

Study of the
Employment
Opportunities
Arising from the
Grangegorman
Development in
Dublin's North
Inner City

**Joining
up the
DOTS ...
Implementation Plan**

Implementation Plan To Address the Recommendations of the Employment Study Joining up the Dots

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Introduction

The proposed implementation plan sets out the activities, timescale, and associated costs/resources necessary to deliver on the set of recommendations contained within the **Study of Employment Opportunities arising from the Grangegorman Development in Dublin's North Inner City - Joining up the Dots**.

The Study involved a comprehensive consultation process with all of the main stakeholders. Building on this, the activities contained in the plan will be implemented using a multi-partnership approach, actively engaging all of the main stakeholders. The successful implementation of the plan will depend on the commitment of partners, alongside the availability of resources for specific actions. This approach is essential if we are to ensure that all stakeholders are effectively represented.

Most of the partners are already engaged in the process through the Labour and Learning Forum. As the implementation phase progresses there may be other organisations that we need to bring on board. The Forum may establish a number of subgroups to work with the Co-ordinator on various aspects of the project.

Activities

There are a number of suggested activities contained within the Joining up the Dots study, which for co-ordination, planning, and implementation purposes we have grouped under four key milestones. These are:

Key Milestones

1. Establish clear linkages between education and training and employment/job opportunities
2. Develop an integrated strategy for adult training provision, addressing barriers and Improving co-ordination in the provision of adult and continuing education and training activities
3. Establish a North West Education Hub
4. Develop a strategic integrated business programme to support enterprise development and entrepreneurship
5. Develop clear communication and stakeholders' engagement strategies (To be developed)

Under each of the key Milestones there are a number of associated activities with stated outcomes, completion dates, and resources/issues associated with the activities. The plan also highlights some challenges we may encounter, and areas where we may need agreement between stakeholders. Certain activities have to take place before other activities can be achieved, and several activities will take place simultaneously.

This implementation plan should be viewed as work in progress; it will be amended and updated as new actions are introduced and as activities are implemented. There will be continuous monitoring, review, and evaluation of progress against activities. The co-ordinator will produce project reports for the Labour and Learning Forum. There will be detailed end of year report which will assist us in future planning.

Milestone 1. - Establish Clear Linkages between Education and Training and Employment/Job Opportunities

To date much progress has been made in planning for and delivering the Grangegorman project. At the core of this development is the construction of major public infrastructure that will, in decades to come, underpin the economic, social, and cultural development of Dublin city.

Alongside this, the possibility of leveraging employment, education, and training opportunities has been a key driver in maintaining momentum for the development. It will be critical to maintain this momentum, so that the stakeholders involved can clearly demonstrate success in creating jobs, in particular for the surrounding communities.

By adopting a balanced approach to the development of skills, means that action can be taken to build a responsive education and training approach. It is essential that local education and training is well connected in coherent systems in place, which offer clear progression routes into appropriate training and good quality employment.

Forward planning in terms of employment potential will be crucial if we are to succeed in this area. Therefore, an employment agreement, initially with the main Developer, either through an agreed Labour Clause and / or an Employment Charter, would be our starting point. It should be noted that a Labour Clause already exists; however we will attempt to develop this further by the development and inclusion of an Employment Charter in future Contracts. Some of the stated outcomes associated with these activities are based on changes to the Labour Clause in the Contract, if we encounter difficulties with this we may have to amend the Plan accordingly.

The approach we adopt during the construction phase could act as the model for future on-site employment developments and opportunities.

The work in this area will inform and assist us in our work in other key areas. The approach adopted is an integrated one, involving, for example, knowledge of employment opportunities, identification of future training needs for employment coming on stream, and the creation of educational progression routes.

Key Outcomes for the Labour and Learning Forum

- The community be able to avail of employment opportunities
- Long term strategy in place which considers recruitment, training and educational planning
- Progress monitored by the Labour and Learning Forum
- Fostering a genuine partnership approach
- Delivering for the community

Milestone 1. - Establish Clear Linkages Between Education and Training and Employment/Job Opportunities					
Task No	Specific Actions/Activity	Resources/Issues	Outcomes	Responsibility	Completion Date
1.1	Review Local Labour Clause with GDA.	Discussions will have to take place with a number of people on this activity and the GDA will take advice from their solicitors.	Amended Labour Clause/ Employment Charter agreed by the GDA in place All appropriate GDA staff are aware of the process	Co-ordinator L&LF GDA team members	February 2012
1.2	Amended Labour Clause/ Employment Charter in place for Contractors/Subcontractors.	The outcomes associated with 1.1&1.2 are based on changes to future Contracts. If there are difficulties with this we may have to amend some of our activities	Labour Clause/Employment Charter in place	Co-ordinator GDA team members	February 2012
1.3	Ensure that all Subcontractors coming on site are aware of and sign up the Clause/Charter	The challenge will be ensuring Contractors and Subcontractors implement the Clause/Charter.	Subcontractors briefed on the process for recruitment and monitoring of local labour. All Contractors/Subcontractors before coming on site will sign up to the Clause/Charter	As above	On-going
1.4	Develop and agree a systematic approach for collecting employment information, concerning the employment requirements and opportunities for both the construction and operational phases.	Ensuring Contractors understand and agree the monitoring and reporting system	System in place for capturing information Standardised templates developed for collecting and collating information Monitoring of numbers employed on site	As above Co-ordinator L&LF GDA team members	On-going February 2012 On-going
1.5	Create and maintain a database of skills required by Contractors, developers, employers etc.	Ensure Contractor completes a quarterly forecast for jobs coming on site	Employers skills database in place Providers can plan training provision Assist in equipping the local community with the necessary skills for employment opportunities Established time-scales duration and labour skills required for particular phases.	Co-ordinator GDA team members L&LF	February 2012

Milestone 1. - Establish Clear Linkages Between Education and Training and Employment/Job Opportunities					
Task No	Specific Actions/Activity	Resources/Issues	Outcomes	Responsibility	Completion Date
1.6	Establish and maintain a database of skills available in the area	How do we do this?	Skills register established	FAS Local Employment Services	On-going
1.7	Linked to 1.4 - develop lead-in strategy to maximise attractiveness of local job seekers to future employers, through training, pre-interview screening and active relationship building		Generic training programmes in place, for example safe-pass, retail training programmes, communication skills, job preparation	Co-ordinator FAS LES Educational providers	On-going
1.8	Agree and formulate policy with the relevant stakeholders on training needs and initiatives.	We may not be able to deliver on all training requirements	Ensure we are ready to deal with training requirements Work related courses on offer will reflect the labour market demands, employment skills requirement and the individual needs of learners	FAS Local Employment Services	On-going
1.9	Agree a system for employers to advertise jobs locally through FAS/LES	Monitoring of this approach	Ensure job opportunities are advertised locally	Co-ordinator, Employers, FAS and LES	On-going
1.10	Establish and maintain a database of businesses in the area	This information may already be compiled?	Knowledge of current employment in the area Assist in planning education and training provision	Co-ordinator, Employers, FAS and LES	On-going
1.11	Establish what impact the project is having on the wider community	How to capture this information?	Awareness of the benefits of the project	Co-ordinator, Employers, FAS and LES	On-going

Milestone.2. - Integrated strategy to adult training provision, addressing barriers and Improve co-ordination in the provision of adult and continuing education and training activities

The Joining up the Dots Report identified that 'there are many excellent adult and continuing education providers in the GDA area'. However, it went on to point out that there is an 'immediate need for an Adult and Continuing Education Network'. The overall aim of the network will be to promote access to education for adults in the area.

The establishment of such a group is important if we are to ensure that individuals who engage with the adult and continuing education services can progress at a pace and in a way that is appropriate to them.

Currently there are a number of Networks in the area. To avoid confusion we suggest that the proposed group be called the Adult Lifelong Learning Sub-Group. The purpose and suggested Terms of Reference are outlined in the paper circulated at the last meeting. The proposal is that the sub-group be made up of members of the Labour and Learning Forum or nominated individuals. The Forum can recommend other providers of adult education onto the sub-group. As the work of the group progresses it may be necessary to co-opt other organisations onto the group to work on particular areas.

The co-ordinator will play a key role in facilitating this group and in reporting back to the Labour and Learning Forum. The sub-group will be an integral part of the HUB (when developed) and will assist in the drafting of a strategic plan for the Hub.

Key Outcomes for the Labour and Learning Forum

- Sub-group in place with report mechanisms for feeding back to the Labour and Learning Forum
- A structured mechanism in place for providers to work together on projects
- An integrated strategy in promoting and raising awareness of learning and training
- A cohesive approach to dealing with gaps in provision, progression routes and adult educational guidance

***The document 'Adult Lifelong Learning Sub-group - Purpose and Terms of reference', can be treated as an appendix to this section**

Milestone.2. - Integrated strategy to adult training provision, addressing barriers and Improve co-ordination in the provision of adult and continuing education and training activities

Task No	Specific Actions/Activity	Resources/Issues	Outcomes	Responsibility	Completion date
2.1	Establish a sub-group through the Grangegorman Labour and Learning Forum and other providers of adult education.	Venue for meetings Additional support for some of the groups work? Title of Sub-Group Adult and Lifelong Learning Sub-Group (ALLSB)	Sub-Group established Provide a structured mechanism for providers to meet	Co-ordinator Partners L&LF	November 2011 November 2011
2.2	Develop and agree Purpose and Terms of Reference for the group		Clear purpose and Terms of Reference established	Co-ordinator L&LF	November 2011
2.3	Develop an integrated approach for capturing training and education in the area	This information is already there, but may need to be updated	Improved collaboration and cooperation between adult education providers	Co-ordinator L&LF ALLSB	January 2012
2.4	Gathering and disseminating information about adult education in the area	Additional support for this piece of work? This will assist providers in signposting learners to other sources of advice and guidance where additional support is needed, for example, basic skills tutors or fuller in-depth professional career guidance (VEC).	Each ED provider aware of learning opportunities in the area Information data base on contacts Providers aware of adult support mechanisms Comprehensive information available to providers	Co-ordinator L&LF ALLSB	January 2012 On-going September 2012

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2.5	Develop a system for monitoring learners' achievements and progression	All adult education providers will need to be active in this piece of work. We need to think about how we do this	Will assist in planning/developing progression routes	Co-ordinator ALLSB	September 2012 On-going
2.6	Provide a mechanism for adult educational providers to share information and agree shared approaches for coordinating progression routes	Collecting the information	Improved collaboration and cooperation between adult education providers	Co-ordinator L&LF ALLSB Co-ordinator	July 2012
2.7	Collating the information gathered from employers to assist in planning programmes of learning	No issues	Knowledge of employment opportunities in the area		On-going January 2012 On-going
2.8	Working with DIT and other community providers to ensure suitable venues for training programmes	Will there be a problem with this?	Sharing and maximising resources	Co-ordinator L&LF ALLSB	On-going
2.9	Establish mechanisms for supporting progression of learners	There will be resource issues associated with this	Appropriate support mechanisms in place	Co-ordinator L&LF ALLSB	September 2012
2.10	Provide appropriate training programmes for mentors/guidance tutors	This training could be FETAC accredited There are already mentors and guidance tutors in post with some educational providers. How do we build on this?	Appropriate training programmes developed Information, advice and guidance programmes delivered Guidance tutors trained to a set standard	Co-ordinator ALLSB	September 2012 On-going

Milestone.2. - Integrated strategy to adult training provision, addressing barriers and Improve co-ordination in the provision of adult and continuing education and training activities					
Task No	Specific Actions/Activity	Resources/Issues	Outcomes	Responsibility	Completion date
2.11	Develop the role of community learning advocates (voluntary position)	How do we recruit community learning advocates? Identify appropriate FETAC Award If this develops – we could look at educational progression routes for learning advocates	Trained community learning advocates in place (accredited training)	Co-ordinator L&LF ALLSB	
2.12	Develop mechanisms to support mentors/learning advocates	We will need to identify what kind of support mentors/advocates will need.	On-going support for mentors/advocates in place	Co-ordinator L&LF ALLSB	September 2011 On-going

Milestone 3 - Establish a North West Education Hub

The Education Hub would act as a focal point for adult and continuing education in the North West Inner City area. The Co-ordinator and the Adult Lifelong Learning Sub-Group and other stakeholders will develop projects that aim to increase the capacity of the community to overcome obstacles to educational access and progression. The idea is that the Hub will be developed as a one stop shop, where adult learners can go for information, advice, and guidance about learning and training opportunities.

There needs to be some discussion on the key functions of the Hub. Working with the Sub Group and the Labour and Learning Forum we will draft a strategic plan for the Hub

The activities stated below are indicative of what the HUB might provide for the community. However, some of these activities may change when the purpose and function of the HUB is agreed.

Key Outcomes for the Labour and Learning Forum

- Integrated approach developed for Adult and Continuing Education
- Overcome obstacles to progression by organising members of the community around a common purpose
- Provide appropriate training for all providers so they can support adult learners
- Physical presence of the Hub - could be used by community groups to signpost adult learners who require additional support and guidance

Milestone 3 - Establish a North West Education Hub					
Task No	Specific Actions/Activity	Resources/issues	Outcomes	Responsibility	Completion date
3.1	Establish the North West Learning Hub	There needs to be discussion on the purpose of the HUB. Some of the things we need to think about: costs, staffing of Hub, where the Hub will be located?	A focal point for Adult and Continuing Education in the North West Inner City	Co-ordinator L&LF ALLSG	June 2012
3.2	Develop a strategic action plan for the Hub's activities.	When we have agreed the Hub's role and purpose	Strategic plan in place	Co-ordinator L&LF ALLSG	June 2012
3.3	Deliver projects and programmes that encourage adult learners to actively engage in adult and continuing education	Programme development will be based on identified needs	A clear and organised approach to providing relevant adult education programmes including, further and higher education. Clear progression routes in place for learners Improve collaboration between providers of adult education	Co-ordinator L&LF ALLSG	On-going
3.4	Improve collaboration and co-operation between all providers of adult and continuing adult education	An inclusive approach	Maximise adult and continuing education resources Shared information between providers	Co-ordinator L&LF ALLSG	On-going

Milestone 3 - Establish a North West Education Hub					
Task No	Description	Resources/issues	Outcomes	Responsibility	Completion date
3.5	Identify and overcome obstacles to educational access and progression	This piece of work will be a challenge as appropriate resources will be a factor	A clear and organised approach to providing relevant adult education programmes including, further and higher education.	Co-ordinator L&LF ALLSG	On-going
3.6	Provide appropriate training for all providers so they can support adult learners	The Hub could be a support drop in centre for tutors/mentors	Appropriate training programmes in place	Co-ordinator L&LF ALLSG	On-going
3.7	Develop appropriate training programmes for mentors/guidance tutors	These could be FETAC accredited programmes	Mentoring/guidance systems in place Support in place for mentors/tutors	Co-ordinator ALLSG	September 2012
3.8	Provide information and advice for adult learners	Key service for adults who want to progress	Learners will have access to appropriate information, advice and guidance	Co-ordinator L&LF ALLSG	On-going
3.9	Develop/raise the profile of the Hub	Local community begin to feel ownership	Adult learners are aware that they can go to the Hub for information, advice and guidance The local community associate with DIT	Co-ordinator L&LF ALLSG	On-going
3.10	Establish links and develop relationships with other organisations/hubs in the surrounding area		Developing partnerships Improve collaboration between providers of adult education services	Co-ordinator L&LF ALLSG	On-going

Milestone 4 - Strategic Integrated Business Support

The report outlined the significant support already provided through the DIT's business support programmes. Developing a strategic integrated business support programme will enable DIT to coordinate and focus their work to a much greater advantage. Utilising the significant expertise among the stakeholders on developing and delivering enterprise support

It was agreed by the Labour and Learning Forum that work on this Milestone would start later on in the project. Drafting an implementation plan for this key area will be developed during 2012-2013. Outlined below are some of the areas we will focus on. A sub-group of the Forum should be established to assist the Co-ordinator in this piece of work.

Key Outcomes for the Labour and Learning Forum

- Opportunities for local businesses and individuals to develop businesses
- Create opportunities in the provision and supply of products and services from the area
- Business development training in place
- Support for local start-up businesses

Milestone 4 – Strategic Integrated Business Support programme to support enterprise development and entrepreneurship

Agree what we want to achieve:

Business development training

- One to one mentoring an support
- Financial and business planning support
- Technical support
- Financial assistance
- Incubation Space

Review what support is available through:

- DIT
- FAS
- DICP
- DCEB

Science Park and Enterprise Development:

- We need to put in place a support and advisory service, based on the specific needs of local entrepreneurs and businesses. We need to consider:
Hothouse Incubator space
- DIT Hothouse Venture Programme – develop a local focus