PROTOCOL FOR PROGRESSIVE ENGAGEMENT:
Formal Operating Agreement between Dublin City Council and Dublin Inner City Local and Community Development Organisations.
Protocol for Progressive Engagement
Between Dublin City Council and Dublin Inner City Local and Community Development Sector

This protocol for collaboration between Dublin City Council and the Dublin Inner City Local and Community Development sector has emerged from the discussion between these sectors and the realisation that the goals and objectives of both are broadly similar and, when the resources of each are utilized in an integrated way, will lead to real progress in combating social exclusion in the disadvantaged areas of the inner city.

The process was initiated by Dublin Inner City Partnership and the Dublin City Manager with the aim of reducing conflict and improving the impact and effectiveness of urban regeneration and public services to the residents of the most disadvantaged communities.

The protocol recognises the principle of active participation by residents and their representatives in the decisions that affect their lives and the valuable role played by community and voluntary organisations working in collaboration with DCC to support the social as well as the physical and economic regeneration of areas.

This protocol will provide a framework for communication between the different stakeholders and a means to build trust, confidence and understanding between residents, Dublin City Council and local and community development organisations.

This agreement is undertaken in the recognition that both the Dublin City Council with its statutory remit and Local and Community Development structures are operating in the inner city in the context of Government policy and programmes and as such are entitled to mutual respect and acknowledgement and require a coordinated approach.
Agreed Principles

1. That there is mutual recognition and value of the professional work and statutory brief of Dublin City Council and Local and Community Development Organisations.

2. That, while recognising the differences in each other’s remit, work practices and professional expertise, all officials from Dublin City Council and Local and Community Development Organisations will at all times endeavour to maintain a trusting and collaborative relationship.

3. That, while respecting local differences, there is a need for consistency of approach across the inner city in the engagement between DCC and the Local and Community Development sectors.

4. That Local and Community Development Organisations with their brief of anti-poverty and social inclusion have a valuable decision making and implementation role in the delivery of local integrated plans, provision of quality public services and urban regeneration. This involvement should be viewed as complementary to the statutory decision making powers of the elected representatives, recognising their specific electoral mandate, and the role of the Management Executive.

5. That active community participation should be consistent with good practice guidelines to ensure that residents have the skills, information, capacities and capabilities to enable them to deliberate on issues that affect them and their community and make informed decisions on appropriate actions.

6. That, while recognising the need for flexibility, it is vital that the decisions in relation to the collection and distribution criteria of Community Gain are fair, transparent and involve the relevant residents and community organisations. As a priority, the distribution of Community Gain investments should benefit members of the community experiencing acute social and economic poverty and exclusion.

7. That, in developing local plans and overcoming problems, where possible, the principle of localism should operate (i.e. local solutions to local problems).

8. That the key community co-ordinating fora for local engagement in Dublin Inner City are the Community-Based Networks (i.e. NWICAN, ICON and SWICN). In the South East Inner City where at present no umbrella co-ordinating network operates there is an onus on the existing Local and Community Development Organisations to identify the most effective means to co-ordinate the inclusive representative engagement with the DCC.

9. That in a situation where issues cannot be resolved locally the broader Dublin City Council and Local & Community Development Fora (through the Dublin Inner City Partnership), will be convened in an attempt to overcome the difficulties.
Commitments by DCC and L&CD sector

At the meetings between Senior Dublin City Council officials and representatives from the Inner City Local and Community Development sector it was agreed on the need to have consistent protocols across the inner city on five specific areas of co-operation. These included:

1. Valuing each other's brief and contribution to local social and economic development.
2. Deployment of Community Gain funds from private regeneration in Integrated Area Developments.
3. Consistency of approach inner citywide in the engagement between Dublin City Council and the Local and Community Development Sector.
4. Promoting active community participation and the involvement of local residents/tenants.
5. Providing the mechanisms for co-operative engagement at local level.
## Framework of Commitment for the Benefits of the people living in Public and Social Housing and other residential communities

<table>
<thead>
<tr>
<th>Issues</th>
<th>DCC commitments</th>
<th>L&amp;CD commitments</th>
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<tbody>
<tr>
<td>Valuing each others' brief and contribution to local social and economic development.</td>
<td>Valuing the anti-poverty and social inclusion brief of the Local &amp; Community Development sector.</td>
<td>Recognising the role and local government brief of DCC.</td>
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<td>Recognising the professional capacity and expertise of the local and community development workers.</td>
<td>Recognising social development work of the L&amp;CD organisations as complementary to the work of DCC.</td>
<td>Recognising the need to build collaborative relationships with DCC.</td>
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<tr>
<td>DCC commitments</td>
<td>L&amp;CD commitments</td>
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<tr>
<td>Community Gain from private regeneration in Integrated Area Developments.</td>
<td>Support the DCC in the strategic management of Community Gain funds as additional and complementary rather than duplicating existing resources.</td>
<td>Co-operate with DCC in the transparent and democratic management of CG.</td>
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<td>Provide clear and open criteria on the management of CG ensuring it contributes to anti-poverty and social exclusion.</td>
<td>Support DCC in the monitoring of CG.</td>
<td>Identify areas of greatest social and economic need for the targeting of Community Gain.</td>
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<td>Establish transparent decision making structure for the management of CG.</td>
<td>Enable the organised and co-ordinated involvement by socially excluded communities in the use of Community Gain.</td>
<td>Support DCC in the monitoring of CG.</td>
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<td>Involve the community in the planning and delivery of Community Gain.</td>
<td>Recognising that DCC has a much broader brief than social inclusion.</td>
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<td>Agree aims, objectives and set priorities.</td>
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<td>Develop an Implementation Plan and establish robust mechanism for monitoring, evaluation and review.</td>
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Framework (continued)

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<td>Consistency of approach inner citywide in the engagement between Dublin City Council and the Local and Community Development Sector.</td>
<td>That DCC develop a consistent approach in dealing with local and community development organisations in their different areas.</td>
<td>L&amp;CD organisations co-ordinate and co-operate to ensure the DCC has a cohesive and representative community group to work with.</td>
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<td>To agree to operate through the established community infrastructure.</td>
<td>Ensure that when local personnel are being replaced that the new officers are fully briefed in relation to the development context, issues and community infrastructure.</td>
<td>L&amp;CD organisations must remain focused on their social inclusion remit and ensure that their activity is complementary to, and avoids duplication with, the statutory remit of DCC.</td>
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<td>Provide early information on policy and delivery changes that may impact and be in conflict with the work of the local and community development organisations.</td>
<td>Where the work of DCC is in conflict and may undermine the brief and work of the L&amp;CD organisations, where possible, dialogue should be established to understand the different perspectives to avoid further conflict.</td>
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### Framework (continued)

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| Community participation and the involvement of local residents/tenants. | DCC recognises and reiterates that sustaining community regeneration and development requires real participation of the local residents and organisations working in their community. Community requires deliberative discussion and debate of the issues. To do this the community needs:  
  - Relevant and timely Information/Knowledge  
  - Access to technical support  
  - The capabilities to participate  
  - The capacities to negotiate. | Local and Community Development organisations will support an enabling and empowerment approach where local residents are involved as active participants of change rather than passive recipients of dispensed development solutions by external agencies. Local and community development organisations should avoid providing a representative role for local residents unless specifically and clearly mandated by the residents. |
| The mechanisms for co-operative engagement at local levels.           | Dublin City Council operates through existing local and community development organisations.  
  The Community Based Network as an umbrella of local, community and resident organisations is accepted as the key body to liaise between the City Council and the participation of local organisations.  
  Where a Network does not exist, local and community organisations together with the Dublin city council will identify the most suitable, efficient and inclusive means to engage with local Council officials. | Local and Community Development organisations agree an effective, representative, co-ordinated and collaborative means to engage with the City Council. Agreement that Community-Based Networks inclusive of local, community and residents organisations, act as a liaison between the Local and Community Development sector and the City Council. Be mindful of the democratic mandate of the elected City Councillors and make every effort to ensure they are informed of the rationale and endeavours of the work of the Local and Community Development organisations. |
Implementation

Joint Fora to maintain communications, understanding and resolving issues

- Dublin City Council Area Managers will meet every three months with their Local Development counterparts through the Community Networks with an agreed agenda and programme for shared working and information exchange. Reports from these meetings to be provided to DICP and DCC senior management for monitoring purposes.

- Twice a year a joint meeting will be convened between senior Management in DCC and DICP to review progress, to resolve difficulties and to provide information on future developments in each sector.

- Annually, a joint one-day seminar will be convened for relevant staff from DCC and L&C development organisations to share experience, review progress, identify issues and discuss strategy documents from each perspective.

- An agreed structure will be put in place for local meetings between community development organisations and the relevant DCC staff, such as Projects Managers, Area Housing Managers and other Development Managers.

- A simple and clear means of communication and liaison procedure will be established, in each Network area, but also between DCC and the DICP. Each organisation will provide regular listings and contact numbers for local staff.

- The DICP and DCC will jointly present a progress report on the operation of the protocol, on an annual basis to the Elected Councillors through the relevant DCC Area Committee.
### Endorsed by:

<table>
<thead>
<tr>
<th>John Tierney</th>
<th>David Connolly</th>
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<tr>
<td>City Manager</td>
<td>Director</td>
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<td>Dublin City Council</td>
<td>Dublin Inner City Partnership</td>
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Dublin City

**On behalf of Dublin City Council:**

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<tr>
<th>Brendan Kenny</th>
<th>Pat Gates</th>
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<tr>
<td>Assistant City Manager</td>
<td>Community Regeneration Officer/ DICP</td>
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<th>Seanie Lambe</th>
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<th>Claire Casey</th>
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<td>Development Officer</td>
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<td>Ringsend Action Project</td>
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<th>Laura Hastings</th>
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<td>Coordinator</td>
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<td>Dublin South Central</td>
<td>Robert Emmet CDP</td>
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<th>Martin Kavanagh</th>
<th>Larry Byrne</th>
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<tr>
<td>Director of Community &amp; Enterprise</td>
<td>Co-ordinator</td>
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<tr>
<td>Dublin City Development Board</td>
<td>MACRO CDP</td>
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Protocol for Progressive Engagement Between Dublin City Council and Dublin Inner City Local and Community Development Sector - Participating Organisations

DUBLIN CITY COUNCIL
Civic Offices
Woodquay
Dublin 8

DUBLIN INNER CITY PARTNERSHIP
Equity House
16-17 Upper Ormond Quay
Dublin 7

NORTH INNER CITY LOCAL DRUGS TASK FORCE
22 Lower Buckingham Street
Dublin 1

SOUTH INNER CITY LOCAL DRUGS TASK FORCE
Addiction Services
Bridge House
Cherry Orchard Hospital
Ballyfermot
Dublin 12

COMMUNITY TECHNICAL AID
Unit One & Two
Killarney Court
Buckingham Street
Dublin 1

NORTH EAST INNER CITY

DUBLIN CITY COUNCIL
Central Area
51/53 Sean McDermott Street
Dublin 1

INNER CITY ORGANISATIONS NETWORK (ICON)
22 Lower Buckingham Street
Dublin 1

INNER CITY RENEWAL GROUP (ICRG)
57 Amiens Street
Dublin 1
LOURDES YOUTH & COMMUNITY SERVICES (LYCS)
Lourdes Day Care Centre
Sean MacDermott Street
Dublin 1

NORTH WALL WOMEN’S CENTRE (NWWC)
Sherriff Street
Dublin 1

NASCADH CDP
34 Merchant’s Square
East Wall
Dublin 3

NORTH WEST INNER CITY

DUBLIN CITY COUNCIL
Central Area
51/53 Sean McDermott Street
Dublin 1

NORTH WEST INNER CITY AREA NETWORK (NWICAN)
Spade Enterprise Centre
North King Street
Dublin 7

MACRO CDP
1 Green Street
Dublin 7

AN SIOL CDP
19 Manor Street
Dublin 7

NORTH WEST INNER CITY WOMEN’S NETWORK (NWICWN)
91 Manor Street
Dublin 7

O’DEVANEY GARDENS COMMUNITY DEVELOPMENT FORUM
34 O’Deveney Gardens
Off North Circular Road
Dublin 7
GOOD NEIGHBOURS CLOSE TO TOWN
c/o St Vincent’s Trust
9 Henrietta Street
Dublin 1

SOUTH EAST INNER CITY
DUBLIN CITY COUNCIL
South East Area
Civic Offices
Block 2, Floor 2
Woodquay
Dublin 8

RINGSEND COMMUNITY CENTRE
Thorncastle Street
Ringend
Dublin 4

CHARLEMONT STREET COMMUNITY RESOURCE CENTRE
97 Tom Kelly Road
Charlemont Street
Dublin 2

RINGSEND ACTION PROJECT (RAP)
Regal House
28 Fitzwilliam Street
Ringend
Dublin 4

ST ANDREW’S RESOURCE CENTRE
112-114 Pearse Street
Dublin 2

SOUTH WEST INNER CITY
DUBLIN CITY COUNCIL
South Central Area
The Malrings Business Park
Marrowbone Lane
Dublin 8
SOUTH WEST INNER CITY NETWORK (SWICN)
48 Hamilton Street
Dublin 8

VISTA CDP
78B Donore Avenue
Dublin 8

SOUTH INNER CITY COMMUNITY DEVELOPMENT ASSOCIATION
(SICCDA)
90 Meath Street
Dublin 8

ROBERT EMMETT CDP
Mendicity Institution
Island Street
Dublin 8

ST TERESA'S GARDENS EMPLOYMENT & ENVIRONMENT PROJECT
133-134 St Teresa’s Gardens
Donore Avenue
Dublin 8

SCHOOL ST AND THOMAS COURT BAWN FRC
School Street
Dublin 8