Plan with other actions and strategies for the Dublin area including the strategies of the four City and County Development Boards operating in the Dublin region, the FÁS strategic plan, the Dublin spatial strategy, the Dublin Transportation Initiative, infrastructure programmes funded under the ERDF, and housing programmes of the Dublin local authorities. It is an objective to mesh together the different initiatives and actions into a seamless and effective strategy for employment.
5. **Localising the European Employment Strategy** for the Dublin region

Create and enhance working partnerships among agencies in the Dublin area which will, under each of the pillars of the European Employment Strategy

- address key policy areas,
- tackle identified weaknesses in the region
- put the recommendations arising from recent research into action in the region

5.1 Employability – improve the efficiency of the local labour market, and expand the available workforce. Build new partnerships in the region for education and prevention of early school leaving. Devise targeted actions in the region for vulnerable groups who remain unemployed even in a tight labour market

- *Put local programme in place in the Dublin region to address barriers to re-entry for women workers identified in Russell et al. (2002) - poor information, access to training/employment, lack of flexibility, accreditation of experience, lack of progression, childcare*

Lead partner- FÁS

Other partners - VECs, Area Partnerships, VTAC, County Childcare Committees, relevant community and voluntary organisations

- *Implement in at least two other Partnership areas in Dublin the recommendations on integrated inter-organisational action in separate recent studies of labour market programmes in Ballymun (WRC) and Finglas/Cabra (Nexus) Develop area-based information systems and information sharing at local level to streamline operation of local labour market*

Lead partner- Local Employment Service

Other partners – FÁS, County Development Boards, Department of Social and Family Affairs, Eastern Regional Health Authority

- *Strengthen preventive actions on early school leaving in schools and communities in the region with low retention rates*

Lead partner – Department of Education and Science

Other partners – Disadvantaged School Clusters; Dublin Youth Services, Education Welfare Service, Area –based Partnership Companies, Garda Special Projects and City and County VEC's.

- *Explore models of part-time return to education among early school leavers in the region who are now in the labour force*

Lead partners – Dublin City and County Vocational Education Committees

Other partners – Institutes of Technology, FÁS, Department of Education, Dublin Employment Pact, Area Partnerships, chambers of commerce

- *New initiatives to improve access to third level education*

Lead partners – Universities and Institutes of Technology

Other partners - Dublin City and County Vocational Education Committees FÁS, Department of Education, Dublin Employment Pact, Area Partnerships, chambers of commerce

- *Targeted actions addressing employability issues for those facing employment difficulties even in a tight labour market (e.g ex-prisoners, former drug users)*

Lead partners – Local Employment Services

Other partners – public and private sector employers, Area partnerships, FÁS, the Dept. of Justice, Equality and Law Reform, drug rehabilitation organisations, ex-prisoner rehabilitation organisations, prison and probation welfare services and.

Explore policy and action priorities regarding the Digital Divide.

5.2 Entrepreneurship – strengthen entrepreneurship addressing areas such as infrastructure, micro-finance, mentoring, start-ups, and the social economy in the region

- *Strengthen incubator services to starter business in terms of services and supports via the County Enterprise Boards*
- *Apply in the region the recommendations of Duggan's (2001) ILO study on microfinance and enterprise creation for the unemployed*
- *Strengthen mentoring partnerships at local level between start-ups and established businesses in the neighbourhood throughout the region*
- *Work in conjunction with partner County Enterprise Boards on school enterprise programmes in designated disadvantaged schools*
- *Strengthen management capacity and develop sources of social finance for community and social economy businesses in the region*
- *Streamline and co-ordinate local regulatory requirements (e.g. planning permission, fire certificates) for small and starter businesses*

Lead partner for all these measures – FÁS services to business division

Other partners – City and County Enterprise Boards, City and County Development Boards, Third Level institutions, Credit Unions, Chambers of commerce, Local Authorities, County Childcare Committees, Department of Social and Family Affairs, local enterprise groups e.g. Get Tallaght Working, Inner City Enterprise Service

5.3 Adaptability – develop new partnerships for in-work training and lifelong learning and to enrich the employment experiences of the most vulnerable of the employed

- *Build partnerships between FÁS and other agencies in the Dublin area to put recommendations of the Taskforce on Life Long Learning (2002) into practice*

Lead partner – FÁS

Other partners – Vocational Education Committees, Institutes of Technology and other third level, Area Partnerships

- *Training in new technologies for older workers*

Lead partner – FÁS

Other partners – Vocational Education Committees, Institutes of Technology and other third level, Area Partnerships, Chambers of Commerce

- *Build local partnerships between employers and unions aimed at supporting diversity in the workplace (building on existing models such as Workway currently being piloted) and addressing issues which arise*

Lead partner – Dublin Employment Pact

Other partners - Trade Unions, Chambers of Commerce, IBEC, Equality Authority

- *Strengthen HR capacity of firms in relation to employment and retention of vulnerable workers and promotion of in-work progression, rolling out work undertaken under Equal*

Lead partner – FÁS

Other partners - Trade Unions, Chambers of Commerce, IBEC

- *Develop new partnerships between third level institutions and business and communities in their catchment to deliver in-work learning modules with a special focus on those vulnerable in employment*

Lead partner – Dublin Employment Pact

Other partners – Institutes of Technology, Universities, Area Partnerships, Trade Unions, Chambers of Commerce

- *Roll out initiatives piloted by Northside, Clondalkin and Tallaght partnerships which target early school leavers in employment*

Lead partner – FÁS

Other partners - Dublin Employment Pact, Area Partnerships, VECs, Chambers of Commerce

5.4 Equal opportunities – develop partnerships leading to practical actions in respect of family-friendly employment practices, childcare, workers with disabilities and non-national workers

- *Promote agreements at workplace level on family-friendly and flexible working*

Lead partner – Dublin Employment Pact

Other partners – South Dublin Chamber of Commerce, ICTU, County Childcare Committees

- *Tackle welfare to work anomalies (e.g. rent subsidy rules) that can trap lone parents and others in unemployment*

Lead partner – Area Development Management

Other partners – Department of Social and Family Affairs, Area Partnerships

- *Enhance practical links between work of county childcare committees and employment services*

Lead partner - Local Employment Services

Other partners – County Childcare Committees

- *Develop one-stop shop promoting good practice and offering support and training for management and work colleagues on practical supports for workers with specific disabilities. Apply results of Horizon initiative in this area to the Dublin region*

Lead partner – Dublin Regional Authority

Other partners – FÁS, National Training and Development Institute, Forum of People with Disabilities, Chambers of Commerce, Trade Unions

- *Address any obstacles to the smooth functioning of the integrated employment services for people with disabilities now mainstreamed into FÁS*

Lead partner – Dublin Employment Pact

Other partners - FÁS

- *Specific support programmes for non-national workers – information, language, employment rights*

Lead partner – Dublin Employment Pact

Other partners – Comhairle, Department of Enterprise Trade and Employment, Solidarity – Trade Union Trust, NGOs working with migrant workers

6. **Build on the Government's Strategic Management Initiative** to improve the efficiency and responsiveness of local and national statutory organisations in relation to employment. Develop templates for information sharing at local level for national agencies, working in tandem with the e-government initiative
7. **Promote equal opportunities in the actions and initiatives** to be implemented under the strategy. Where appropriate under each element of the Plan, set targets and monitor progress on achievement of equal employment opportunities independent of gender, age, family status, disability, race, ethnicity, membership of the Travelling Community.
8. **Agree and implement long-term protocols** between the different local and national actors, which eliminate duplication, create synergies and integrate actions relating to employment at community and sectoral levels in Dublin.
9. **Create a self-sustaining model of strategic planning** for employment. Develop the statistical and planning tools to enable regional employment planning to take place
10. **Build in measurable targets and specific goals** under each objective and action. Identify baseline data so ex-ante and ex-post measurement possible. Build in monitoring and evaluation from the start

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