

TIPPERARY SOUTH RIDING COUNTY DEVELOPMENT BOARD

Implementation of the County Strategy

What is implementation of the County Strategy about?

The key to the successful implementation of the County Strategy is the extent to which the Innovation Programmes are mainstreamed into the operational strategies and plans of local and state agencies and the extent to which the Innovation Programmes contribute to a streamlining of existing public service delivery.

How will the County Development Board structure itself in terms of moving from County Strategy design to a role of overseeing the implementation of the County Strategy?

The County Development Board will operate under the provisions of the Section 129 of the Local Government Act (2001).

The County Development Board will establish management groups for each of the nine Innovation Programmes in the County Strategy. Each Programme Management Group will be chaired on an interim basis (2002) by a designated Theme Leader. Members of the Programme Management Group will include all relevant stakeholders willing to participate and commit to the achievement of the Innovation Programme objectives.

The County Development Board will also appoint an independent evaluator to give it an overall perspective of progress on the implementation of the County Strategy.

The County Development Board will continue to meet five times annually in February, April, June, September and November. As per the Local Government Act 2001, the Chief Officer of the Board will be an employee of Tipperary (South Riding) County Council).

What terms of reference will be prepared for the work of Programme Management Groups as Committees of the Board?

The terms of reference of the Programme Management Groups will include agendas for the proposed two meetings each year to incorporate: a review of the measures and agreed actions in the original County Strategy; the initiation of new measures and actions with consensus on who will co-ordinate each new action; the provisions of progress reports to the County Development Board and recommendations on the adoption of new measures/actions for inclusion in the updated (annually) County Strategy.

What support structure will Programme Management Groups have?

Four County Development Board members will be nominated as interim Programme Management Group Chairs in 2002. Currently the work of the County Development Board is supported by staff from the Community and Enterprise Section of Tipperary (South Riding) Co Council. It is proposed that three Community and Enterprise Development Officers and/or Administrative/Senior Staff Officers will service the Innovation Programmes Groups and support the work of the Chairs in achieving the Terms of Reference of the Innovation Programme Group.

How will implementation of measures/actions in the Innovation Programmes and the management of inter-sectoral actions happen?

The thrust of the County Strategy is to add value to the economic, social and cultural situation of South Tipperary largely by inter-sectoral actions relating to innovation programmes and specific measures. The South Eastern Health Board has assisted the County Development Board in identifying the conditions for successful inter-sectoral working. The task for each Programme Management Group is that the stakeholders involved in any action adequately resource the co-ordination and training functions required to deliver the action successfully. If co-ordination and capacity building is inadequately resourced, the action will most likely fail (cannot be sustained over the required period of time) unless the action is very simple/straightforward. New measures or actions should not be recommended to the County Development Board until the relevant stakeholders have agreed to allocate the required co-ordination and capacity building resources.

Some measures will be particularly difficult to implement, especially those which require co-operation across counties. South Tipperary is at a particular disadvantage in that it is part of the South East Region and also part of County Tipperary (of which the Northern half is not part of the South East region). Sometimes (as in the case of ICT Strategy during 2001) it is operating with two hats on, duplicating the time requirement of its stakeholders but ensuring that the approaches in both County Tipperary and the South East Region are largely complementary). The recommendation of the National Spatial Strategy (NSS) consultative document is that South Tipperary remains in the South East Region functional area. The boundaries of NSS functional areas overlap to allow for the reality in terms of how citizens live their lives (commuting to services/work in counties adjacent to their homes).

How will relevant measures/actions be integrated into new strategies/service plans of member bodies of the County Development Board?

Member bodies (many under specified legislation) are required to update their existing strategies and prepare new service/business plans. Member bodies will be requested to proof their new strategies/plans in relation to impact on the County Strategy for Economic, Social and Cultural Development in South Tipperary. The County Development Board may also incorporate a review of new strategies/service plans of its member bodies in its annual report.

What benchmarks and indicators will be used to oversee the implementation of the County Strategy?

One of the limitations in preparing the County Strategy was the age of available data (much based on the 1996 census). A challenge for the County Development Board is to agree indicators for which data can be gathered relatively easily on an annual basis to measure the economic, social and cultural progress of the county. The Task Force on the Integration of Local Government and Local Development Systems is currently trying to achieve consensus at governmental department level on the provision of annualised data by administrative county (and also to sub county tiers where there is no likelihood of a confidentiality of information breach).

Very good models exist internationally (eg Oregon, Maryland) of the type of benchmarks and indicators and data sets that can measure economic, social, cultural progress at a more local level. Ireland is unlikely to be in a position to achieve a good international standard in the provision of a variety of quality local level data until 2004. (It must be noted that the Department of Social, Community and Family Affairs did rise to the challenge of providing local area data to the County Development Board in 2000). In the 2002-2004 period, the County Development Board will build on the indicators identified in the Investment Index (Appendix 3: the Economic Development Innovation Programme to spatially map development progress in the county and, if necessary, carry out annual surveys to supplement data easily available from local and national agencies when preparing its annual report to members and citizens.

How will the progress/lack of progress in the implementation of the County Strategy and amendment of the County Strategy to incorporate new measures/actions recommended by the Programme Management Groups be reported?

Progress reports from the Programme Management Groups will be posted on the County Development Board Website; an independent evaluator will also prepare an annual statement on the progress in achieving the targets in the strategy; annual reports will be prepared to assist communication of progress/amendments of the County Strategy to member bodies, the Task Force for Local Government and Local Development Systems and the citizens of South Tipperary).

What mechanisms exist for integrating recommendations in the National Spatial Strategy and other new National and Regional Strategies into the County Strategy for Economic, Social and Cultural Development?

The County Development Board has recommended that in future Executive Summaries of new strategies received would be circulated to members. If necessary the Director can also include comment in relation to the implications of new strategies. These implications will be addressed by the Board and recommendations may be made to the appropriate Innovation Programme Group to add new measures/actions to the work programmes.

Are there important actors currently missing or underrepresented on the County Development Board?

(In some cases, these could be included on the appropriate Programme Management Group). The public services not fully represented on the CDB include: Regional Authorities, public transport; primary education; post primary non vocational education; telecom companies; energy utilities. The Education Sector is the most problematic of these services with which to engage as it has a multiplicity of locally independent and often competing units. Also Urban Authorities in the County are underrepresented on the County Development Board. The present arrangement of one representative for all four urban authorities (who changes each year) makes it difficult for this component of the Local Government Sector to contribute its full potential to the CDB process.

What policy constraints have emerged during the process which if resolved would further enhance the capacity of the County Strategy to add value?

The administrative division of County Tipperary is a constraint that has to be accommodated in the design and implementation of measures.

The absence of a local co-ordinating body (Department of Education regional or local presence) for the education sector.

Other than Waterford LEADER Partnership, the Local Development Companies do not have access to both LEADER and Local Development Programme Resources.

South Tipperary is part of a region that does not have a university or an international airport.

Some local communities do not have youth friendly policies nor minority friendly policies.

The lack of social inclusion conditions in the provision of some public sector and lottery funding to community cultural and economic facilities.

The gap in service provision in that there is no agency/community body matching the people who want to build houses so that they do it together.

There has been very limited consideration of cycle lanes in town development plans.

The huge dependence on voluntary fund raising and the lack of a funding scheme that would direct a proportion of the £124 million income taxes paid by South Tipperary people (1998) to the community sector.