



North Tipperary
County Development Board

Bord Forbartha Chontae Thiobrad Árann Thuaidh

North Tipperary County Development Board

**Report on Review of Strategy for consideration at Board
meeting on Friday 9th December 2005.**

Tom Barry

**Director of Service, Community & Enterprise
Planning & Development**

Brief description of previous process

North Tipperary County Development Board established was established in April 2000. It completed the first phase of its work in publishing its ten-year Strategy 2002 – 2012 for North Tipperary. The Strategy represented an agreed common approach and shared vision for the future development of North Tipperary and was the first time such a process has been undertaken.

The approach to developing the Strategy was both consultative and participative insofar as it allowed for contributions from all representative interests. While the Strategy covered a ten-year period, specific short-term actions were identified for implementation within a 2 – 3 year timeframe.

The philosophy that underpinned the County Development Board process was the bringing together through a formal structure the many organisations and interests operating at county level. This integrated approach to strategic planning was intended to ensure the more effective delivery of local services and greater co-ordination among the various agencies and other organisations working on behalf of the people of North Tipperary.

Brief statement of key outcomes of process

The County Development Board process and system was intended to provide a mechanism through which the activities of organisations working at local level could be co-ordinated through a collaborative approach to the implementation of agreed solutions to jointly identified problems. Ultimately the expectation was that the people of North Tipperary would experience an improved level of service across a wide range of activities in the county.

In reality, while there have been some notable achievements arising from the County Development Board process, there has also been an experience of considerable difficulties notwithstanding the best efforts of the participants.

The elements arising from such a process that might give rise to improved service delivery may be categorised as follows –

1. Sharing of information
2. Creation of relationships that have facilitated shared activities even when not arising directly through the formal activities of the County Development Board
3. Creating a common pool of finance with which to address specific issues
4. Sharing a range of resources including personnel and premises
5. Developing new projects that would not happen without collaboration

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The participants in the process have indicated that the sharing of information and the greater awareness of the activities, resources and responsibilities of other organisations have assisted them in carrying out their own functions. In particular, those that do not normally have the opportunity to meet and share information found this a very useful element of the process.

In addition, a number of actions were stimulated by the Board that might not have happened without its existence. These are listed below. However, the experience in general has been that the more action focused and activity centred elements of collaborative action were far less likely to happen. The reasons for this are manifold and are outlined below.

Achievements of process and key examples

As noted above, while there were definite challenges faced by the Board, there were, nonetheless considerable achievements as well. Some of these achievements relate to specific projects including:

- The Thurles Marketing Strategy
- The Integrated Village Plans for Littleton & Cloughjordan
- The North Tipperary Tourism Strategy
- The North Tipperary Broadband Project
- The Nenagh Economic Plan
- Research into Festivals & Events in North Tipperary

Other achievements relate principally to the work of the SIM Group. This group addressed a number of target groups within the county and was also largely responsible for the development of:

- The Information 4U guide to useful contacts for young people
- The Community Action Partnership Roscrea
- The Nenagh Childcare Centre
- The cohesion process leading to improved Local & Community Development structures & programmes in the county
- The Target Group Plan for Families at Risk; including the Follow Your Dream Youth Project
- The endorsement of the Plans of the Local & Community Development Sector Companies

Difficulties experienced in implementing the plan

When the original Strategy and Action Plan were adopted, a process was undertaken in which all participant organisations were asked to indicate the actions in which they would be willing to be involved. Many indicated this willingness with respect to a wide range of actions. However, it subsequently became clear that while organisations were willing to engage in a variety of activities it was not possible for them in reality to engage in a way that gave rise to real collaboration.

The reasons for this were many and were shared with many other CDBs throughout the country. Some of the reasons that have been identified, however, relate to the following –

1. The amount of time that the collaboration processes took and the capacity of appropriate organisation staff to commit themselves to the processes
2. The limitations on flexibility of resource use as perceived by a variety of the participants due to the fact that funding and other resources was related to specific programmes
3. Lack of clarity of the actual role of the Board itself and the functions it was expected to perform at its meetings
4. An absence of clear targets and indicators
5. Changes in membership of the Board
6. The multiple focus of the Board and the extent to which Board members did not feel engaged with all aspects of the Board's work
7. Overly challenging expectations as to what was achievable in the initial phases of the Board's life.

It is proposed that new mechanisms and processes will be used that will help to address some of these issues.

Changes in environment

Since the adoption of the initial strategy a number of changes have taken place that will have implications for the next phase of this process. While there have been some changes in the economic and social environments there have been significant policy and organisational contexts that must be responded to by the Board.

Organisational and Policy Changes

The adoption of the National Spatial Strategy as a key element of Government policy.

This strategy identified the need to create new and expanded centres for development as a counterbalance to the Greater Dublin Area and its rate of growth. No such centres were identified for County Tipperary and this creates a challenge to the county to

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ensure that it benefits from the development of the nearby Limerick/Shannon/Ennis Gateway and Hub.

The adoption of the Regional Planning Guidelines and Regional Economic Strategy

This strategy has implications for the social, economic and infrastructure development of the county. The RPGs reflect the NSS but also acknowledge the need to develop a number of key sub-regional centres as well as the Gateway and Hub. Two of these centres (Roscrea and Thurles) are located within North Tipperary and it is acknowledged that Nenagh forms part of the area of influence of the Gateway and Hub.

The establishment of the HSE

This will have implications for the way in which decisions regarding the provision of Health Services are made.

The establishment of the County Childcare Committee and the Sports Partnership

The establishment has created a number of Partnership styled bodies with specific responsibility for a number of key social and cultural elements in the life of the county.

The adoption of the new European Agriculture Regulations

These have implications for the ways in which the rural areas of the county may develop and the focus

The expansion of the role of the County Vocational Education Committee with regard to community education, adult education and the implementation of the Youth Work Act

This creates a changing context for co-operation and collaboration within the area of young people's needs

The appointment of Department of Education and Science Regional Officers

This provides an opportunity for direct input by the DES into local initiatives

The development of the Cohesion Programme within the DEHLG and DCRAGA

This programme gives some clear signals as to the shape of what is intended for the future of collaborative actions at local level

Adoption of County Development Plan

A new County Development Plan has been adopted by North Tipperary County Council since the adoption of the previous County Development Strategy. This development plan has some implications for the future development of the county.

Social and Economic Changes

A number of significant changes have taken place in North Tipperary since the adoption of the original strategy. Some of these changes are reflected in statistical data, though some are more anecdotal in nature.

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Population and population projections

The following table indicates the population levels in the county and the projected population levels to 2009.

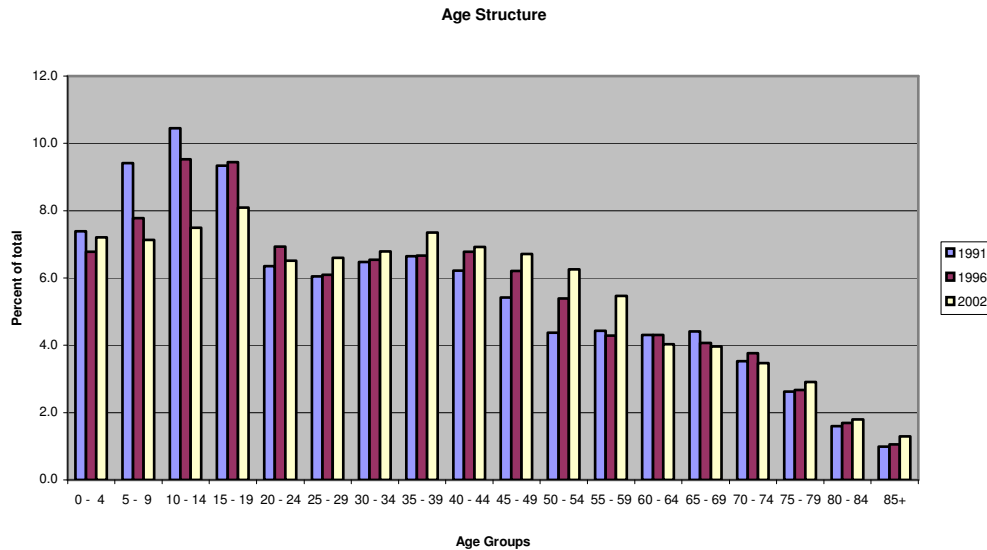
Year	Agg. Rural	Agg. Urban	Total	% change
1991	32666	25188	57854	
1996	32088	25933	58021	0.28
2002	36614	24396	61010	5.1
2009	38849	25916	64765	6.1

The Regional Planning Guidelines for the Mid West Region suggest that the population projection for the county should be 77,100 by the year 2020 which would be a considerable increase. If this target were to be achieved it would require that the annual rate of increase between 2009 and 2020 would need to be almost double that predicted between 2002 and 2009.

Such a population growth would require considerable in-migration and the attraction of a population from outside the county. This would probably also require the attraction of a substantial number of non-nationals to the county. Such an outcome would require that a considerable concerted effort be made by a range of organisations in order to promote the benefits of the county as a place to reside.

Population Structure

The change in the population structure between 1991 and 2002 is indicated in the following diagram. This clearly shows the changing population structure in the county and the increasing age profile. While the increase in the percentage of the population in the older age groups is not dramatic at present, the increase in the age cohorts between 35 and 59 indicates that a significant increase in the dependency ratio of the older age groups to the active population can be anticipated in the future. This is in line with the national trend but does suggest that an integrated planning approach to the provision of accommodation, services and other facilities required by older people in the future would usefully be commenced now.



Ethnic Mix

A considerable mix of nationalities is present in North Tipperary according to some anecdotal evidence, though the census statistics do not indicate a significant number of nationalities other than Irish in the county. However, it is possible that there has been a considerable increase in numbers in certain parts of the county since 2002 and it may be prudent to consider the matter in more depth over the next period of time.

Occupations

The changes in occupations in the county have not been particularly new or dramatic. The decline in those engaged full-time in agriculture is likely to continue in line with the national experience. The traditional industrial sector in the county has not expanded significantly in the intervening period but there has been development in the service sector.

Based on the 2002 census work done by the National Institute for Regional and Spatial Analysis (NIRSA) suggests that, as would be expected, North Tipperary is at a pivotal location with regard to employment catchment areas. While a considerable part of the county is orientated on Limerick, other parts are focused on Dublin, Kilkenny, Cork and Galway. This is probably partly due to transportation facilities that exist at present, a matter that is recognised and suggested for change in the Regional Planning Guidelines.

Similar work carried out by NIRSA suggests that the occupations in North Tipperary are not particularly dominated by any particular sector. In particular, the percentage of the workforce engaged in construction work is not as dominant a feature as it is in some other counties.

Expansion of childcare provision

Childcare provision has increased in the county during the period since the adoption of the plan and a number of new childcare facilities have been developed or approved

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for development. A number of other facilities are in the process of being developed to a stage where funding applications can be lodged.

Infrastructure and services

Since the adoption of the previous strategy a number of infrastructure and service improvements have been completed, commenced or announced. Amongst these are the following –

- The improvement of the train services between Thurles and Dublin/Cork
- The development of the Nenagh/Limerick Motorway
- The initial design work on a new Shannon Crossing North of Limerick
- Government decentralisation for Thurles and Roscrea
- The development of the Garda College in Templemore
- The development of an Arts and Cultural Centre in Thurles
- The development of new County Civic Offices
- The development of Purpose-built Childcare Facilities in Nenagh, Templemore & Upperchurch
- The upgrading of the Thurles-Roscrea and the Thurles–Nenagh roads
- The development of swimming pools in Thurles & Roscrea

In addition improvements in water and sewage treatment facilities have been provided at a number of different locations.

House construction

Levels of house construction have increased rapidly in the county since the adoption of the strategy. These are reflected in the following data:

Year	2001	2002	2003	2004
Total House completions	1006	1263	1257	1851
Private House completions	935	1166	1154	1717

Source: Housing Report, DoEHLG

This shows a rapidly increasing level of house construction within the county. In this context it might also be expected that population will grow somewhat faster than anticipated.

House construction has been particularly noticeable in those areas that are close to the influence of Limerick such as Newport, Ballina and Nenagh and those that are under the influence of potential commuting patterns to Dublin such as Thurles and its hinterland.

Current key issues

In the course of this review the County Development Board examined the goals and objectives that were included in the original strategy. The Board decided that the goals and objectives were still valid and that, given the comprehensive nature of the original strategy, little needed to be done to address any changing circumstances. It was decided, however, that the current key issues should be identified.

In the light of the changes that have been noted above and other changes and situations that continue to apply in the county, the County Development Board has decided that the following are the key issues facing the county over the coming period. It is the intention of the County Development Board to continue to work in an integrated way to address these issues and to support those bodies and agencies that are responsible for the delivery of specific projects.

- Recreational amenities
- Quality and presentation of towns, villages & the built environment
- Roads infrastructure and public transport
- Increase rateable valuation
- Childcare service provision
- The maintenance of a sustainable and competitive farming sector
- Safety and security issues
- Health Service provision
- Water and waste water development
- Volunteering levels and local community support
- Tourism development and marketing
- Broadband connectivity locally, nationally and internationally
- Marketing of the county and its towns
- Quality of life
- The provision of affordable housing
- The development of Family Support Services

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- The development of the commercial service sector

These are not noted in any particular order of priority

Proposed key focuses

The key focuses that are proposed by the North Tipperary County Development Board over the next period of time are as follows –

- Co-ordination of activity amongst key organisations to provide better value for money
- The development of the tourism sector in the county
- The improvement of the transportation links in the county
- The expansion of the LDSIP to cover the whole of the county
- The development of geographic based integrated service delivery approaches in those areas that are particularly at risk or in decline
- Education participation and completion rates particularly amongst the marginalised groups
- Anti-social behaviour by younger people
- The provision of recreational and other facilities throughout the county
- Increasing the entrepreneurial activity within the county
- Improving the county's physical environment
- Responding to the needs of the county's in-migrants
- Integrated economic development strategies for key areas

The fact that these have been chosen as the key areas of focus of the Board does not mean that other topics are not of importance but that they are not so amenable to collaborative action.

Proposed collaborative actions

Following consideration of the key areas of focus in the county that required a collaborative approach and which were not primarily located within the remit of an individual agency the following have been identified as actions that will be pursued in a collaborative manner under the guidance of the Board.

In judging what constitutes a collaborative action, the Council was guided by the following considerations. A collaborative action should –

- Lead to an increased or improved level of service for the citizens of the county
- Be an action in that it should clearly state the work that is to be done

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- Be an action that does not lie within the remit of any other collaborative agency (County Childcare Committee, Sports Partnership, County Enterprise Board, Leader Group and so on)
- Be clear in the outcomes to which it is intended to give rise and be such as to permit the identification of targets and indicators

Be collaborative in that it requires the provision of resources (personnel, premises, finance, authority and so on) by a variety of organisations.

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
1.	<p>Implementation of cohesion plan on the integration of local & community development structures and programmes</p> <ul style="list-style-type: none"> • Provide new services in extended Community Partnership areas including the development of a local delivery mechanism for social inclusion programmes in the Thurles area • Identify the common training, IT, administration & Insurance needs of relevant organisations and develop programmes with clear outcomes that address those needs • Develop a local development strategy and integrated structures for North Tipperary for post 2006 • Research barriers to uptake of Broadband & develop a strategy to address it • Support of Community Development & Volunteering in the County. 	<p>The creation of a unified structure at county level for the strategic management of the delivery of social inclusion and rural development measures and programmes in the county</p> <p>The development of structures, systems and methods that will have a positive impact on the range, quality and coverage of these services delivered to all areas of North Tipperary</p>	<ul style="list-style-type: none"> • Borrisokane Area Network Development • Nenagh Community Network • Roscrea 2000 • Tipperary Leader Group • Health Service Executive (North Tipperary) • Department of Social & Family Affairs • FAS • North Tipperary VEC • North Tipperary County Council • Garda Siochana • Tipperary Institute
2.	<p>Develop pilot programme to increase access to higher education from amongst the less well represented groups</p>	<p>Increased numbers of those from less well represented groups attending and completing programmes of Higher Education</p>	<ul style="list-style-type: none"> • Department of Education & Science • Post-primary Schools

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
			<ul style="list-style-type: none"> • North Tipperary VEC • Borrisokane Area Network Development • Nenagh Community Network • Roscrea 2000 • Department of Social & Family Affairs • North Tipperary County Council
3.	Devise and implement a Play & Recreation Strategy for North Tipperary	<p>Increased numbers of play & recreation facilities in the County</p> <p>More active play by children</p> <p>Improvements in levels of childhood obesity and ill-health</p>	<ul style="list-style-type: none"> • North Tipperary County Council • North Tipperary Sports Partnership • North Tipperary County Childcare Committee
4.	<p>Develop and deliver family & parenting support programmes in the county</p> <ul style="list-style-type: none"> • Establish a co-ordination forum for all those involved in the delivery of parenting skills programmes 	<p>Better parenting skills in the county</p> <p>Better quality of life for parents and children</p>	<ul style="list-style-type: none"> • Health Service Executive (North Tipperary) • North Tipperary Community Services

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
	<ul style="list-style-type: none"> • Provide training for the parents of young people at risk to develop their self-esteem and confidence & to encourage their participation in community life 	Less children at risk	<ul style="list-style-type: none"> • Barnardos • North Tipperary County Childcare Committee • Borrisokane Area Network Development • Nenagh Community Network • Roscrea 2000 • Department of Social & Family Affairs • North Tipperary VEC • North Tipperary County Council • Garda Siochana
5.	Youth at Risk -Develop Follow Your Dream Project	<p>More Young people involved in mainstream Sporting & Community Activity</p> <p>Reduction in anti-social behaviour</p>	<ul style="list-style-type: none"> • Health Service Executive (North Tipperary) • Roscrea 2000 • Borrisokane Area Network Development • Nenagh Community Network • Barnardos • Tipperary Regional Youth Service

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
			<ul style="list-style-type: none"> • North Tipperary Sports Partnership
6.	<p>Identify the training, education & general support needs of non-nationals with a focus on recently arrived economic migrants to the county</p> <p>Design and provide an education and training programme for non-nationals that specifically addresses their needs</p>	<p>Better Quality of Life for non-nationals in relation to their capacity to participate in community life</p> <p>Non-nationals better able to take up employment opportunities</p>	<ul style="list-style-type: none"> • FAS • North Tipperary VEC • Department of Social & Family Affairs • County Enterprise Board • Nenagh Community Network • Roscrea 2000 • Tipperary Institute
7.	<p>Develop integrated/holistic responses to crises and identify the organisations responsible for managing such responses</p> <p>Ensure that information on crisis support services is made available and actively distributed in ways that make it accessible to all</p>	<p>People in crisis feel more supported and less vulnerable.</p> <p>People in crisis able to access information on supports services available</p>	<ul style="list-style-type: none"> • Health Service Executive (North Tipperary) • North Tipperary County Council • Garda Siochana • North Tipperary Community Services • North Tipperary Citizen Information Service

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
8.	Develop and implement an integrated area-based pilot programme to address social, economic and environmental issues in two locations in the county <i>Littleton & Cloughjordan.</i>	<p>Less unaddressed social problems and issues</p> <p>More effective impact of intervention</p> <p>Ownership in the Community</p> <p>Integration in the planning & delivery of services in the community</p>	<ul style="list-style-type: none"> • North Tipperary County Council • Tipperary Leader Group • Health Service Executive (North Tipperary) • Barnardos • North Tipperary County Childcare Committee • Borrisokane Area Network Development • Department of Social & Family Affairs • North Tipperary VEC
9.	Implement the Tourism Action Plan for North Tipperary	<p>Higher visitor numbers to North Tipperary</p> <p>Higher visitor spend in North Tipperary</p> <p>Wider spread of tourism activity in North Tipperary</p>	<ul style="list-style-type: none"> • Tourism Product Providers • North Tipperary County Council • Shannon Development • North Tipperary County Enterprise Board • LEADER

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
		Increased quality of tourism product	
10.	Develop and implement the Lough Derg Marketing Strategy	Higher visitor numbers to Lough Derg Increased economic benefit for Lough Derg area	<ul style="list-style-type: none"> • North Tipperary County Council • Shannon Development • Mid-West Local Authorities • Galway County Council
11.	Develop and implement an integrated programme for the reskilling and upskilling of employees in North Tipperary to respond to changing market needs	Improved skill levels of employee base in North Tipperary More competitive businesses	<ul style="list-style-type: none"> • FAS • North Tipperary County Enterprise Board • Enterprise Ireland
12.	Promoting Thurles as a location for investment	Increased business start-ups in the town Increased business/commercial activity	<ul style="list-style-type: none"> • Thurles Town Council • Tipperary Institute • Shannon Development • Thurles Chamber of Commerce • North Tipperary County Council • IDA • North Tipperary County Enterprise Board

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
			<ul style="list-style-type: none"> • LEADER
13.	Nenagh Economic Plan	<p>Increased business start-ups in the town</p> <p>Increased business/commercial activity</p>	<ul style="list-style-type: none"> • Nenagh Town Council • North Tipperary County Council • Nenagh Chamber of Commerce • LEADER • North Tipperary County Enterprise Board • Shannon Development
14.	Identify and respond to changes in agriculture	<p>Alternative enterprise in rural areas</p> <p>Increased employment in rural areas</p>	<ul style="list-style-type: none"> • Teagasc • Tipperary Institute • LEADER • North Tipperary County Enterprise Board • FAS
15.	Develop sustainable energy community in Cloughjordan and surrounding villages through EU CONCERTO Programme	<p>Increase in renewable energy use and decrease in energy demand in Village and community cluster</p>	<ul style="list-style-type: none"> • North Tipperary County Council • Sustainable Projects Ireland Ltd. • Tipperary Energy Agency • Tipperary Institute

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North Tipperary County Development Board Action Plan 2006-2008			
Action No.	Action	Outcome	Implementation - Proposed Partners
		Model of innovative and best practice renewable energy technologies	<ul style="list-style-type: none"> • Renewable Energy Management Services Ltd. • Energy Consulting Network • EConnect Ltd. • European Partners
16.	Establish a process and structure for identifying and responding to social, economic and cultural opportunities for the county at EU and national level	<p>Greater awareness of opportunities</p> <p>More joint initiatives to pro-actively respond to opportunities</p> <p>More funding accessed and projects undertaken</p>	<ul style="list-style-type: none"> • CDB Member Organisations • CDB Working Groups

Role of the Board

Purpose of the Board

In reviewing the role of the Board, the following emerged as some of the key Board functions. These functions cover a range of collaborative, information-sharing and activity stimulation roles that probably reasonably reflect the original intention of the Government when the Boards were established. These functions can be divided into three different categories that reflect the main areas of focus of the work of the Board.

Develop Processes for Collaborative Action

- Identification of actions that require a collaborative response
- Identify the necessary resources required for the implementation of an action
- Identify the essential partners required to carry out the action
- Identify outcomes and appropriate timeframe for the action

Networking

- Sharing of information
- Generating ideas
- Identifying deficits and gaps in areas of economic, social or cultural activity in the County

Monitoring and Evaluation

- Consider reports from committees of the Board
- Where appropriate resolve difficulties in completing actions contained in the Board's Action Plan
- Monitor and review indicators of achievement for the County

The Board will also have responsibility for presenting a coherent and integrated perspective on the needs of the county and in ensuring that decisions that are made at national and regional level take cognisance of the needs of the county in a structured way.

Proposed structures and processes including –

Purpose of the Board as a Board

When the County and City Development Boards are considered, it is often the overall processes that are reflected on and the specific purpose of the Boards as Boards are not given the same attention. There is a need in the current review process to consider the different elements of the Board and its role and to develop structures and processes that facilitate these purposes.

As noted above the Board has a number of roles and it is important that its structures are such as to ensure that each of these areas of focus is reflected and given a real opportunity to be expressed.

Role of the Board Meeting

Since the Board does most of its work at its meetings, it is critical that these meetings are focused and address the purposes of the Board.

The roles of the Board may be classified as those that require decisions, those that require discussion and those that require information. The activities of the Board under each of these headings may be classified as follows –

Items requiring decision

- The adoption of and amendment of the County Development Strategy
- The adoption of and amendment of the annual action plan
- The endorsement of plans and strategies of others as required
- The approval of submissions to a variety of other agencies

Items requiring discussion

Discussion is often a prologue to decision. However, sometimes, focused discussion can be a basis for the amendment of the activities or focuses of individual organisations. Discussions can also be advisory in nature and can assist in the identification of responses to problems or issues being addressed by particular organisations.

Items of information

As noted above, one of the key roles of the Board is to share information and it has been reported that this is also one of the most noted benefits of participation on the Boards. Since this is a specific part of the role of the Board, the structures and systems by which the Board carries out its work should reflect these functions. Items for information can also be concerned with identifying areas in which their organisations would benefit from assistance.

Structure of Board Meetings

In order to ensure that the functions of the Board can be properly addressed it is important that the structure of the Board meetings facilitate each of the functions of the Board. Therefore, in future, Board meetings will be structured so that time is allocated to each of the roles of the Board and so that Board members are encouraged to bring to the Board requests for assistance with the delivery of different parts of their remits.

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Role of committees

Currently the Board has the Social Inclusion Measures Working Group and the Economic Working Group. It is considered that both of these Committees will continue to oversee the implementation of the Social and Economic Actions respectively contained in the Action Plan.

Project task groups

It is proposed, that project task groups will be put in place to implement the collaborative actions that have been identified above.

Role of Community & Enterprise Department

The Community and Enterprise Department will continue to be the conduit for formal communication between the Board, Government Departments and other organisations. In addition, the Director will continue to provide guidance and support to the Board and the Board chair in the organisation and operation of Board meetings.

The staff of the Community and Enterprise Department have been a key resource in the work of the County Development Board to date. They have facilitated and motivated the work of the Board and particularly of its substructures as well as representing the Local Authority in a number of the activities of the Board and other organisations.

The revision of the work of the Board places a greater onus on the Board's participant organisations to manage and instigate the Board's activities. In this context, it is anticipated that the role of the staff with respect to the Board will, in the future be as follows –

- The provision of information and technical reports to the Board where required -
- The development of Board agendas and the provision of documentation available from within the Local Authority for those meetings
- Assisting the Board in the establishment and implementation of systems for review and monitoring
- Preparation of reports for the Board through the collation of information from other Board members
- Facilitating meetings of the Board and its sub-elements on occasion
- Representing the Board on other bodies
- Disseminating information to Board members