



**SOUTHSIDE PARTNERSHIP** DLR  
**COMHPHÁIRTÍOCHT** an DHEASBHAILE  
SUPPORTING PEOPLE. SUPPORTING COMMUNITIES.

# SOUTHSIDE PARTNERSHIP DLR STRATEGIC PLAN 2026 - 2031



**STRENGTHENING FOUNDATIONS,  
EXPANDING POSSIBILITIES**

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# EXECUTIVE SUMMARY

Southside Partnership DLR (SSP) is an independent local development company working to reduce inequality and strengthen inclusion across Dún Laoghaire - Rathdown. For almost thirty years, we have worked in partnership with communities, state agencies, and local organisations to create opportunities that enable people to participate fully in social, economic, and community life.

Our 2026–2031 Strategic Plan sets out an ambitious and practical roadmap for the next phase of our work. Developed through an inclusive process involving staff, partners, funders, and community voices, the plan builds on our strong track record while responding to the evolving realities of life in DLR—where prosperity and deprivation often exist side by side. Over the next five years, we will focus on four interconnected pillars: Individuals, Communities, Collaborations, and Organisation. These will guide how we deliver person-centred supports, empower local groups, strengthen partnerships, and invest in our people and systems to ensure long-term sustainability.

At its core, this plan reflects our belief that inclusion, wellbeing, and opportunity are shared responsibilities. Through evidence-based action and collaboration, Southside Partnership DLR will continue to be a trusted local leader—working with and within our communities to build a healthier, fairer, and more connected Dún Laoghaire–Rathdown.



**Sinead Sherwin CEO**



## INTRODUCTION

As an independent organisation, we are committed to supporting individuals, families, and communities experiencing social exclusion by providing a wide range of programmes and services that promote inclusion, wellbeing, lifelong learning, and support workforce participation.

We deliver key national and local programmes, including the Social Inclusion and Community Activation Programme (SICAP), the Local Area Employment Service, Tús Community Work Placement, and the Community Employment Programme. We also host and implement vital community-focused HSE and Tusla initiatives such as Healthy Food Made Easy, Living Well with Dementia, Southside Addressing Violence Effectively (SAVE), Social Prescribing, Supporting Parents and Babies to Learn Together (PEEP), and the Healthy Ireland Senior Wellness Activity Programme (SWAP).



# OUR WORK SPANS ACROSS THREE CORE PILLARS

## INDIVIDUALS

1. We provide employment, enterprise and social enterprise supports, personal development and health and wellbeing initiatives to individuals within our community. Our programmes support children, young people and families and we provide integration supports for International Protection applicants and Migrants.

## COMMUNITIES

2. We strengthen community infrastructure by supporting Local Community Groups, Networks and Community Centres. Together we invest in innovative and creative initiatives that empower communities to actively address socio-economic issues and build resilient, inclusive, sustainable and thriving communities. We strengthen community infrastructure by supporting local centres and projects in areas such as children, older people, people with disabilities, migrant support, women's empowerment, and community group capacity-building.

## COLLABORATIONS AND PARTNERS

3. We collaborate with a range of key stakeholders to achieve our common goals and create sustainable solutions. We are committed to working in partnership with local and national organisations and groups. We continuously strive to find innovative opportunities such as philanthropy to leverage funding and resources aimed at strengthening our reach and impact to those experiencing marginalisation and social exclusion.

This five-year strategic plan was developed through a robust and inclusive process that brought together voices from across our ecosystem—staff, management, the Board of Directors, programme funders, community organisations, and most importantly, the people and communities we support. Across five dedicated workshops, we explored both the current context and our shared aspirations for the future. A key milestone in this process was a deep “Values in Action” session with our leadership team, during which we developed a refreshed set of values and associated behaviours to guide us into the next phase of our work.

The result is a strategy that not only maps out our goals for the next five years but also captures the insights, values, and lived experience of those who know our work best. This plan reflects the community we serve and strengthens our commitment to partnership, equity, and impact—ensuring that Southside Partnership DLR continues to be a trusted and responsive presence in the lives of people across Dún Laoghaire–Rathdown.

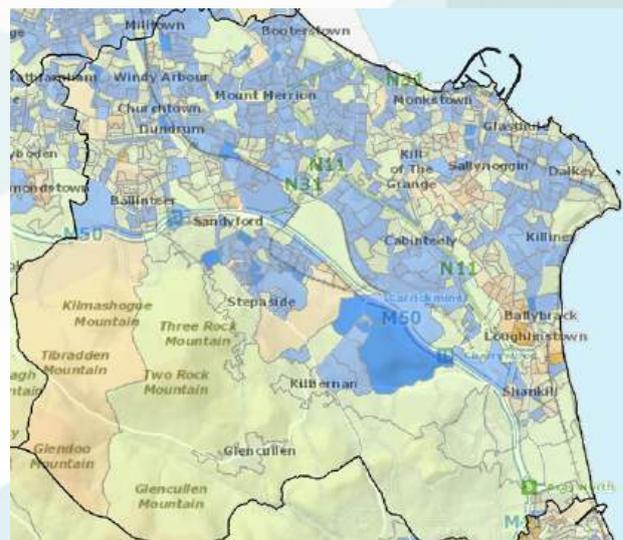
## OUR COMMUNITY CONTEXT

**Dún Laoghaire–Rathdown (DLR)** is a diverse and complex local authority area located to the south and southeast of Dublin City. While it is widely recognised as one of Ireland’s most affluent counties - with many of its 69 Electoral Divisions (EDs) classified by the Pobal HP Deprivation Index as affluent or marginally above average but this prosperity does not extend evenly across all communities.

The county comprises six Local Electoral Areas (LEAs): Blackrock, Dundrum, Dún Laoghaire, Glencullen–Sandyford, Killiney–Shankill, and Stillorgan, with a population of 245,114 people, spanning a total of 69 EDs and 760 Small Areas. Despite its general affluence, deeper analysis using the Pobal HP Deprivation Index and community development data reveals a more layered reality. The 2022 data show that hidden amongst the affluent communities, we have 33 communities, with a population of 10,289 people, who experience higher levels of marginalisation and social exclusion. Six Small Areas in DLR are classified as Very Disadvantaged (lower than -20 on the deprivation scale), while an additional 27 Small Areas are Disadvantaged (between -10 and -20). The needs of this target group are often multifaceted and can include intergenerational poverty, addiction, parenting issues, childcare, early school leaving, health and wellbeing problems and long-term unemployment. Lack of digital skills also often impacts on their ability to access services, factors strongly associated with poorer health outcomes and social exclusion.

To address this complexity, a dual approach is needed: universal, high-visibility programmes that serve the entire county, combined with focused, place-based interventions in pockets of deprivation, these will be built on within our next programme of work.

As outlined herein, a key strategic objective of this 2026-2031 programme of work is to produce a robust, up-to-date socio-demographic profile of DLR that can underpin and guide strategic planning, leveraging funding and resources, programme design, and community engagement over the next five years. This will allow the Partnership and its stakeholders to move beyond perceived need and instead implement tailored, equity-driven responses that meet the true diversity of needs across DLR.



Pobal HP deprivation index - based on 2022 census

# TURNING STRATEGY INTO ACTION

## *How our Teams are Building a Healthier, More Inclusive County*

### HEALTH AND WELLBEING TEAM

Our Health and Wellbeing Team will collaborate with our strategic partners and key community stakeholders to deliver a range of programmes and initiatives aimed at enhancing positive physical, emotional, and mental health and wellbeing for individuals at all stages of life. Our priority is to embed healthy behaviours from childhood through to all stages of adulthood, including older age, across Dún Laoghaire Rathdown County. Led and influenced by national and international policy, we will deliver and promote creative and innovative responses to further build communities where health and wellbeing is strengthened and valued.



### COMMUNITY DEVELOPMENT TEAM

Our Community Development Team is committed to working in collaboration with our key community stakeholders and partners to build resilient, inclusive, sustainable, thriving communities. We believe all individuals should have equal access to opportunity. Our Community Resource Centre teams, based in the heart of local communities and using a community development approach, will strive to empower marginalised communities to actively address socio-economic issues in their community. Together we will identify innovative opportunities for long term investment that will enhance opportunity for individuals and communities who may experience social exclusion to have equal access to education, employment, health, economic and cultural initiatives.



### CHILDREN, YOUNG PEOPLE AND FAMILIES TEAMS

Our Children, Young people and Families Team believe all children have the right to lead active, healthy lives, achieving their full potential in learning and development, feeling connected and safe and having equal access to opportunity and economic security. Our Teams will work in collaboration with key community partners and stakeholders to develop and deliver a range of evidence-based programmes and initiatives aimed at providing early intervention and prevention for the whole family. Beginning at the earliest start in life and continuing with them on their journey, we aim to further embed our Early Education and Prevention programme where children, young people and families can thrive in their local communities.



### INTEGRATION TEAM

Our Integration Team is committed to collaborating with our key community stakeholders and partners to develop strategies and initiatives celebrating diversity and actively promoting a County that champions inclusion and equal access for all. Our New Arrivals Team will develop and deliver a suite of integrated supports promoting access to education, employment, health, social and cultural opportunities. Our SSP Women's Team will work with migrant and Irish women to design and deliver programmes and initiatives to empower women, promote gender equality and amplify women's voices on political and societal matters.



### EMPLOYMENT & ENTERPRISE TEAM

Our Employment Support Teams recognise that people who are long-term unemployed can often face multiple and overlapping challenges. Working with our partners we will continue to leverage our Employment, Enterprise and Social Enterprise resources to foster empowering and nurturing environments for all. We aim to support people to build transferable skills, reconnect with their community and create pathways to realise their potential. Together, we're paving the way to sustainable livelihoods and a more inclusive society where everyone has the opportunity to thrive.



# GUIDING PRINCIPLES

## VISION

A society where every person feels seen, heard and valued - supported to thrive in inclusive, resilient, sustainable communities, full of possibility.

## MISSION

Through collaboration, advocacy, and responsive, person-centred programmes, we work with and within the communities of Dún Laoghaire Rathdown to advance social, cultural and economic inclusion, strengthen local resilience, and create pathways for people to realise their potential.

## VALUES



# STRATEGIC ANCHORS



**COMMUNITY - LED AND EQUITY-DRIVEN**



**CLARITY IN WHAT WE DO AND WHY**



**STRATEGIC COLLABORATION AND SECTOR INFLUENCE**



**COMPASSIONATE CULTURE AND LEADERSHIP**

We lead with empathy and care, placing people at the centre of our work. We foster environments where care, dignity and wellbeing are prioritised, and where people feel valued, supported, and connected, promoting balance, health, and human dignity.

These strategic anchors translate our core values into practical, guiding principles. They will serve as a compass for decision-making, helping us remain focused, responsive, and values - driven throughout the lifetime of this plan.



# SUSTAINABILITY AT THE CORE

A cross-cutting principle of this Strategic Plan is our commitment to sustainability - understood in its fullest sense: environmental, social, and economic. This plan has been designed not only to meet the current needs of individuals and communities in Dún Laoghaire–Rathdown, but to ensure that our collective actions contribute to a more sustainable, just, and resilient future for all.

By aligning our strategic objectives with global and national frameworks - including the United Nations Sustainable Development Goals (SDGs), Ireland’s Climate Action Plan and the DLR Local Economic and Community Plan (LECP) - we are embedding a culture of sustainability into the heart of our work. This means ensuring our programmes and services actively support long-term well-being, resource stewardship, and equitable opportunity.

## ENVIRONMENTAL SUSTAINABILITY

Southside Partnership DLR is committed to promoting environmentally conscious practices across its operations and community spaces. This includes supporting local initiatives that promote biodiversity, climate action, energy efficiency, and sustainable resource use, and working in partnership to build a greener, healthier local environment.



## SOCIAL SUSTAINABILITY

Our mission and values are grounded in inclusion, wellbeing, and empowerment, all of which are essential to social sustainability. By addressing inequalities, fostering mental and physical health, and strengthening community participation and cohesion, our work helps to build resilient, caring communities that can thrive across generations.



## ECONOMIC SUSTAINABILITY

Economic sustainability means more than financial viability—it also includes building the capacity of individuals, groups, and enterprises to create lasting economic value. Through our supports for employment, entrepreneurship, training, and social enterprise, we aim to increase financial independence, promote circular economy principles, and secure access to green and social funding opportunities that enhance long-term resilience.







## INPUT FROM OUR COMMUNITY & PARTNERS

A central part of developing this strategic plan was an inclusive consultation process that brought together the voices of those most connected to and impacted by Southside Partnership DLR's work. Over the course of our targeted engagement sessions, we heard directly from local residents, voluntary and community groups, funders, and statutory agencies. Their insights, experiences, and priorities helped shape every aspect of this plan—from our renewed values to the core objectives and goals we aim to achieve over the next five years.

The themes emerging from these community conversations closely aligned with the feedback received from staff, management, and the Board of Directors, reinforcing a shared understanding of both the organisation's strengths and the areas in which further development and support are needed.

These consultations—alongside wider sectoral analysis and a “Values in Action” deep-dive with our leadership team—have directly informed the creation of four overarching strategic objectives and nine underpinning goals. Together, they represent a clear and collective vision for how Southside Partnership DLR can deepen its impact, respond to emerging needs, and remain rooted in what matters most to the community.

In addition, the planning process has helped identify a set of strategic anchors— core principles and decision-making touchpoints that will guide the organisation's actions and priorities over the coming years, ensuring we remain accountable to the people and communities we serve.

The following is a summary of the key insights gathered from our community stakeholder consultation, grouped under two themes: “What's Working Well” and “Challenges and Needs Identified.” These insights reflect a community that values connection, dignity, creativity, and responsiveness—and they provide a compelling mandate for strategic action.



## WHATS WORKING WELL

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P

01

**Deep Community Roots & Trust:** The organisation is widely recognised for its deep understanding of community development, long-standing relationships, and ability to foster trust and advocacy among residents.

02

**Responsive and Person-Centred:** Stakeholders praised the organisation's flexibility, responsiveness, and problem-solving mindset in addressing emerging needs with empathy and care.

03

**Empowerment and Impact:** Opportunities for learning, skill-building, creativity, and community connection are having a strong positive ripple effect within the community.

04

**Lifelong Support:** The Partnership's "cradle to grave" approach and cross-generational services were highlighted as a key value, along with high-quality inter-agency collaboration.

05

**Connectivity and Creativity:** The creative focus—especially through the arts—and efforts to help people connect with their communities were repeatedly praised.

06

**Community Advocacy:** The Partnership plays a crucial role in advocating for individuals and avoiding duplication of services through its networked approach.

# KEY CHALLENGES & NEEDS IDENTIFIED



## Geographical Reach:

The need to extend services more broadly across the western parts of the county was highlighted, along with enhanced liaison and collaboration platforms.



## Funding and Resources:

Resourcing is a persistent concern, especially for employment supports, early parenting help, and wider service provision to meet the needs of a growing population.



## Communications and Visibility:

A major challenge is public awareness. There's a need for clearer, more accessible communication and entry points into services.



## Space and Infrastructure:

There is strong demand for physical community spaces—such as community kitchens, gardens, and informal gathering spaces—to foster engagement, creativity, and social inclusion.



## Arts and Intergenerational Engagement:

Greater emphasis on arts, culture, and generational understanding was seen as key to deepening community cohesion and participation.



## Programme Integration and Impact Tracking:

Stakeholders identified a need to better link various programmes, strengthen what already works, and invest in systems (such as an integrated IT platform) to capture impact and share information across groups.



## Social Connection and Isolation:

Post-pandemic insularity, hidden isolation, and undercurrents of addiction were raised as ongoing challenges requiring outreach and preventative strategies such as social prescribing.

# STRATEGIC PILLARS AND OBJECTIVES



## INDIVIDUALS

*Supporting people at all life stages to thrive.*

**Strategic Objective 1.1:** Deliver high-quality, person-centred supports, programmes and initiatives that improve access to education, employment, health, wellbeing, inclusion and opportunity.

**Strategic Objective 1.2:** Expand pathways to sustainable employment, enterprise and empowerment.

## COMMUNITIES

*Building inclusive, resilient, sustainable communities*

**Strategic Objective 2.1:** Empower communities to lead change, build resilience and reduce inequality.

**Strategic Objective 2.2:** Use evidence and community voice to guide action and investment.

## PARTNERSHIPS & COLLABORATIONS

*Working with others for greater impact*

**Strategic Objective 3.1:** Strengthen partnerships, alliances and influence.

**Strategic Objective 3.2:** Build visibility, communication and long-term sustainability.

## ORGANISATION

*Build a strong, inclusive, sustainable organisation*

**Strategic Objective 4.1:** Ensure excellence in governance, leadership and internal systems.

**Strategic Objective 4.2:** Invest in our people, culture and values.

**Strategic Objective 4.3:** Build organisational capacity for sustainability, growth and innovation.

# PILLAR 1: INDIVIDUALS

## *Supporting people at all life stages to thrive*

**Strategic Objective 1.1:** Deliver high-quality, person-centred supports, programmes and initiatives that improve access to education, employment, health, wellbeing, inclusion and opportunity.

- Expand and deliver targeted programmes and initiatives promoting positive health and wellbeing and reducing health inequalities for all stages of life across the DLR county.
- Provide a suite of programmes, supports and initiatives focused on improving personal development, self-care, employment opportunities, access to community education and training, and enhancing community connectedness.
- Provide evidence-informed early intervention, training, education and prevention supports for children, young people and families.
- Develop accessible supports for new arrivals, migrants and women, with an emphasis on promoting positive integration, health, wellbeing and opportunities to engage in education, employment and civic participation.
- Strengthen the quality of core programmes using reflective practice and participant feedback.
- Identify and respond to service gaps and emerging needs as they arise.

## **Strategic Objective 1.2:**

Expand pathways to sustainable employment, enterprise and empowerment.

- Deliver the Local Area Employment Service (LAES) tender successfully.
- Expand and strengthen employment, enterprise and social enterprise initiatives, including innovation and entrepreneurship supports.
- Promote a person-centred approach, building confidence and promoting empowerment through tailored supports that address barriers to participation in the labour market.
- Foster partnerships with employers, education providers, community organisations and others to promote accessible employment and educational pathways.
- Promote greater internal collaboration to ensure individuals receive targeted, quality supports.



## PILLAR 2: COMMUNITIES

### *Building inclusive, resilient, sustainable communities*

#### **Strategic Objective 2.1:**

Empower communities to lead change, build resilience and reduce inequality.

- Apply quality community development approaches to empower communities to identify and respond to their own needs through capacity building and collective action.
- Build community leadership and amplify the voice of communities nationally through active participation on local, county and decision-making structures.
- Create inclusive community hubs, via our community resource centres, that champion positive mental health and health and wellbeing for all with a particular focus on those at risk of social isolation such as older people, men and people with disabilities.
- Strengthen and embed climate justice principles through social enterprise, volunteerism and civic participation initiatives.
- Co-develop community-led programmes and strategies that address child poverty, social isolation and climate change.
- Invest in art and culture, using creative practice as a method of engaging our target groups and communities.

#### **Strategic Objective 2.2:**

Use evidence and community voice to guide action and investment.

- Through research and reporting we will establish and maintain a robust Community Profile, integrating socio-demographic data, service mapping and lived experience.
- Ensure marginalised voices are represented in our evaluation and planning process and use findings to inform programme design, target investment and strengthen funding applications.



## PILLAR 3: PARTNERSHIPS & COLLABORATIONS

### *Working with others for greater impact*

#### **Strategic Objective 3.1:** Strengthen partnerships, alliances and influence

- Align all programmes with key international, national, county and local policies and frameworks such as SICAP (Social Inclusion Community Activation Programme), DLR LECP (Local Economic Community Plan), Pathways to Work and UN SDG's (Sustainable Development Goals).
- Strengthen cross-sector collaborations with our partners to provide coordinated responses to tackle issues facing marginalised communities.
- Collaborate on county and national strategies, developing innovative and creative solutions and targeted focused on building sustainable, resilient communities.
- Strengthen strategic relationships with our philanthropic and business partners to secure sustainable funding and enhance local infrastructure.
- Share learning and evidence of impact with partners to strengthen policy and practice.

#### **Strategic Objective 3.2:** Build visibility, communication and long- term sustainability.

- Refresh external identity and communication channels (website, stakeholder newsletters, campaigns) to further connect with key community stakeholders.
- Support staff to act as confident advocates and ambassadors for the organisation.
- Represent voices of the most marginalised and champion social inclusion at local, county-wide and national structures.
- Strengthen governance and Board engagement in strategy, oversight and fundraising.
- Develop and deliver a sustainable funding strategy championing philanthropy, unrestricted funding, multi-year grants.
- Leverage external funding to expand community education, enterprise and integration programmes.



## PILLAR 4: ORGANISATION

### *Build a strong, inclusive, sustainable organisation*

#### **Strategic Objective 4.1:**

Ensure excellence in governance, leadership and internal systems.

- Maintain strong governance structures, compliance, and transparent processes.
- Review and embed HR policies that support staff wellbeing and retention. Streamline reporting and reduce duplication.
- Develop user-friendly operational manuals (HR, finance, procurement, IT, programme delivery).
- Pilot a digital staff hub for organisational resources, policies, internal and external communications.
- Implement CRM systems and data tools for monitoring, evaluation and continuous improvement.

#### **Strategic Objective 4.2:**

Invest in our people, culture and values.

- Develop and implement a staff wellbeing strategy, with clear supports and recognition mechanisms.
- Embed equity, diversity and inclusion (EDI) through audits, policy reviews and training.
- Strengthen induction, mentoring and professional development for all roles.
- Create spaces for reflection and learning, embedding organisational values in daily practice.

#### **Strategic Objective 4.3:**

Build organisational capacity for sustainability, growth and innovation.

- Adopt a person-centred approach, ensuring our core values and principles underpin our internal and external practice.
- Build internal capacity and establish roles for grant writing, impact reporting and donor engagement and communications to expand reach and impact.
- Diversify income sources and reduce reliance on short-term grants.
- Invest in staff training, leadership development and succession planning. Plan for long-term organisational growth through innovation and upskilling.



# CRITICAL SUCCESS FACTORS

## *Conditions for turning ambition into action - key enablers that will underpin our success:*

The successful delivery of this strategic plan will require a strong foundation of enabling conditions across all areas of work. Key to success will be securing appropriate and sustained funding and financial flexibility, allowing us to invest in innovation, capacity, and continuity.

Equally important is having the right people, time, and systems in place - ensuring that staff are supported, well-resourced, and given space for reflection, learning, and collaboration.

Delivery will also rely on effective internal processes, streamlined communications, and accessible infrastructure, including digital tools and community spaces. Maintaining strong governance and strategic partnerships, alongside active community engagement and data-informed decision-making, will ensure that our work remains grounded, adaptive, and impactful over time.

These cross-cutting enablers are essential to achieving our objectives and fulfilling our long-term mission. Recognising that not all of these enabling factors will be in place from the outset, we will work towards them in close partnership with our stakeholders - including staff, board, funders, and community members - with delivery supported by realistic, team-led implementation plans rolled out across the lifetime of this strategy



## OUR FUNDERS & STRATEGIC ALIGNMENT

Southside Partnership DLR is funded and supported through a range of national and local government departments, agencies, and programmes and we are supported through philanthropic organisation and the business community that share our commitment to reducing disadvantage, promoting equality, and enabling individuals and communities to reach their full potential.

Our work is made possible through core funding from the Government of Ireland, including the Department of Rural and Community Development and the Gaeltacht under the Social Inclusion and Community Activation Programme (SICAP), as well as through employment and enterprise initiatives supported by the Department of Social Protection and the European Social Fund Plus under the Employment, Inclusion, Skills and Training (EIST) Programme 2021-2027 and other government schemes. We also receive funding from the Health Service Executive (HSE) to support health and wellbeing programmes, and from Tusla – the Child and Family Agency for our early intervention and prevention work with children, young people and families.

Our strategy is designed to align closely with the priorities and objectives of these key funders, ensuring that every action we take contributes to shared national and local goals - including social inclusion, community resilience, health equity, employment and enterprise / social enterprise development, and opportunities for lifelong learning and participation. We continue to work collaboratively with our funders and partners to deliver measurable, sustainable impact across Dún Laoghaire-Rathdown.



# None of this work would be possible without the support of our funders



Rialtas na hÉireann  
Government of Ireland



Arna chomhchistú ag an Aontas Eorpach  
Co-funded by the European Union



Social Inclusion & Community Activation Programme



Comhairle Contae County Council



government supporting communities

“The Social Inclusion and Community Activation Programme (SICAP) is co-funded by the Irish Government, through the Department of Rural and Community Development and the Gaeltacht, and the European Social Fund Plus under the Employment, Inclusion, Skills and Training (EIST) Programme 2021 -2027.”



An Roinn Coimirce Sóisialaí  
Department of Social Protection



An Roinn Forbartha Tuaithe agus Pobail agus Gaeltachta  
Department of Rural and Community Development and the Gaeltacht



An Roinn Dlí agus Cirt, Gnóthaí Baile agus Imirce  
Department of Justice, Home Affairs and Migration



Creative Places Loughlinstown Ballybrack is part of the national Creative Places programme developed and funded by the Arts Council.



Healthy Dún Laoghaire - Rathdown



An Roinn Sláinte  
Department of Health



Dún Laoghaire-Rathdown County Childcare Committee



Crois Dhearg na hÉireann  
Irish Red Cross



An Roinn Leanaí, Míchumais agus Combhionannais  
Department of Children, Disability and Equality



Clár Éire Ildánach  
Creative Ireland Programme



Finally, we extend our profound appreciation to Dr. Maria Quinlan of Pink Flower Research, whose expertise, guidance, and invaluable contribution were instrumental in the development of this plan.



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