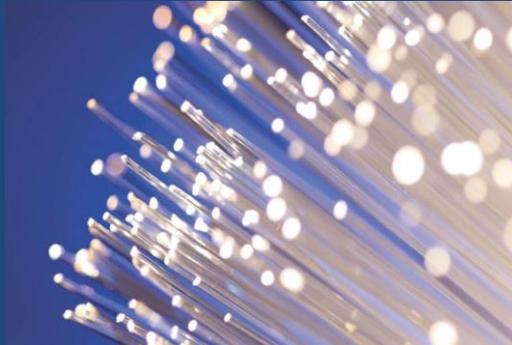




Comhairle Contae
Átha Cliath Theas
South Dublin County Council

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South Dublin Digital Strategy 2020-2023

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Introduction

South Dublin County Councils Digital Strategy is focused on proactively responding to a changing environment. We want to help our communities be successful and active participants in the digital era. This document seeks to build on the National Broadband Plan & National Digital Strategy and South Dublin's Development Plan & Local Economic and Community Plan. Creating opportunities for residents, visitors and businesses by addressing the challenges of the digital age.

A growing number of Irish citizens and businesses are using digital technologies to great advantage in business, education, healthcare, public service and in society generally. There is however significantly more potential to digital than is currently being tapped. Engagement with the internet helps reduce the costs of running a business and increase customer reach. It empowers citizens, helps them save money, reduces social isolation, provides them with access to more convenient and efficient services and access to a wide range of useful resources. It is a great enabler for all members of the community and has particular benefit for people with a disability.

South Dublin County Council is aware that rapid advances in technology risks causing a digital divide in communities, between those who have access and opportunity and see the benefit of digital engagement and those who do not. We want all people, organisations and businesses in our local area to have the infrastructure and connectivity, as well as the information, skills and capability, to engage with and benefit from digital technology. The Digital Strategy starts our journey towards achieving this goal.

What should South Dublin County Council control?

- Integrating digital actions into existing and new program and project plans.
- Activities associated with data collection, management, use and release.
- Delivery of digital services.
- Participation in South Dublin's digital ecosystem.
- Contribution to the information marketplace.

What should South Dublin County Council influence?

- Advocating for South Dublin's new digital markets.
- Encouraging the adoption of digital skills, aiding capacity and enabling a suitable built environment.
- The delivery of and access to digital infrastructure across South Dublin.
- Upskilling the community and working towards digital inclusion.
- Increase public-private collaboration.

THEMES OF THE DIGITAL STRATEGY

Building on strategies put together at national level, South Dublin's Digital Strategy has been developed around four themes – Digital Skills, Digital Economy, Digital Services and Digital Infrastructure.

<p style="text-align: center;"><u>Digital Skills</u></p> <p style="text-align: center;">Vision: Champion inclusion and lifelong learning to ensure our communities are digitally skilled, confident and literate.</p>
<p>More and more services are going digital, ranging from healthcare, government, shopping, education, news media and communications. However, access to the internet and modern digital technologies, citizens lack of digital skills and lack of knowledge of risks online are all significant issues of concern and can cause inequity and social exclusion. These issues are barriers to an inclusive and engaged digital society.</p>
<p style="text-align: center;"><u>Digital Economy</u></p> <p style="text-align: center;">Vision: Support business to build the skills and knowledge required to thrive in the digital future of South Dublin.</p>
<p>The National Digital Strategy recognised the importance of the adoption of digital technologies by businesses. Key objectives specified in the plan were to get thousands of businesses online for the first time and to promote online trading, particularly among small businesses. Many businesses in South Dublin are already trading successfully online but many more could benefit from introducing an online dimension to their activities.</p>
<p style="text-align: center;"><u>Digital Services</u></p> <p style="text-align: center;">Vision: Enhance the delivery of South Dublin County Councils services by increasing the capability of its online services and platforms.</p>
<p>More than ever before, services are moving online. We want all citizens to be able to use these digital services so they can reap the financial, health and social benefits they offer. As a digital government, we will design, develop and deliver digital services that truly meet people's needs, foster better collaboration and connectivity, and keep building trust in our services.</p>
<p style="text-align: center;"><u>Digital Infrastructure</u></p> <p style="text-align: center;">Vision: Facilitate the development of high-speed broadband and digital infrastructure to all citizens and businesses.</p>
<p>Without the right infrastructure there can be no digital economy and no digital society. Broadband access is a necessity to allow citizens to explore the potential benefits of the digital environment. This was recognized by the government and in order to address this challenge, the National Broadband Plan was commissioned. Progress has already been made in rolling out high-speed broadband across Ireland under this plan. This is a major priority for the government and recognition that Ireland cannot maximise the benefits it achieves from the digital world until all citizens are connected.</p>

Table 1: Themes of South Dublin's Digital Strategy

Context & Background

'Digital' is not just about the technology or the content. It is about people. That is why this strategy focusses particularly on digital adoption. Digital adoption means more widespread use of the internet, more people and businesses engaged and making better use of the internet. Developments in Ireland have been influenced significantly by what is happening across Europe and the world. The European Unions 'Digital Agenda for Europe 2020' aims to open up digital opportunities for people and business through a number of measures including improving the digital access and connectivity, promoting the digital economy and improving the digital skills of citizens¹.

At present, Ireland is placed seventh on the EU Digital Economy and Society Index 2019², which monitors the performance of EU Member States in five main areas: digital connectivity, digital skills, online activity, the digitisation of businesses and digital public services.

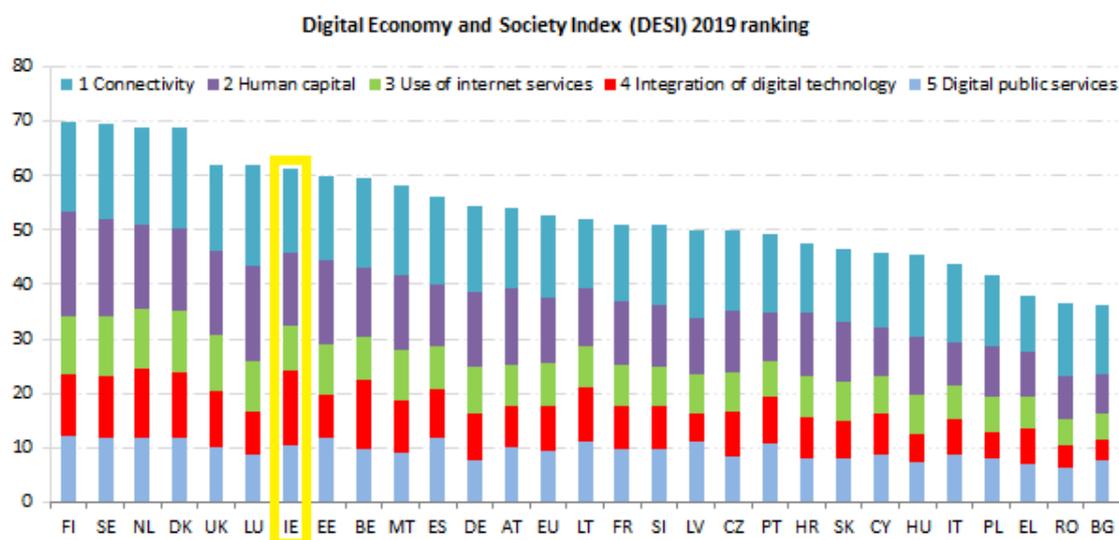


Figure 1: Digital Economy and Society Index (DESI), 2019 Report

The European Union and Irish government have long recognised the social and economic benefits of digital technologies and access to quality broadband services. This has resulted in policies at an EU and national level to support large scale investment in high-speed broadband infrastructure and modernising of rules to enable social benefits and digital transformation of economic activities.

A number of policy frameworks have been published by the Irish government to promote the greater use of digital technologies in Ireland. It is widely recognised that high-quality, high-speed broadband is critically important for schools, businesses and communities across the country and the government has implemented a number of initiatives to increase access.

- National Digital Strategy for Ireland – Doing more with digital.
- The National Broadband Plan – Initiative to deliver high-speed broadband services to all premises in Ireland.
- Public Service Information and Communications Technology Strategy - Delivering better outcomes and efficiency through innovation and excellence in ICT.
- Digital Strategy for Schools - Enhancing teaching, learning and assessment.

The National Broadband Plan (NBP) is the government’s plan to deliver high-speed broadband services to all businesses, farms and households in Ireland. It will ensure that everyone in Ireland will have equal access to a high-speed broadband service. Following an extensive procurement process, in November 2019 the government approved the contract award to National Broadband Ireland (NBI). NBI will build, operate and maintain the state intervention network and services over a 25-year period³. The NBP is being achieved through a combination of:

- i. Commercial investment by the telecommunications sector.
- ii. State intervention in those areas where commercial providers acting alone will not provide this essential service.

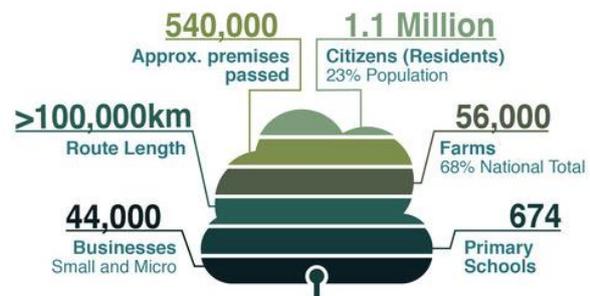


Figure 2: NBP State Intervention Areas

NBI will be a wholesale operator. This means that they will sell services to retail service providers, not directly to customers. The retail service providers will then offer high-speed broadband services to home and business customers. Deployment will start in 2020 and will take up to seven years to complete. The network will be predominately fibre broadband, a small percentage of premises will be connected with alternative technology such as fixed wireless broadband.

Broadband connection speeds will grow over time with bandwidth demand. Home connections will start at a minimum of 150Mbps download speeds (speeds up to 1Gbps also available). Business connections will be available up to 10Gbps download speeds.

NBI will run a national media campaign which will provide frequent updates on the on-going progress of national network deployment across all media platforms. NBI have a dedicated website to provide people with information on the rollout, and on how people can order a connection, visit www.nbi.ie for more information.

The National Digital Strategy for Ireland⁴, published in 2013, was a foundational step in helping Ireland to reap the full rewards of a digitally enabled society. Focusing on three target areas –

- Enterprise – A key aim was to get 10,000 businesses online for the first time and 2,000 trading online.
- Citizens – A key aim was “to halve the number of “non-liners” (people who have not yet engaged with the internet).
- Education – Among many initiatives the “completion of the rollout of 100mbs to all post primary schools” was a key target.

A revised National Digital Strategy is expected in 2020 with public consultation already completed⁵.

The Digital Strategy for Schools builds on previous strategies in the area of ICT integration and is the result of research and extensive consultation with education partners and stakeholders. It supports the overall digital strategy in a number of key areas including curriculum implementation, skills development, teacher education and learner outcomes⁶.

South Dublin's Digital Readiness

South Dublin has a population of over 280,000 people and is one of the four administrative areas that make up the Dublin region. The urban area of Dublin stretches beyond Dublin City into the three surrounding administrative areas. In South Dublin, this means the east and north of the County is predominantly urban in character, with Tallaght, Clondalkin and Lucan being the three main towns. The south and west of the County are more rural in nature, especially in the far south where the County borders the Dublin/Wicklow Mountains National Park.

South Dublin has more than 100,000 regular commuters and with the growth in remote-working and working from home set to continue nationally. For those that travel long distances, having access to high-speed broadband and co-working facilities will be of great benefit, reducing their travel time and their carbon footprint.

Regarding telecoms infrastructure, the County is predominately urban in character with good quality access to high-speed broadband services. However, there are some rural locations that do lack reliable high-speed broadband. The latest figures available from the DCCAIE high-speed broadband map of South Dublin (see appendix A) identifies locations and premises as being amber, blue or light blue⁷.

- **'Amber' areas** – This is the target areas for the State intervention of the National Broadband Plan.
- **'Blue' areas** – This is where commercial operators are delivering or have indicated plans to deliver high-speed broadband services. Operators are continuing to enhance their services in these areas to improve access to high-speed broadband.
- **'Light blue' areas** – This is where Eir has committed to commercial deployment plans to rollout high-speed broadband.

Further engagement with local citizens and business groups has shown a lack of high-speed broadband services within the blue & light blue zoned area of the NBP map in certain residential areas. This indicates that approximately 8% of premises in South Dublin have no access to reliable high-speed broadband. A consultation of the National Broadband Plan mapping exercise for the 'Intervention Area' has recently been undertaken with relevant agencies and the telecoms industry to update the NBP intervention area.

DIGITAL READINESS ASSESSMENT

In 2018, Indecon international economic consultancy produced a Digital Readiness Assessment (DRA) report for South Dublin. This report measured the digital maturity of the County across seven pillars, shown below. This covers both activities of households and businesses in the region, as well as the activities of the Council itself. The DRA is presented with a comparison against best practice, national position and a peer group of counties that share similar characteristics. The results of which were given under five levels of progress. The DRA measured quantitatively and qualitative from a wide range of sources including the Central Statistics Office and internal surveys.

DRA reports individual measures of digital progress and provides an individual 'level of progress score' for each of the 7 pillars, against which the County is compared. The 7 pillars are as follows:

1. **Digital Skills** - An assessment of the digital skills of the population. This covers both formal skills as well as the skills needed to engage in the digital society.

2. **Infrastructure** - The fundamental facilities that enable digital activity, for example, the use of digital tools, the connectivity of the County, the level of mobile signal strength, broadband signal strength and the cost/speed of these services.
3. **Innovation & Entrepreneurship** - Considers measures of digital initiative and risk, and creation of new ideas or processes. It includes the formalised partnerships and the adoption of digital tools by businesses.
4. **Digital Economy and Employment** - Include the number of persons employed in ICT areas as a proportion of the local labour force, the utilisation of digital tools by businesses and supports for business to develop in the digital economy.
5. **Digital Services** - Relates to the level and take-up of services through the internet.
6. **Community & Culture** - Concerns the level of digital integration that is present in the County in relation to these areas. Measures include the level of community engagement, partnerships and the development of a common language on digital issues.
7. **Transitioning to Digital** – This measure is based on a weighted average of the performance in the above areas.

The five levels of progress are as follows:

Level 1 – Formative » Level 2 – Emerging » Level 3 – Developed » Level 4 - Highly Developed »
Level 5 – Transformational

The summary results of the seven pillars of digital maturity for South Dublin are shown below.

South Dublin's DRA Result	
Pillar	Result
Digital Skills	Developed
Infrastructure	Highly Developed/Transformational
Innovation & Entrepreneurship	Developed
Digital Economy & Employment	Emerging/Developed
Digital Services	Highly Developed
Community & Culture	Emerging
Transitioning to Digital	Developed

Table 2: DRA Results - South Dublin

The DRA pillars and related results highlight where the Digital Strategy needs to focus and acts as a starting point for developing a pathway. The seven DRA pillars set the initial context in forming the four core strategic themes within South Dublin's Digital Strategy. However, local consultation and stakeholder engagement also focus the local context further and the overall direction and implementation plan for the Digital Strategy.

South Dublin’s performance was compared with a peer group of counties with a similar urban to rural population division and against the national average. South Dublin performed well in comparison under all of the pillars, but there is scope for improvement.

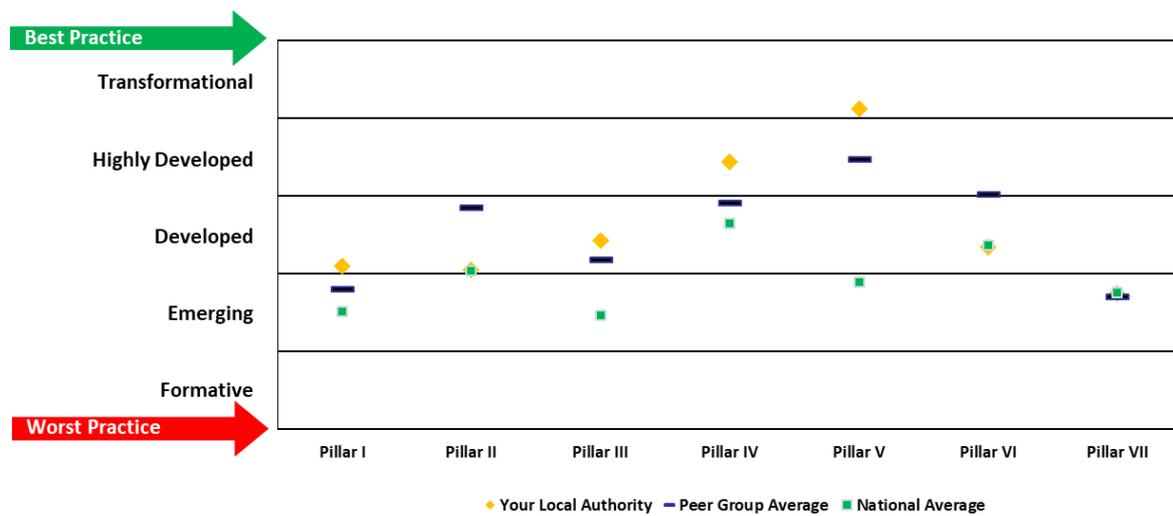


Figure 3: South Dublin's DRA Peer Group Comparison

DIGITAL SURVEY

A 'Digital Survey for Citizens' was performed to gain some insight into citizens digital experiences, practices and challenges. The survey was available online and in paper format and was a “self-selecting” exercise for citizens (people elected to complete it rather than being approached to do so). Therefore, the findings are not fully representative of the South Dublin population but provide an excellent insight. The survey focused on citizens broadband service, digital technology use and online services. Over 1,000 respondents completed the survey. Below are the key findings from the survey data –

- 91% of respondents have made an online purchase at some stage in their lives.
- 40% consider their primary means of communication to be messaging through Facebook and WhatsApp.
- 76% of respondents bank online.
- The majority have used online services such as Motor tax, NCT, Revenue online service and the Passport online service which was introduced just recently in 2017.
- 64% of citizens have concerns over internet security.
- 21% feel they lack the skills to exploit the online world.
- 56% believe that promoting and supporting inclusion and wellbeing for older persons and other people in the community that experience social exclusion should be the focus.
- For 75% of community groups, it is a case of the cost to access. They consider the cost of accessing or using digital technologies to be too high to engage with digital technology.
- 63% believe increased digital usage will enable a faster transfer of information, leading to better quality of service.

We also examined some indicators of the usage of digital technologies by businesses and organisations in South Dublin as part of the development of the Digital Strategy. Businesses were asked to identify the challenges they are facing in their attempts to benefit more from digital technologies. If the opportunities exist why are more businesses not taking advantage?

A total of 74 businesses completed the survey. The following key results found were:

- 54% are engaged in selling online.
- The highest rated use of digital technology at 88% was to communicate with customers.
- 38% claimed that increased digital usage has led to an increase in the number of competitors in the markets they operate in. Many have seen increased price pressure and reductions in offline sales.
- 72% consider the digital impact to be more positive than negative.
- 50% cited a lack of digital skills as the main challenge.
- 25% stated that broadband availability as the biggest challenge they face.

SWOT ANALYSIS

The results were used to produce a strengths, weaknesses, threats and opportunities analysis (SWOT) for South Dublin. Based around the key areas of Digital Skills, Economy, Infrastructure and Services. The following SWOT analysis summarises the overall position of South Dublin in the context of the developing digital readiness.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Highly educated population. • Location - central major city, high quality transport network, motorways, rail and buses. • Most areas can get some level of broadband connectivity. • Committed Local Authority (innovative, leader) with skilled staff. • Strong tourism and culture (over 6 million tourists to Dublin in 2018). • Quality of life (attractive location). • Retail experience (13.3% of business in the County). 	<ul style="list-style-type: none"> • Fear of using internet, data protection and concerns around sharing personal information online. • Lack of understanding of the potential of the digital economy/society. • 8% of premises without access to high-speed broadband. • Some communities and enterprises perceive limited benefit from broadband services. • Digital skills and education amongst some groups is low. • No definitive measure on the level of use by the community or enterprise.

<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Job creation. • Vibrant community sector. • Enhance education and training. • New ways for businesses to grow revenue and employment, access to new markets via digital platforms. • Great opportunity for the development of rural enterprises. • Underpin the South Dublin Development Strategy and to provide new support to communities across all sectors. • More accessible services. • Increased opportunity for remote working. 	<ul style="list-style-type: none"> • Cyber security. • Economic instability. • Social exclusion - sections of community being left behind. • Weaker access to services/supports. • Reduced sales opportunities. • Rapid rate of digital change. • Rural decline threatens some communities and the lack of broadband infrastructure results in an inability for such communities to compete in a globally connected world. • Competition is now global in nature.

Table 3: SWOT Analysis - South Dublin

Digital Services

A policy that is having a considerable influence on how local authorities engage with citizens is the Public Service ICT Strategy⁸. A key aim for the strategy is to take a “Digital First” approach to the supply of services to citizens. The strategy document acknowledges that “consumers of government services expect to be able to apply, communicate and pay online. They expect more options for conducting their business than physically visiting a local office, with the



expectation that services can be completed via their mobile devices. They expect that these interactions are secure and that we will keep their data safe”. The objectives of the “Digital First” policy are outlined as follows – To provide new digital services to citizens, businesses, council employees and council members, that:

- Enable self-service delivery through online channels including www.localgov.ie and Local Authority websites.
- All new services being delivered by Local Authorities should be designed for “Digital First”, meaning they are compelling and intuitive to use and those who can use digital services will voluntarily choose to do so.
- Promote the use of social media by Local Authorities to deliver information and as an important communication channel.

While there are limits to what the Council alone can control, we are concerned with the full range of digital challenges that affect our communities. People-centred digital programs and services are about delivering a better experience for the user, while creating efficiencies and benefits for South Dublin.

The delivery of high-quality services, tailored to meet the needs of all our citizens, remains one of South Dublin County Council’s core objectives and is included in our Corporate Plan. This quality service includes not only the level and quality of service given to our citizens but also the quality of our decision-making processes, the efficiency and effectiveness of our corporate operations, standard of our facilities and our ability to adapt in an ever-changing environment.

EFFECTIVE COMMUNICATIONS

The last decade has witnessed profound changes in how we communicate and advertise our services. It was evident during the consultation process that awareness of the wide range of services we provide could be improved. South Dublin County Councils website should be the first point of contact for information about the Council and its services. It is an important information resource and contains policy documents, work programmes and documentation in relation to services. It is information 24/7, 365 days a year at www.sdcc.ie.

Much of the Councils communication are performed online, through a range of websites, social media channels, apps and platforms. We have been progressively developing a suite of digital communications to offer a more integrated and seamless experience for our communities.

INNOVATIVE SERVICES

South Dublin County Council has successfully implemented a policy of delivering online services over many years including online payments, grant applications, library services, fix your street and many more. The fix your street service allows people in South Dublin to report local issues directly to the council electronically and have them logged for the attention of local council staff. You can report issues under the following criteria – Graffiti, leaks and drainage, litter and illegal dumping, road or path defects, street lighting, tree and grass maintenance. These issues can be submitted directly to www.fixyourstreet.ie. Replies come through the fix your street website to these reports within 2 working days. How to report a problem on fix my street -

1. Visit www.fixyourstreet.ie - Submit a report.
2. Locate the problem on a map of the area.
3. Enter details of the problem.
4. Fix Your Street send it to the council on your behalf.

The successful MyDoorStep is a walk-in service centre located at County Hall, Tallaght. This is replicated online at www.mydoorstep.ie. This digital information platform provides buyers with all of the detail needed to make the most informed decision possible when purchasing a home. MyDoorStep combines information on current and planned housing developments in any location in the South Dublin area with information on childcare, education, health, recreation, retail and sporting facilities across the County.



Figure 4: MyDoorStep (County Hall, Tallaght)

MyDoorStep streamlines this information through one source and allows access from home or at the Council's headquarters, cutting out the potential multiple enquiries a prospective buyer would need to make at present. Visitors to County Hall, Tallaght, will also be guided through the portal by knowledgeable Council staff from its Land Use, Planning and Transportation Department.

South Dublin County Council's Housing Department are developing an Integrated Housing System. The way in which data is processed is not changing, however after implementation housing related data will be processed within this system. This will allow the council to provide a modern, digital ready customer service to anyone in need of housing support. This system is due to launch in the second quarter of 2020. Once rolled out the new customer portal will allow -

- Tenants can self-serve 24 hours a day, 7 days a week on any device (fully mobile responsive).
- Real time information will be available.
- Online application form, with save & retrieve and document upload.

The Council, through this system will have -

- Greatly improved tenant interface functionality within a digital environment.
- Real time connection between frontline staff and response units.
- Improve reporting capabilities, with real time management information provided.

South Dublin Mobile Applications

A mobile application, most commonly referred to as an ‘App’, is designed to run on a mobile device, such as a smartphone or tablet computer. Mobile applications frequently serve to provide users with similar services to those accessed on PCs. The following apps are available on iOS on Android.

 <p><u>Mindmindr</u></p>	<p>Mindmindr provides details of support services across a wide range of areas including depression, addiction, crisis pregnancy and suicide prevention. The app not only gives details of emergency contacts for national services but maps these services to help users find them more easily. It also provides information on a range of local support groups whose contact details are often difficult to find. The app is designed for anyone who needs or knows someone who needs mental health supports in their life.</p>
 <p><u>Heritage Trail</u></p>	<p>A fully interactive, user-friendly and user immersive heritage trail app. This app is designed to increase footfall in the area from both national and international tourists. It is available in multiple languages and highlights the history of Clondalkin Village (to be expanded throughout the County). It has a map of the area, with heritage locations integrated within the app so no data is used by any user – essential for international visitors.</p>
 <p><u>Online Rents</u></p>	<p>South Dublin Online Rents – This app allows people to view their Local Authority rent account online. Making it easier to view current balances, all recent payments and all recent charges to the account.</p>
 <p><u>Parking Tag</u></p>	<p>A pay by phone solution for the Dublin area. With this mobile app payments for parking can be made using a registered credit or debit card instead of worrying about having enough coins. You can use this app to register, pay for parking, extend your parking, view recent transaction and add vehicles. Simply register, park, pay.</p>

South Dublin County Council recently signed up to the Our Public Service 2020 Declaration on Public Service Innovation in Ireland. Through this, the following endeavours will be followed to build a culture of innovation in our public service –

- Further endorse innovation as the responsibility of every public servant.
- Enable, support, inform and equip our public servants to innovate in their roles.
- Cultivate new partnerships and involve diverse views in problem solving and designing and delivering our public services.
- Generate multiple options for existing and potential problems through explorations, experimentation, iteration and testing.
- Provide insights into our experiences, best practices and lessons learned with other public servants in Ireland and abroad.
- Share knowledge and data with citizens in an open and transparent way ‘open data’.

OPEN DATA

In a digital world, cities themselves are becoming networks producing data on city performance. This is known as ‘city analytics’ and communities will increasingly demand access to this data to manage the city more effectively and benefit from the opportunities available from the digital transformation. Use of government data to provide real time public transport information is a well-known example of how data can be repurposed by software developers to provide useful public benefits.



Data and city analytics are creatively used to improve the performance and operation of our systems and infrastructure. We will investigate open data initiatives to benefit local communities and businesses. We will also operate ethically in the new information marketplace, meeting privacy expectations and encouraging understanding of emerging security issues.

Digital Infrastructure

South Dublin has a well-established broadband infrastructure in place, as indicated by the level of high-speed broadband coverage across the council boundaries in the government’s high-speed broadband map, as part of the NBP. Free public Wi-Fi is available in 9 of South Dublin villages and in all of our library branches with over 170 PCs available throughout our branch network. However, further development is required as there are still some rural locations that lack high-speed broadband services within the County.



Through the NBP, the government has committed to provide high-speed broadband to every premises regardless of where it is located. The vast majority of the 8% of South Dublin premises without access to high-speed broadband services are situated in rural areas⁷. Therefore, state aided development, through the NBP state intervention, is a vital component for improving the County’s telecommunication infrastructure.

South Dublin County Council will identify the influence it can have in promoting South Dublin’s digital future and then use that influence effectively to get the right infrastructure and networks in place to ensure South Dublin is globally competitive. Most infrastructure improvements will require partnerships with the private and public sectors. South Dublin County Council will work proactively with the relevant Government of Ireland Departments (DRCD and DCCAE) and with the telecoms network operators, for both commercial and state aided developments.

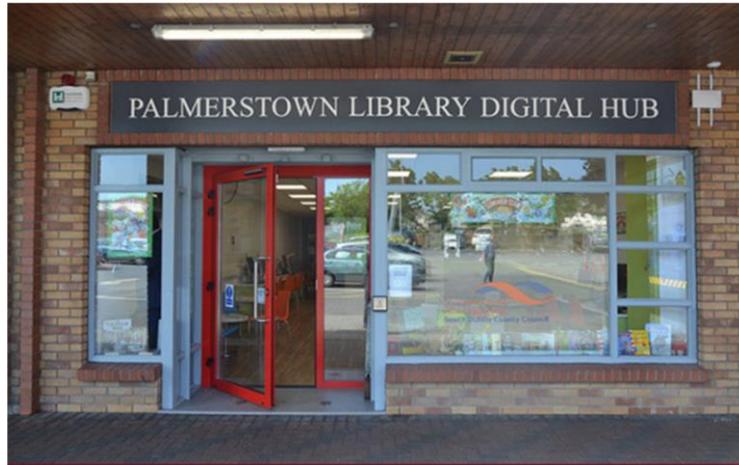
SUPPORTING INFRASTRUCTURE DEVELOPMENT

For all communities in South Dublin to make full use of digital technology, there needs to be public Wi-Fi access in key areas. This will address congestion issues on the telecommunications networks, particularly in times of very high usage such as during an emergency or major event. This would also provide an important alternative for those without reliable access to paid networks, for example people on low incomes and tourists/visitors to South Dublin.

Public Wi-Fi enhances the overall experience of the area, including safety, wayfinding, reporting of issues and how people can more easily move around. Free or low-cost access to digital technology is presently provided in our community centres, libraries and villages. Improvements to the digital infrastructure networks will require ongoing partnerships and influencing strategies.

There are many ways we can use our existing assets as well as our influence to encourage digital technology in South Dublin. The digital infrastructure does not have to be provided through the conventional infrastructure pathways in the same way as utility infrastructure. However, it still must be universally accessible to ensure so that it can be accessed, understood and used to the greatest extent possible by all citizens.

Palmerstown Library Digital Hub



Palmerstown Library Digital Hub was opened in June 2017 and currently serves a population in excess of 11,000 people. It operates from a unit in a busy modern shopping centre and carries a range of digital equipment including computers for adults and children, a 3D printer, a self-service kiosk and self-service print/photocopy/scan unit, a free WiFi service, mini robots and an Interactive HP Sprout workstation. STEM events including 3D design and printing, coding and workshops on LED circuitry for children and adults are a part of the regular programme as are computer classes for seniors on a one to one basis. It also has a small selection of books, DVDs and talking books for adults, teens and children.

This is a great example of how a relatively small space can be transformed into a digital suite to provide digital skills development for many citizens.

‘SMART CITIES/COMMUNITIES’

In recent times the concept of ‘Smart Cities/Communities’ has gained widespread recognition (nationally and internationally) as a strategic response to increased urbanisation through the application of digital technologies to drive efficiencies and enhanced public services across communities characterised by high population density and scale. The focus of smart city projects is on making cities work better.

A ‘smart city’ is one that harnesses technology to manage assets better, encourage inclusive participation, celebrate creativity, champion digital business and one that contributes to the digital infrastructure through collaboration. There are many forms of infrastructure that successful digital cities need to have. These include intelligent transport systems, smart grids which improve the management of energy, waste and water⁹.

We will need to engage with a number of different stakeholders to make this smart infrastructure a reality. We will need to support and influence the provision of digital infrastructure in the same way we

have supported and influenced the development of transport and utility infrastructure in South Dublin. However, technology is only important because it enables or accelerates the speed and impact of knowledge and ideas flowing between and inside our communities. Technology is a connector of people, not just a connector of devices. To make that work, what matters is a change in culture, practice and governance, not just technology.

SMART DUBLIN - is an initiative of the four Dublin Local Authorities to engage with smart technology providers, researchers and citizens to solve challenges and improve city life.

Smart Dublin is delivering a programme that encourages the creation of solutions to address city needs. It has an emphasis on using the opportunities offered by emerging technology and public data. Smart Dublin has identified mobility, environment, energy, waste and emergency management as priority challenges. The Smart Dublin Initiative aims to:



Figure 5: Smart Dublin Initiatives

- **Provide Better Services** – To develop, drive and facilitate public services which are better, easier, more efficient and accessible for citizens.
- **Promote Innovative Solutions** – To provide new, innovative and better solutions to existing and future challenges which impact our citizens, businesses and visitors.
- **Improve Economic Activity** – To support regional economic development by helping to create an ecosystem that attracts and provides opportunities for entrepreneurs, investors and businesses, and communicates this to the wider world.
- **Increase Collaboration and Engagement** – To create effective internal and external collaborations and partnerships with local authorities, other public sector organizations, academia, external agencies, businesses, citizens and international partners.

For more information on Smart Dublin initiatives visit www.smartdublin.ie

Digital Economy

Digital technology is both transforming and disrupting how organisations in the public, private and not for profit sectors do business. It is affecting and changing how they operate and how they meet the expectations of their customers. The National Digital Strategy recognised the importance of the adoption of digital technologies by businesses. Key objectives specified in the plan were to get thousands of businesses online for the first time and to promote online trading, particularly among small businesses⁵.



Many businesses in South Dublin are already trading successfully online but many more could benefit from introducing an online dimension to their sales activities, such as;

- **Larger markets and increased revenues** - the internet provides access to a wider geographic market and access is not limited by opening hours. This means that a small Irish business in a remote area can look to increase its potential market at very low cost.

- **Reduced costs** - purchasing, eBanking, stock control, marketing and sales can all be facilitated at low cost using the internet. These efficiencies significantly contribute to improving the bottom line for small business.
- **Better market intelligence** – simple tools to assess consumer behaviour can help businesses tailor their products to market demand.

The digital economy is growing at many times the rate of the offline economy. If they are to continue to grow and thrive, commercial Irish enterprises and public-sector organisations need to further embrace the potential offering by digital technologies. Even in some urban areas, where access may be more readily available, the ability of communities to access the digital opportunities on offer has proved elusive, for reasons of affordability, awareness or skill.

A thriving digital economy can give us powerful new tools to build a competitive and inclusive region with even greater productivity and innovation. It reduces the distances between businesses and markets with the click of a mouse. In the digital economy, small companies can be global exporters of products, services and knowledge that were never before portable across time zones or borders.

The business profile of South Dublin is similar to that of other counties with a broad mix of traditional and newer industries. The County hosts a number of global multinationals that are very significant in their scale and influence on the local economy. There are also many small businesses in South Dublin who operate in the digital economy.

IRELAND'S DIGITAL ECONOMY

A major component of the digital economy is online shopping, the following provides some indication of the extent to which this is developing. The main issue identified has been the amount of online spending by Irish citizens that is being conducted with overseas suppliers. There is a need for more Irish organisations to engage in selling products and services online. The following statistics have been reported by the DCCAE¹⁰.

- The digital economy represents 6% (€12.3 billion) of Ireland's GDP.
- Currently almost 116,000 direct and indirect jobs are supported, of which 68,000 are directly linked to digital.
- The largest single contributor to the internet part of the economy is online consumer spending.
- Irish consumers spend around €850,000 per hour online, 24 hours a day, which represents more than a 20% increase since 2012.
- Irish consumers expect this to grow by 25% in the next 3 – 5 years.
- 88% of Irish consumers research products online before buying, compared to 79% across the EU.
- Approximately one in seven Irish people (13.5% of the adult population) make a supplementary income on the internet.

There is a number of existing businesses operating in non-tech industries which require support and baseline infrastructure to build their capacity, attract and retain skilled staff and ensure South Dublin remains economically competitive in the digital world. They represent a large percentage of the economy and although a growing number of them are digital ready, we believe many are not making full use of digital technologies. Some small businesses lack the resources, time or capacity to explore, adopt

and maximise the benefits of new technologies and applications, or do not fully understand the benefits on offer for their businesses.

It is vital that we foster understanding of the benefits of the digital economy for SMEs. In the near future our SMEs will need to be online and digitally enabled to operate their businesses, grow their customer base, access international markets or work with larger businesses. Whether they are in manufacturing, services or retail they will need to develop their own digital strategies and incorporate them into their core business in order to thrive.

SUPPORTING ECONOMIC GROWTH & EMPLOYMENT

Research has shown that where possible Irish SMEs are integrating the full range of e-commerce and research tools into their digital and overall business plans¹¹. Slow adoption is limiting business's ability to utilise digital tools, to improve online trading by Small and Micro enterprises and operate more efficiently.

The Local Enterprise Office (LEO) in South Dublin is the primary business support agency for start-ups and micro enterprises. To improve their digital presence and to begin to do business online. The LEO offers supports to micro and small businesses through skills training and grants¹².



During 2015, a detailed survey of local businesses was carried out across South Dublin County. The survey focused on identifying the training needs of SMEs and looking at how LEO South Dublin can best support business growth and development. The survey provides some key information including:

- A strong emphasis on training among businesses surveyed.
- Specific training requirements identified that LEO could support.
- Identifying export potential among local businesses.

This is kept under constant review through the implementation of training programmes, such as, website building/optimisation, email marketing, bookkeeping using excel, Facebook and Twitter for business and trading online (increasing online presence and sales). For further information see appendix B.

TRADING ONLINE VOUCHER SCHEME

With the trend ever increasing towards online spending it is estimated that only 23% of small Irish businesses are engaged in any meaningful way in eCommerce sales. For businesses employing less than ten people, this percentage could be even lower. It is now believed that, of online purchases made in Ireland, up to 70% of these are done in overseas markets¹⁰. There is now an urgency to ensure that businesses recognise that this is happening and that they are encouraged and supported to correctly respond to this digital reality.

The major focus of the National Digital Strategy, as it pertained to enterprises, was the promotion of Trading Online Vouchers to small businesses. To this end, the DCCAE launched a 'Trading Online Voucher Scheme' and teamed up with the LEO to deliver this to Irish businesses¹³. The voucher is a financial incentive to small businesses to develop or enhance their ability to trade online. The vouchers are targeted at businesses with the following profile:

- Vouchers will be available to a maximum value of €2,500 or 50% of eligible expenditure (Exclusive of VAT), whichever is the lesser.
- Voucher approval must be gained prior to incurring any expense.
- Business must be registered and trading for a least 6 months.
- Own labour is not an eligible expense.
- Limited online trading presence.
- 10 or less employees.
- Turnover less than €2 million.
- Business must be located in South Dublin (within the remit of the participating LEO).

Over 4,000 businesses have already benefitted from the Trading Online Voucher Scheme. On average, they have seen:

- 21% increase in sales.
- 84% jump in sales leads.
- 60% are beginning to export for the first time.

TALLAGHT INNOVATION CENTRE

The provision of facilities needs to be examined to help support growth in innovative local enterprises and to provide digital technology enabled co-working spaces while also focusing on supporting our existing local industries. South Dublin County Council's policy reflects this ambition to ensure that the potential in our area is properly harnessed through the provision of high-quality facilities and supports.

As such, an Enterprise Innovation project is currently being progressed to support local business owners in South Dublin. This will be located adjacent to the Council's head office in Tallaght and will provide flexible office space. The project is being supported through the government's Urban Regeneration and Development Fund (URDF). It is key part of the Council's vision for the future. This innovation centre will exist to:

- Nurture new start-ups and fledgling enterprises - bringing together groups of innovative businesses to collaborate, share and explore development opportunities.
- Assist established businesses develop and expand.
- Provide high spec business facilities - affordable offices, laboratory and workshop spaces.

The Innovation Centre will be a hub for development in South Dublin. Creating a culture of innovation and entrepreneurship that in turn is easily accessible.

Digital Skills

Digital technologies have the potential to offer considerable benefits to all Irish citizens and this fact was also recognised in the National Digital Strategy. Improved “citizen engagement” was a key pillar of this plan and a stated objective was to reduce the number of people who have not yet engaged with the internet, referred to as ‘non-liners’.

There are already a host of training programmes available across the County. Actions through this strategy we will link existing training service providers to avoid duplication of services, which will enable us to create partnerships on digital skills programmes and provide sustainable training development for all ages and levels of ability. The County library services provide accessibility and access to digital technologies and tools for use by members. The library service will increase its outreach services and promote training services such as digital skills training (range of essential computer literacy courses) and e-learning.

Ireland currently ranks 11th among EU countries in the DESI 2019 on Digital Skills³. This is above the EU average but is still lagging behind the highest performing countries. In 2019, the central statistics office ran a survey to determine why certain households don’t use broadband services. 52% reported that the reason for no access was that they do not need internet. 42% reported lack of skills as a reason for not having household internet access. Access costs too high and equipment costs too high were cited by 10% and 9% of households respectively as the reason for not having a household internet connection, while 8% stated privacy/security concerns and 7% reported broadband internet not available in the area¹⁴.

Fig 2.3 Percentage of households without internet access by reason for not having it, 2019

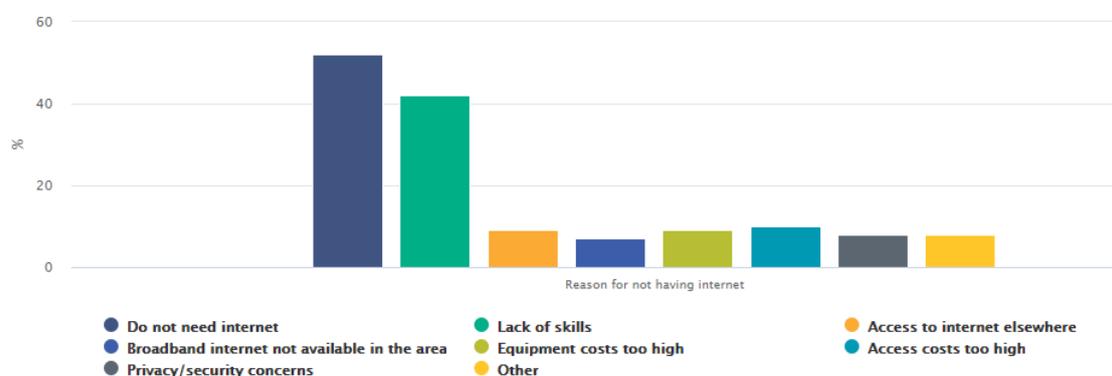


Figure 6: CSO - Reasons for not using broadband service

The DESI identified that there is no coordinated and targeted national strategy specifically for digital skills, which would cover all the different levels of skills and different stages of life, and which would provide a specific roadmap to close the digital skills gap with the rest of the EU. However, there are several initiatives to upskill and improve the digital literacy of citizens, such as, the Digital Skills for Citizens Scheme and computer literacy classes in our libraries.

We want everyone to be able to use these digital services so they can reap the financial, health and social benefits they offer. It allows flexible access to information and services 24 hours a day 7 days a week. Some of the advantages of being online are:

- **Connectivity:** Keep in contact with family and friends worldwide through social media, email, Skype and Facetime. In turn using the internet will build citizen confidence and wellbeing and can reduce the feeling of isolation.
- **Save money:** Provides access to a wider market and makes it easier to compare prices. Find the best online deals and make more informed purchasing decisions.
- **Save time:** Saves time travelling and queuing to avail of goods and services, for instance, online banking, NCT booking, paying car tax. You can now do from the convenience of your own home at a time that suits you.
- **Entertainment:** Pursue hobbies and interests and explore other cultures. Stay up to date with current affairs and catch up on TV using playback facilities.
- **Education:** Expand your knowledge and skills, undertake online courses and facilitate your learning at your own pace.

DIGITAL INCLUSION & ACCESS:

A socially inclusive society is a society where all people are recognised, accepted and have a sense of belonging. It ensures the fullest participation of all members of the community including minority groups such as older people, disabled people, travellers, refugees, asylum seekers, migrants etc. in decision making processes. Digital inclusion is about ensuring that everyone has the ability to use the internet and other digital channels to fully take part in a digital society, and also ensure that the move to digital services does not disadvantage those who are not online.

As technology changes, significant gaps in access and opportunity are emerging. With an increasing proportion of economic, social and government activities going digital, people who are not digitally connected or engaged are less able to experience the educational, workforce, and civic benefits of digital technology. Unless this is remedied, the digital divide will soon become entrenched and some communities will become disenfranchised from the future. Digital engagement is vital for South Dublin to become a more connected and inclusive city and ensuring no one is unavoidably left behind.

In order to overcome these barriers, South Dublin County Council will help foster awareness of the benefits of participation, on top of supporting programs that develop skilled, confident and digitally literate communities capable of maximising those benefits.

SOUTH DUBLIN LIBRARIES

Both internationally and in Ireland, public libraries are leading the way in building digitally inclusive communities by providing digital infrastructure, delivering lifelong learning programs, celebrating digital creativity and increasing access to information, knowledge and skills. Libraries are increasingly seen as key community hubs, with particular significance for families, baby boomers, the aged, culturally and linguistically diverse groups including people who have recently arrived in Ireland and international students.

South Dublin has an extensive existing library network and we can use this to provide the digital infrastructure and platforms necessary for digital inclusion and fostering creativity. South Dublin Libraries operate 8 service points: 5 branch libraries, two part-time libraries and a library digital hub.

There is also an extensive mobile library service. The branch libraries are well established at Rathfarnham (Ballyroan), Tallaght (Castletymon and County Library), Clondalkin, and Lucan. Free access to the Internet and other PC applications is currently available on over 170 PCs throughout our branch network. This is particularly significant in South Dublin County as 23% of South Dublin residents do not own a personal computer and 8% do not have access to high speed broadband. Digital literacy is an increasingly vital skill for navigating modern life. Courses for beginner, intermediate, and advanced levels are on offer in all branches. The development of Tech Spaces in our libraries will facilitate the expansion of STEAM (Science, Technology, Engineering, Arts and Mathematics) activities and foster in young people a desire to gain more skills in this area.



Our Public Libraries 2022 - the public libraries strategy, clearly laid out the importance of the public library as an important enabler of digital services through the delivery of digital skills workshops and classes. By investment in ICT, partial funding for which was provided by the DRCD in the years 2017 and 2018, South Dublin Libraries purchased equipment and software and cutting-edge digital technology. This is enabling the public libraries to support the growing digital demands of a modern society and thus enabling its citizens to participate in a rapidly changing technological world.

Visit South Dublin's Library website to provide more information on locations and services at www.southdublinlibraries.ie

ONLINE SAFETY

Combatting illegal, harmful and predatory use of the internet requires responses at national, EU and international levels. Ireland is part of the EU Safer Internet initiative. As part of the initiative, Ireland provides awareness raising, helplines and a hotline. These services are provided by partner organisations, with Cybercrime providing coordination¹⁵. The project partners are:

- **Be Safe Online** – This is the government's campaign to highlight ways to help you stay safe online. This webpage provides access to a wide range of online safety resources, to support online safety for all. For information go to www.gov.ie/en/campaigns/be-safe-online/
- **Webwise.ie** - Deals with awareness raising, develops materials and programs for schools and runs the annual event for Safer Internet Day in Ireland (11th of February).
- **Hotline.ie** - The Internet Service Providers Association of Ireland (ISPAI) operates the hotline. This service allows the public to report suspected illegal content or activities found on the internet at (01) 294 5280.
- **ISPCC Childline** - The Irish Society for the Prevention of Cruelty to Children operates a helpline (Childline), which provides services on a 24/7 basis where children affected by issues encountered on the internet may turn for advice and guidance by calling 1800 66 66 66 (24 hours a day), texting to 50101 or chatting online at Childline.ie (10am – 4am daily).
- **NPC Primary** - The National Parents Council Primary operates the parent/adult helpline, a dedicated helpline to deal with issues relating to internet safety, including cyberbullying. The NPC also provides parents with training courses, both online and face to face (www.npc.ie).

It is important that awareness of these resources is raised to enable a safer online community for all.

Conclusion

Digital technology paves the way for greater accessibility to information and services than ever before. As the internet and digital connectivity transform our lives, there is a need to ensure and encourage that all citizens seize the opportunities that digital technology offers. The rapid advances in technology risks causing a digital divide in our communities, between those who have access and opportunity and see the benefit of digital engagement and those who do not. We want all people, organisations and business to have the infrastructure and connectivity, as well as the information, skills and capability, to engage with and benefit from digital technology. We must work to minimise digital exclusion, by:

- Enhancing our citizens ability to shift to online communications and transactions.
- Supporting the empowerment of individuals and communities to develop digital skills.
- Enabling the council to modernise approaches without excluding people with minimal or no digital skills.

In order to achieve digital inclusion, we must target the challenges people face:

- Understanding the benefits of digital technology for them.
- Provide community members with public access to digital infrastructure/technology and services through existing community spaces.
- Ensure citizens have the skills needed to participate fully in the digital world, by continuing to build on the skills development programs offered at our libraries and community centers.
- To promote greater awareness of the risks in the digital environment and how to stay protected from harm.

Achieving the aims of this strategy will require a process of continuous organisational learning for South Dublin County Council and this will involve a commitment to testing, iterating, improving and monitoring progress. Performance will be measured through the delivery and levels of engagement, the number of premises with high-speed broadband access and the take up of digital services. Actions & Objectives have been identified with corresponding key performance indicators (shown in Appendix C). Specific projects will be identified to support these performance indicators.

Appendices

Appendix A. – South Dublin’s High-speed Broadband Coverage Map

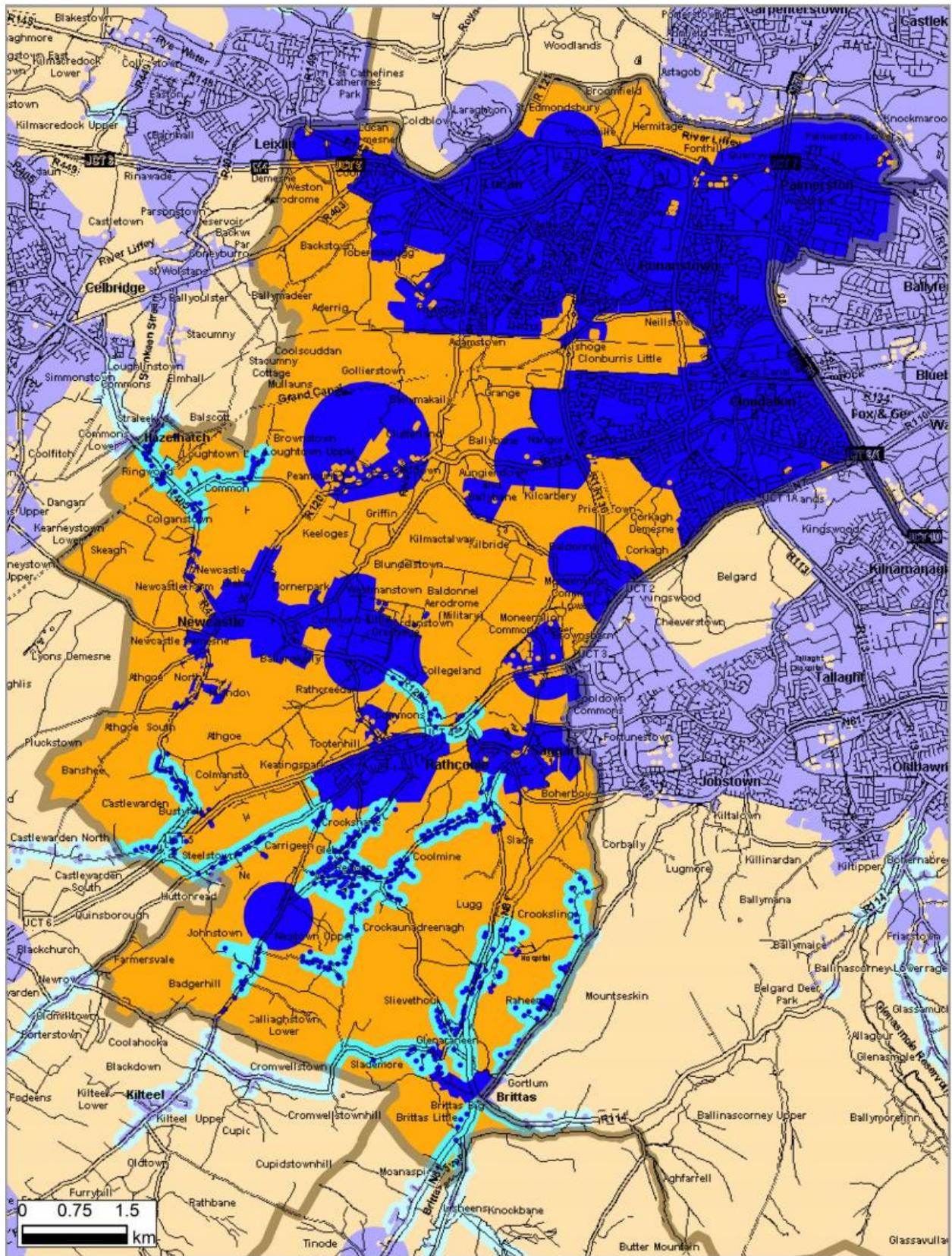


Figure 7: South Dublin’s (Dublin Mid-West) high-speed broadband coverage

‘Amber’ areas – This is the target areas for the State intervention of the National Broadband Plan.

‘Blue’ areas – This is where commercial operators are delivering or have indicated plans to deliver high-speed broadband services.

‘Light blue’ areas – Eir has committed to deployment plans to rollout high-speed broadband.

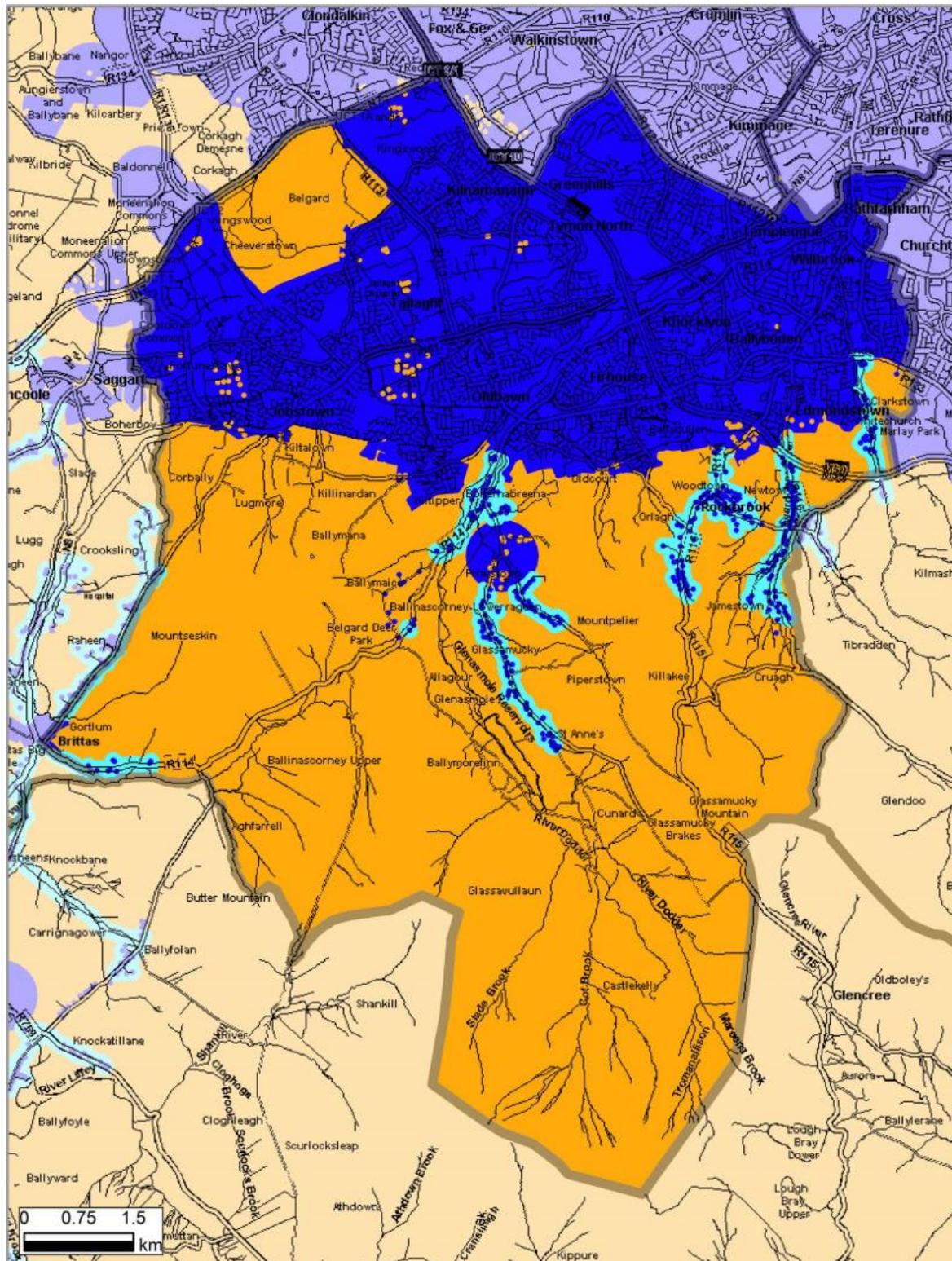


Figure 8: South Dublin's (Dublin South-West) high-speed broadband coverage

Results of Training Survey for South Dublin 2015

During April – June 2015, a focussed survey of local business owners and managers was carried out across South Dublin County, following on from the Economic Profile Survey carried out across 200 business premises in South Dublin during 2014. These businesses then went on to complete a detailed series of questions looking at:

- Their current business operations and situation
- The likelihood that they will expand their business by increasing employment, and the level of education that they look for in employees
- Their current and future plans for exporting
- Their experience with apprenticeships in Ireland
- Their attitude to continued professional development and training
- Their expectations and desires for training of staff

The information following gives a summary of the responses that were given to a sample of the questions posed to respondents. In cases where questions were open ended these are not included here but will be included in future analysis and research.

Breakdown of Respondents

Sectors of Business Identified

The chart below shows the business sectors that were identified as part of this survey. These sectors were self-identified by the business owners / managers. The biggest sectors identified were **Construction (38%)**, **Professional Services (32%)** and **Distribution (32%)**. The smallest sectors identified were Energy (1%), Tourism and Travel (2%) and Pharmaceutical (2%).

Medical & Healthcare	9.0%
Pharmaceutical	1.0%
Professional Services	15.2%
Recreation	3.3%
Retail	13.3%
Science & Technology	1.9%
Tourism & Travel	1.0%
Transportation	4.8%



Agriculture & Fishing	1.9%
Construction	18.1%
Distribution	15.2%
Education	8.1%
Energy	0.5%
Financial Services	1.4%
ICT	3.8%
Industrial & Manufacturing	11.9%

Number of Employees

In order to get a representative sample of the businesses across the county, **businesses of varied size** (identified as the largest sectors / employers) were sampled.

21-40 Employees	11%
41-60 Employees	4%
61-100 Employees	4%
101-250 Employees	2%
251+ Employees	2%



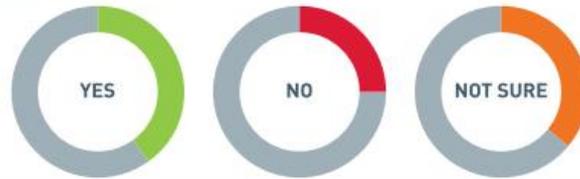
Sole Trader	3%
1 Employee	2%
2-5 Employees	29%
6-10 Employees	21%
11-20 Employees	23%

Figure 9: Training Survey for South Dublin

Employment Outlook

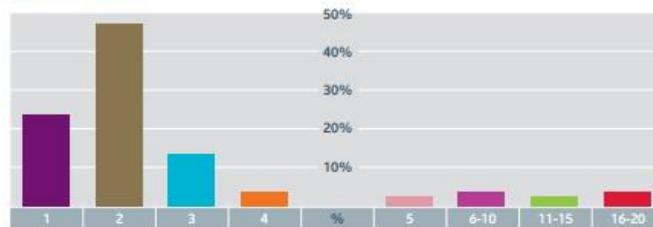
Do you intend to take on new staff in coming months?

Only ??% of business owners indicated a categorical no to taking on new staff in the coming months. Almost 40% were sure that they would be recruiting.



If Yes, how many staff do you intend on recruiting?

47% of business owners indicated that they would be taking on 2 staff during the coming year. This is a very positive indicator of growth in the county. Over 30% of businesses indicated that they would be taking on between 3-20 staff.



Training

Do you see a value in continued professional development?

Over 95% of respondents identified Continued Professional Development as **valuable or extremely valuable**.

How important is staff / management training to your operation?

Over 90% of respondents identified training as **important or extremely important** to their operation.

In the past year, have you or your staff undertaken any (organisation/job) relevant training?

Text 95% text to go here text to go here.



Training (continued)

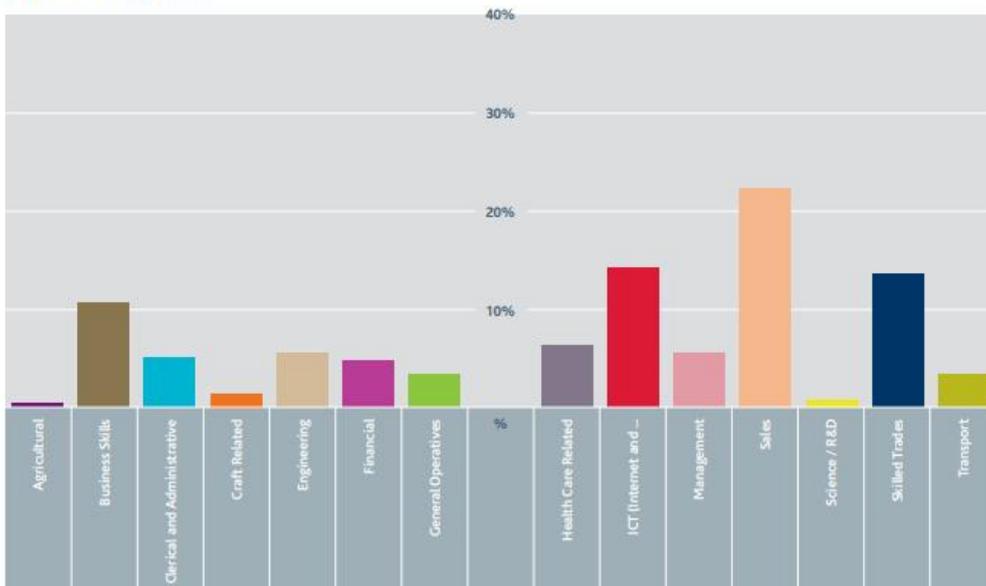
Was this training Internally or Externally Sourced?

Most training was sourced externally (using consultants / trainers or other experts).



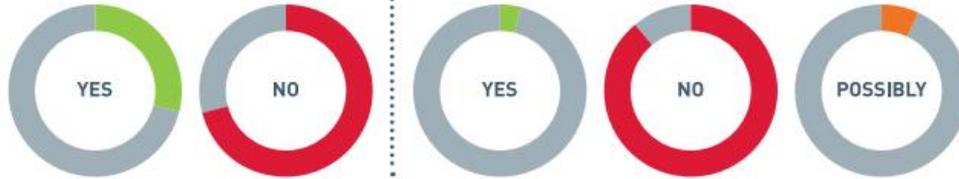
Identify your Number One training Priority?

Text 95% text to go here text to go here.



Exporting

Does your company export? : If no, does your company have plans to export

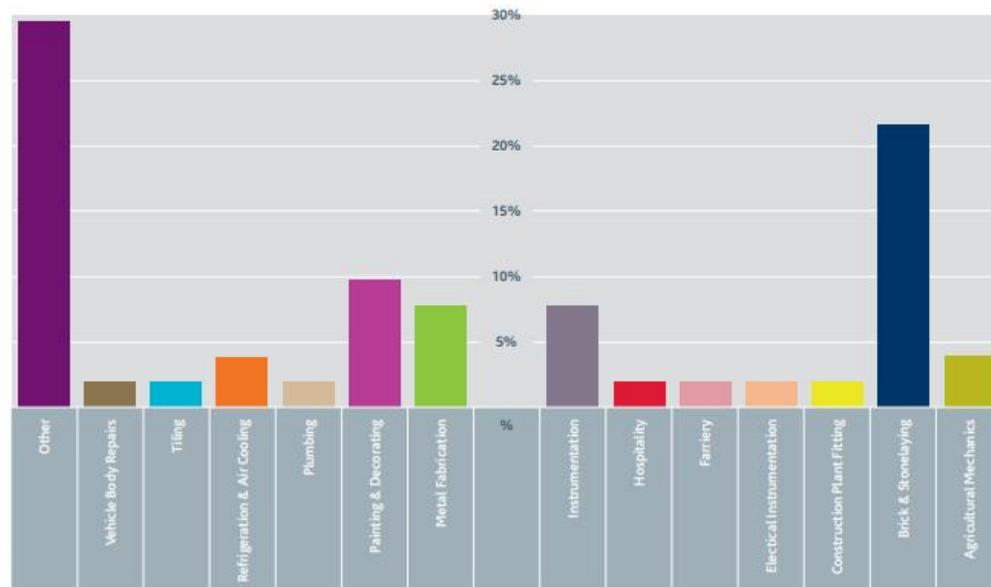


Apprenticeships

Are apprenticeships relevant to your organisation?



Which types of Apprenticeships are relevant?



Appendix C. – Digital Strategy Actions & Objectives

All information, which is collected through the actions & objectives within this Digital Strategy will be treated with the highest possible standards of security and confidentiality, strictly in accordance with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018.

No. 1	Digital Infrastructure			
A	Objective: Assist in the delivery of high-speed broadband access to as many citizens and businesses as possible across South Dublin.			
	<i>Action</i>	<i>Lead/Partners</i>	<i>Key Performance Indicators</i>	<i>Timeframe</i>
1.1	Actively supporting the deployment of the National Broadband Plan and continued engagement with telecommunications providers, verifying that there are no challenges or barriers prohibiting South Dublin from achieving 100% broadband coverage.	SDCC (EETD, LUPT)/ NBI/ DCCAE/ DRCD	i.) Number of premises connected (% increase in broadband accessibility)	National Broadband timeframe/ 2020-2023
1.2	Proactively engage with mobile operators to identify and eliminate blackspots (no mobile phone coverage areas).	SDCC (EETD, LUPT)	i.) Increased/full mobile coverage in South Dublin (Indicated by the ComReg Map)	2020-2023
1.3	Survey the existing underground ducting installed and owned by SDCC and create a digital map in order to enhance awareness, utilisation and potential expansion.	SDCC (EETD)	i.) Survey performed ii.) Development plan and implementation	2020
1.4	Support the use of public infrastructure where possible and in-line with planning guidelines and regulations to improve coverage/speeds.	SDCC (EETD, LUPT)	i.) Develop procedures to support suitable developments	2020-2023
1.5	Continue to provide public Wi-Fi access in all urban centres and community facilities under the control of South Dublin County Council. Promoting Wi-Fi provision in similar facilities under the control of private sector organisations.	SDCC (EETD, LUPT, IT)	i.) Number of AP's delivered ii.) Number of users	2020-2023
B	Objective: Improve access to high-speed broadband and digital infrastructure/ technology to help our communities succeed in the digital world. Ensuring it is universally accessible, understood and used to the greatest extent possible by all citizens.			
	<i>Action</i>	<i>Lead/Partners</i>	<i>Key Performance Indicators</i>	<i>Timeframe</i>

1.6	Look at the necessities of our different communities and identify the digital infrastructure gaps. Promoting funding streams to enhance access to digital technology to enable communities to fully engage with the digital society, such as, LEADER, Community Enhancement Programme, Rural Regeneration and Development Fund, Town and Village.	SDCC (EETD, HSCD)/ PPN/ LCDC	i.) Number of grants awarded ii.) Development of digital hubs	2020-2023
1.7	The development of a Broadband Connection Point in a community facility. Providing onsite high-speed broadband access to those living and working in the area.	SDCC (EETD)/ NBI	i.) BCP delivered	2020
1.8	Review and enhance our libraries ICT infrastructure, such as, computers and workstations, smart devices, 3D printers and meeting space technology.	SDCC (EETD)/ LGMA	i.) Number of digital equipment bookings & Wi-Fi users	2020-2023
1.9	Explore opportunities for digital learning centres, building on the experience at 'Palmerstown Library Digital Hub'.	SDCC (EETD)	i.) Number of digitally enabled libraries	2020-2023
1.10	Research and develop emerging 'Smart City' infrastructure projects.	SDCC (EETD)	i.) Successful installation of 'smart' Infrastructure	2020-2023
No. 2	Digital Skills			
A	Objective: Ensure citizens have the skills needed to participate fully in the digital world, through collaboration and by continuing to build on the skills development programmes offered at our community centres and libraries.			
	Action	Lead/Partners	Key Performance Indicators	Timeframe
2.1	Further the County Library Services level of digital interaction with citizens and its role in providing training in digital technologies to those who require it, in-line with South Dublin's Library Development Plan.	SDCC (EETD, HSCD)/ PPN/ LCDC	i.) Number of programmes/ workshops ii.) Number of participants	2020-2023
2.2	Increase the digital skills of our citizens by collaborating with organisations that deliver education and training in digital skills. Ensuring greater citizen engagement and inclusion.	SDCC (EETD)/ DCCA/E/ PPN/ LCDC	i.) See a decrease in the DESI reports for non-liners ii.) Number of participants	2020-2023

2.3	Assist organisations that aim to increase young people's awareness of, and engagement in digital skills attainment.	SDCC (EETD)/ CoderDojo	i.) Number of classes/ events per annum ii.) Number of participants	2020-2023
2.4	Encourage Age friendly technologies & skills, utilising Age Action Irelands Digital Training programme. Delivering free training on computers, tablets and smartphones to people over the age of 55.	SDCC (EETD)/ Age Friendly County/ Age Action Ireland	i.) Number of Programmes delivered ii.) Number of participants	2020-2023
B	Objective: Promote the benefits of digital technology for citizens and encourage the use of existing services and facilities.			
	Action	Lead/Partners	Key Performance Indicators	Timeframe
2.5	Promotion of the range of library, community centre and digital hub e-services/ technology available, such as, e-learning, computers, tablets, 3D printers and digital training suites.	SDCC (EETD)/ PPN/ LCDC	i.) Number of users ii.) Uptake of e-services	2020-2023
2.6	Continue to engage with communities on creating awareness of the NBP and to promote the significant benefits of high-speed broadband network services.	SDCC (EETD)/ PPN/ LCDC	i.) Increased communications with the PPN and LCDC network	2020-2023
C	Objective: Promote greater awareness of the risks in the digital environment and how to stay protected from harm.			
	Action	Lead/Partners	Key Performance Indicators	Timeframe
2.7	Raise awareness of online safety risks for citizens. Promoting healthy online activity and providing support in-line with the Safer Internet Initiative for online safety.	SDCC (EETD)/ PPN/ LCDC	i.) Promotion of the Safer Internet Initiative, Safer Internet Day and events (11th February)	2020-2023
No. 3	Digital Economy			
A	Objective: Collaborate with business owners to assist them in realising the benefits for their business of going digital and how to improve their digital skills.			
	Action	Lead/Partners	Key Performance Indicators	Timeframe
3.1	Connect small businesses with the relevant training and resources to improve their online presence and digital capabilities, based on agreed programmes with the Chamber.	SDCC (LEO)/ South Dublin Chamber	i.) Number of engagements ii.) Number of training course participants	2020-2023

3.2	Support small businesses in South Dublin to enhance their online trading presence, through the Trading Online Vouchers.	SDCC (LEO - Trading online training)	i.) Increase in Trading Online Vouchers awarded	2020-2023
3.3	Enhance SMEs knowledge in the online procurement processes.	SDCC (LEO)	i.) Number of eTenders submitted by SME's	2020-2023
B	Objective: Support local businesses and innovators to enable them to participate and thrive in the digital economy.			
	Action	Lead/Partners	Key Performance Indicators	Timeframe
3.4	Raise awareness of the benefits of digital technology for all local businesses and innovators.	SDCC (EETD, LEO)/ South Dublin Chamber	i.) Promotion through LEO, Libraries & South Dublin Chamber of Commerce	2020-2023
3.5	The provision of an Innovation Centre/co-working facility in South Dublin, to support new local innovative start-ups to grow and develop within the County.	SDCC (EETD)	i.) Continued progress of the Tallaght innovation centre project	2020-2023
3.6	Support economic development within the County by providing access to appropriate data to support business activities within the County.	SDCC (EETD, LEO)/ South Dublin Chamber	i.) Number of open data sets published per annum	2020-2023
No. 4	Digital Services			
A	Objective: Transition to digital technology as the primary method of communication while understanding which service areas need to stay non-digital.			
	Action	Lead/Partners	Key Performance Indicators	Timeframe
4.1	Proactive external communications - Improve the accessibility of information to communities about services and opportunities.	SDCC (CPCM)	i.) Number of website page views/ visitors ii.) Social media post engagements, impressions and reach iii.) App downloads	2020-2023

4.2	Streamline customer service processes (online forms, FAQs, operating procedures) and increase quality of service (reliability and completion).	SDCC (CPCM, IT)	i.) Number of forms available online ii.) Number of submissions online	2020-2023
B	Objective: With a "Digital First" ICT strategy for local authorities and with a high usage of e-government services in Ireland, South Dublin County Council is to increase the availability of online services and platforms.			
	<i>Action</i>	<i>Lead/Partners</i>	<i>Key Performance Indicators</i>	<i>Timeframe</i>
4.3	Delivery of an online Integrated Housing System - Improving reporting capabilities, with real-time management information provided.	SDCC (IT, HSCD)	i.) Replacement of current systems	2020
4.4	Development of an e-Planning Portal - Enabling online submissions of planning applications.	SDCC (IT, LUPT)	i.) Introduction of a new online planning system	2020
4.5	Community activity funding schemes – All grants schemes to go online including application forms. Exploring an online payments process for all sports courses and payments.	SDCC (IT, HSCD)	i.) Expanded online funding system	2020-2021
4.6	Delivery of a webcast for live council meetings. Using a broadband connection and media player it will be possible to view council meetings live from your own home.	SDCC (IT, CPCM)	i.) Service available online ii.) Number of users	2020
4.7	Continue to provide relevant data in 'open data' format – enhancing engagements with innovators and data users on how to use data better, and how to improve and maintain open data.	SDCC (EETD, ICT)	i.) Enhanced community dialogue (3rd level institutes)	2020-2023
4.8	Delivery of a Park Pavilions (changing room facilities) online access control and booking system. In order to access a Pavilion a club will need to book it online through a new system. Exploring the expansion of this platform to enable the booking of sports pitches.	SDCC (EPRW)	i.) Delivery of an online booking system ii.) Number of bookings	2020

Existing inter-agency arrangements and projects will be further developed in the implementation of this strategy with the partners identified above.

Appendix D. – Glossary of Terms

LA – Local Authority

SDCC – South Dublin County Council

DESI - The Digital Economy and Society Index

ICT – Information & Communications Technologies

NDS – National Digital Strategy

NBP – National Broadband Plan

NBI – National Broadband Ireland

BCP – Broadband Connection Point

DRCD – Department of Rural and Community Development

DCCAIE – Department of Communications, Climate Action and Environment

EU – European Union

DRA - Digital Readiness Assessment

IT – Information Technology

PPN – Public Participation Networks

LCDC – Local Community Development Committees

LUPT – Land use Planning and Transport

HSCD – Housing, Social and Community Development

EPRW – Environment, Public Realm and Water

CPCM – Corporate Performance and Change Management

EETD – Economic, Enterprise and Tourism Development

LEO – Local Enterprise Office

SME – Small and Medium-sized Enterprises

LGMA – The Local Government Management Agency

CSO – Central Statistics Office

AP's – Access Points

Appendix E. – References

¹ The Digital Single Market designates the strategy of the European Commission for the best possible access to the online world for individuals and businesses [More information available at: <https://ec.europa.eu/digital-single-market/en/policies/shaping-digital-single-market>]

² The Digital Economy and Society Index (DESI) is a composite index that summarises relevant indicators on Europe’s digital performance and tracks the evolution of EU member states in digital competitiveness. [More Information available at: <https://ec.europa.eu/digital-single-market/en/desi>]

³ The National Broadband Plan is a Government of Ireland initiative led by the Department of Communications, Climate Action & Environment. [More Information available at: <https://www.dccae.gov.ie/documents/Delivering%20the%20National%20Broadband%20Plan.pdf>]

⁴ National Digital Strategy for Ireland - Doing more with Digital [More information available at: <https://www.dccae.gov.ie/en-ie/communications/publications/Documents/63/National%20Digital%20Strategy%20July%202013%20compressed.pdf>]

⁵ The new National Digital Strategy aims to map out how we can positively embrace digital advances for the benefit of our society and economy [More information available at: <https://www.gov.ie/en/consultation/1618101010-national-digital-strategy/>]

⁶ Digital Strategy for Schools (2015-2020) ENHANCING TEACHING, LEARNING AND ASSESSMENT [More information available at: <https://www.education.ie/en/Publications/Policy-Reports/Digital-Strategy-for-Schools-2015-2020.pdf>]

⁷ Interactive Map High Speed Broadband Map, identifies locations and premises for the State intervention of the National Broadband Plan [More information available at: <https://www.dccae.gov.ie/en-ie/communications/topics/Broadband/national-broadband-plan/high-speed-broadband-map/Pages/Interactive-Map.aspx>]

⁸ Public Service ICT Strategy - Delivering better outcomes and efficiency through innovation and excellence in ICT [More information available at: <https://ictstrategy.per.gov.ie/index.html>]

⁹ All Ireland Smart Cities Forum is a community of practice focused on the advancement of cities in both the Republic of Ireland and Northern Ireland through the deployment of, and value creation generated by, smart city programmes [More information available at: <https://smartcitiesireland.org/about/>]

¹⁰ Information on the growth of the digital economy and major opportunities for small businesses [More information available at: <https://www.dccae.gov.ie/en-ie/news-and-media/press-releases/Pages/Trading-Online-Enterprise-Impact-Reports.aspx>]

¹¹ Central Statistics Office - ICT Usage by Size of Enterprise, Year and Statistic [More information available at: <http://www.cso.ie/px/pxeirestat/statire/SelectVarVal/Define.asp?maintable=ICA64&PLanguage=0>]

¹² Local Enterprise Office South Dublin, the state funded agency that helps you start and expand your business in South Dublin [More information available at: <https://www.localenterprise.ie/SouthDublin/>]

¹³ Trading Online Voucher Scheme [More information available at: <https://www.localenterprise.ie/SouthDublin/Financial-Supports/Trading-Online-Voucher-Scheme/>]

¹⁴ Information Society Statistics - Households 2019 [More information available at: <https://www.cso.ie/en/releasesandpublications/ep/p-isslh/information societystatistics-households2019/householdinternetconnectivity/>]

¹⁵ The Cybercrime division is responsible for developing policy in relation to the criminal use made of the internet and information technology generally and coordinating a range of different cyber initiatives at national and international level. [More information available at: <http://www.justice.ie/en/JELR/Pages/Cybercrime>]