RECOMMENDATIONS ON RESPONSES TO THE BOARD MEMBER DRAFT OF THE COUNTY STRATEGY FOR ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT

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1. General Responses (seven items)

1.1 In welcoming the consensus emerging in relation to South Tipperary as clearly part of the South East Region, a fundamental principle that needs to be enshrined is that regional bodies have the same borders (Maureen McNamara).

Response: Recommend addition to Appendix 8 on the regional dimensions to incorporate boundary issue.

1.2 A Lifelong learning norm should be part of the overall vision rather than just a goal of the economic development programme (Pat Moroney, Bridget O'Keeffe).

Response: Recommend addition to specific visions on page 4.

1.3 There needs to be clarity around the status of the Strategy. Does it feed into the County Development Plan or does the County Development Plan feed into the Strategy. What statutory power does the Strategy have? (Tommy Cooke)

Response: The County Strategy does not have any statutory power as yet. The focus of the County Strategy is on the relationship between the citizen and service provision. The focus of the County Development Plan (prepared by the County Council) is on the relationship between the citizen and land use. Recommend an

additional appendix – how is the County Strategy similar/different from a range of familiar plans.

1.4 There is a need to ensure that the main objectives and targets listed on page 5, are also included in the individual innovation programmes (Bridget O'Keeffe). Figure 5 page 5. The Main Objectives (economic) here should be replaced with the more direct objectives listed on page 9. The objectives on page 5 do not seem to encompass those on page 9. Suggest that Figure 5 combines the 8 themes into 4 and then all of the objectives on pages 9,13/14, 18 and 24 can be listed. This would make the figure more focused and directly linked to the Innovation programmes. Would like to see page 5 really stand out as being forceful and dynamic. (Cllr Brendan Griffin). The Tourism point in figure 5, page 5 needs to be followed up in the cultural actions fig 22. (Mary O'Halloran). Page 21 The Tourism item is not identified as referred to on page 5 under the Tipperary Main Target column. (Cllr Brendan Griffin). Figure 5 page 5. Main Objectives/Sustainable Development. Would like to see more emphasis on planning and waste management – take Main objectives from page 24 and put into this section. Would like to have the reference to sustainable settlement planning page 24 to be less oblique on page 5 (Cllr Brendan Griffin).

Response: Recommend that gaps in this regard are addressed in line with the suggestions.

1.5 Would like to see further stress on the fact that the strategy is looking at a rolling programme of activities, that extra themes can be added in over time to address circumstances that arise. (Brendan Griffin)

Response: Recommend a more effective Executive Summary that focuses on the strategic intent of the four programmes and the implementation of the programmes will enable extra extra themes (measures) to be added,

1.6 Pg 29 'Administrative division of County Tipperary: The detailed research carried out for the National Spatial Strategy places South Tipperary firmly in the South East functional area.' – FAS region may now change- Inter agency planning?

Response: The principle of attaining consistent boundaries in service provider plans at regional (NUTS III), county, sub-county and parish levels as appropriate is enshrined in Government policy. The Task Force on Local Government and Local development Systems has responsibility for monitoring issues in this field.

1.7 There is a perception that the Local Authorities and other State Agencies are increasing staff numbers. There is a need to evaluate the net worth and return for this

increase in staff in a transparent manner. An audit of each agency by budget head to indicate value for money is something to aim for. (Ricky Fitzgerald)

Response: This point can be referred to appropriate County Development Board meeting in 2002.

2. Economic Development Innovation Programme (36 items)

2.1 A deficit in relation to the county town, Clonmel, is the difficulty of accessing it by train. An additional deficit is that there is very little signage for Clonmel on National Primary routes until you are very near it (Maureen McNamara)

Response: SERA led Finestra study of public transportation and urban mobility in the South East underway and may lead to clear actions in relation to rail issue.

2.2 While there is a recognition that the County Economic Strategy was prepared when the main blockage facing the county was the provision of labour for enterprise, the economic situation may be changing so that enterprise development may be a more relevant focus in the years ahead. In this context, the approach suggested for energy under the local agenda 21 programme which looks at reducing energy imports (to the county) and creating energy locally might be transferred to economic sectors such as food (P J Dooley).

Response: This approach is incorporated in the County Food Strategy.

2.3 Need for greater emphasis on entrepreneurial development at school level – updated curricula. Better career guidance for students when taking up third level studies. (Ricky Fitzgerald)

Response: Major initiative piloted by Tipperary LEADER and the County Enterprise Board. Recommend that these stakeholders report to the Economic Development Programme Working Group.

2.4 The uptake of apprenticeships needs to be addressed in order to prevent a shortage of tradespersons in the future. The long term study breaks need to be addressed in consultation with employers. (Ricky Fitzgerald)

Response: Again FAS can report on this issue to the Working Group.

2.5 The matchmaking of skills with jobs (1.2) also needs to enhance the role of the colleges as certification bodies; this will facilitate the development of reachout courses in rural areas. (Michael Dee).

Response: Tipperary Institute can report on this issue to the Working Group.

2.6 Human Resource Management (1.2.3) needs to be further encouraged and promoted in the County. (Michael Dee)

Response: As stated on page 11 an agreed action is currently underway.

2.7 Points (1.4.3, 1.4.4 and 1.4.5) are they too specific? What about other towns? (Donal Mullane)

Response: Yes, the actions are specific but they represent actions where a broad consultative approach has been undertaken or is underway with regard to developing realistic local economic plans. Action 1.2 confirms an intention to support the development of realistic plans in other places.

2.8 The document is light on agriculture, which contributes over £200m to the economy. (Donal Mullane).

Response: The document is light in relation to every economic sector. But this outcome is deliberate. The focus of the County Strategy (2002-2011) has been on specifics where inter-stakeholder co-operation can add value either to the economic situation, the social situation or the cultural situation of the county. One agreed economic action in relation to agriculture is 1.2.2 – the bid for resources to the Equal initiative designed to enable the rural population including farmers access realistic off-farm choices complementing TEAGASC's rural viability programme. Another agreed action is 1.6.2 (County Food Strategy) where again inter-stakeholder agreement is needed in order to acrue benefits for agriculture. The downside of the approach adopted to date is that no sector has been prioritized by the County Development Board, other than those where inter-stakeholder responses can bring a clear benefit.

2.9 The Equine project indicated in 3.3 might best be considered under the economic section (Donal Mullane) (Toss Hayes)

Response: Recommend that this be done and added as action 1.6.3.

2.10 The Tourism section might best be considered under the economic section (Donal Mullane) (Michael Dee) (Brendan Griffin) (Mary O'Halloran) (Pat Loftus)

Response: Recommend that action 1.6.4 be included: Support the implementation of the County Tourism strategy.

2.11 What does the Environmental Impact Statement p12 actually mean, will it inhibit the development of farms or on farm enterprises – will it imply the need for environmental impact studies (£20,000 for a full plan?). (Tommy Cooke)

Response: No it will add no further inhibitions to farm development. Depending on the scale of the planning application, the Planning Officer may opt to seek an opinion from the Environmental Section (of the Local Authority) as part of the assessment process. In the case of very big developments (or in new enterprises or in specified situations), the Planning Officer may request the applicant to furnish an environmental impact assessment

2.12 Sustainable energy production would need to come under the economic programme. (Tommy Cooke) (Michael Hanly)

Response: Recommend that this is referred to the Economic Development Programme Working Group from whence an agreed doable action may emerge.

2.13 A point to indicate that there is currently underemployment in farming, but that it is not going to last. Some are moving out of farming totally and others taking up part time work. The target in the strategy is therefore to manage the current transition in agriculture – rather than it being a permanent feature. (Tommy Cooke).

Response: Recommend that this statement is added to appendix six (page XVI).

2.14 Difficult to see the focus of the economic strategy – eg agriculture is not dealt with separately (Tommy Cooke)

Response: The main focus of the County Strategy is on relationship between the citizen and service provision. In the case of the County Economic Strategy, the relevant citizens are companies, entrepreneurs, self employed on the one hand and the workforce (including those currently unemployed) on the other hand. The main challenge identified was the shortage of labour with the requisite skills to fill existing job opportunities in the county. A secondary challenge was the shortage of employment opportunities in many parts of the county. The focus of the county economic strategy has been on encouraging inter-stakeholder actions that address

these two challenges. Also included in the county economic strategy are sectoral strategies (eg food, crafts, ICT), where the service providers and relevant citizens have achieved consensus on the way forward. A note of caution has also been included in that a downturn in the economy would necessitate a stronger focus on enterprise development.

2.15 Is there a gap between the strategy and what the agencies are doing? Could flesh out p 11 table to include a column to indicate how each agency can fit in with each action. Columns could also indicate lead players and supporting players. (John Devane)

Response: This will be possible to do after the stakeholder (including agency) consultation.

2.16 P14 options are not mutually exclusive. Selecting one option could give the impression that those taking another approach are redundant. Often there is the need for a multifaceted approach. Perhaps indicate more clearly that the CDB can add value by taking a particular approach, but it is to complement the other existing approaches. (John Devane)

Response: Recommend that text (top of page 15 and others) be altered to clarify the point that options are not mutually exclusive.

2.17 Figure 5 page 5. Economic Goals need to be vibrant, definitive and focused. Second bullet point re jobs should be the first point. Need emphasis on the suitability of South Tipperary as a suitable location for jobs eg Make the Suir Valley into the silicone valley for medicare industries. (Cllr Brendan Griffin)

Response: Recommend that second point does become first point. Recommend also that the Economic Development Programme Working Group looks also at the 'future industry sector positioning' of the Suir valley. The CDB Economic Working Group made no recommendation on this issue.

2.18 Figure 5 page 5. (economic) Main Target - levels of unemployment / employment may be a better first point, with Average Earnings a second point. Is the current figure 85.6% (as in draft 3, p1) or 87%. (Cllr Brendan Griffin)

Response: A debate is needed in relation to targets. Does the Board focus on national averages for the main target or does it set specific targets. In the case of employment/unemployment, macro forces outside the control of stakeholders in South Tipperary would have a major impact on the actual figures. Recommend that maths in relation to 85.6% or 87% be rechecked.

2.19 Would like to see some maps of South Tipperary indicating location, physical infrastructure, towns etc (Cllr Brendan Griffin)

Response: For the stakeholder consultations from November to January, these maps will be available on the website as a black and white version of the main text will be circulated. Appropriate maps will be added in the signed-off version of the County Strategy.

2.20 Would like to see an action referring to making amenities available for Decentralisation. (Cllr: Brendan Griffin)

Response: Oliver Clancy had also made this suggestion as theme leader for the Economic section over the past two months and it appears to have got lost between drafts. Recommend an additional action under Measure 1.4 to include an action – prepare a template that towns who are successful in attracting a large scale enterprise (such as decentralisation) could use to optimise the benefits of the opportunity.

2.21 Would like to see an action encouraging Urban Renewal. (Cllr Brendan Griffin).

Response: Recommend that this suggestion be forwarded to the Local Agenda 21 Programme Group.

2.22 Would like to see a paragraph acknowledging the farming contribution and the tourism contribution to the economy of the county. Would it be useful to include a table indicating the relevant contribution of each sector to the economy of the county, by turnover, employment rates? (Cllr Brendan Griffin)

Response: The comparable data available is out of date (1996 census) but the data from the 2002 census can be published in a CDB annual report.

2.23 How can the promotion of vital infrastructure for the development of tourism and leisure activities be emphasised? Inclusion of opportunity for large hotel and conference centre in the planning for Ballingarrane and other town plans? (Mary O'Halloran).

Response: Recommend inclusion of the County Tourism Strategy (which includes the suggested strategic intent) as an action item under Measure 1.6.

2.24 Page 11, Measure 1.6, There is an aim to have a tourist information office network service for visitors, but this is likely to start developing in 2003 and so would be added to the strategy actions next year. (Mary O'Halloran)

Response: The CDB County Strategy as indicated in the response to point 2.23 will include an action regarding the implementation of the County Tourism Strategy.

2.25 A gap identified by the urban councils in the strategy is the opportunity to develop business parks in the urban areas. (Cllr Paddy Downey)

Response: The gap is actually addressed in the Local Agenda 21 Innovation Programme (page 23) which the Director of Community and Enterprise failed to highlight at the meeting of Urban Council representatives co-ordinated by Cllr Downey.

2.26 Page 5, Economic Goals, We must strive to increase not only the jobs, but the quality of the jobs must improve and they should be in the growth hi tech sectors. (Pat Loftus)

Response: Recommend addition to goal on Page 5 to include increasing both the number and quality of jobs in the county.

2.27 For clarity the word 'Matching' needs to be indicated in the Title column of figure 13, page 11. (Pat Loftus).

Response: Recommend that the word 'matching' is added under the Title Column of Measures 1.2-1.5.

2.28 Page 5, Tipperary - Don't necessarily have to accept the National Spatial Strategy divisions. Could lobby for North and South Tipperary to be in the one region. (Pat Loftus)

Response: The debate about where South Tipperary should be positioned has been one of the most vibrant in the preparation of the County Strategy. The research done by the National Spatial Strategy Unit on population behaviour confirms the outcomes from the debate particularly within the Economic and Cultural Working Groups there is insufficient economic advantage in a County Tipperary approach to seek to alter regional service provision arrangements.

2.29 Need to include DSL element in the second SEISS application page 11, 1.5.2 (Pat Loftus)

Response: The entire South Eastern Regional Authority application which is an action item of the SEISS initiative is included under Action 1.5.2

2.30 Page 11, point 1.4.5 and p12 Environmental proofing – eg An Taisce now objecting to the large number of parking spaces in IDA proposals. Holds up the planning process, but is getting the message across that there is more needed than business parks and jobs. Quality of life and environmentally sound methods of transport to and from jobs is also important. These quality of life and sustainable development must be built into the Ballingarrane plan. Issues of making work place more attractive – gyms, recreational facilities, childcare facilities, reachout centers for education – also issues for Ballingarrane. Environmental proofing – waste and effluent disposal issues need to be addressed before companies set up, not afterwards. Need a good waste management plan and implementation in the county. (Pat Loftus)

Response: Recommend a summary of this point be added to the impact statement on the environment. Recommend addition to Measure 1.6 to include an action regarding the implementation of the County's Waste Management Plan. This plan may be subject to variation depending on the outcomes of the current work on a Regional waste Management Plan.

2.31 Page 11, point 1.2.1, need to include those who are underemployed in the upskilling process/ (Pat Loftus)

Response: Recommend to drop the word 'available' as the strategic intent of Action 1.2.1 does include the underemployed and also the employed as well as the unemployed.

2.32 Need to target education and increase the level of R&D in the county. eg 10-15% of the workforce in USA/UK/Germany have Phds. Ireland has 1%. (Pat Loftus)

Response: The final draft of the County Strategy will integrate some regional actions (see Appendix 8, page XXVIII) where the three Third Level Institutes in the South East Region will be requested to participate in a forum to address the deficit identified.

2.33 Page 11, when mentioning the underemployed, could farmers be specifically mentioned? (Michael Hanly)

Response: Recommend that an inclusion in brackets be added (including farmers).

2.34 Enterprise Boards a key player in Economic Development Section (Cllr Pat Norris)

Response: Yes, strategic option 3 (page 10) recognises this. However, Strategic Option 3 is seen as a potential medium term option (2006-2009) given that there are significant stakeholder implications involved, not least of which are for the County Enterprise Board itself. These implications may be teased out in the economic service-provider stakeholder consultations between November and January.

2.35 P11, 1.3.1, there is huge scope here, but this area of entrepreneurial development needs a long lead in time. A cultural mindset needs to be addressed to bring society around to respecting and supporting the entrepreneur. Needs to begin at school level. (Pádraig Culbert).

Response: Recommend that the point 2.35 be referred to a Board input on the County Economic Strategy in 2002. But it is important that action 1.3.1 be coherently implemented in the county because of its potential.

2.36 Page 11 1.4.3., 1.4.4, Perhaps it would be better not to mention specific towns or put in the 5 and 10 yr actions identifying the other towns in the county. (Toss Hayes)

Response: The intention of including the specific strategies is to ensure feedback on the progress of realistic strategies which have the buy-in from all the relevant actors and to provide a forum (Programme Working Group) to help address obstacles that cannot be resolved locally. Recommend addition to targets on page 9 (by 2006, all towns with more than 1000 population will have realistic economic strategies).

3. Social Development Innovation Programme (sixteen items)

3.1 The Health Board has made a significant input by way of a position paper to the County Development Board. Should there not be an action item under Measure 2.3 (page 16) to prepare an action plan arising from the recommendations in the Health Board position paper (P J Dooley).

Response: Actions from the Health Board position paper included in other measures after consultation with the Health Board. Recommend addition of action to detail the action plan agreed.

3.2 The Urban Council representatives propose a pilot action in Tipperary Town. This action would target traveller men, in particular young men with a view to bringing them into employment. (Cllr Paddy Downey)

Response: Recommend that action item be added under Measure 2.2.

3.3 Economic & Social - Creative approach to target groups eg. Travelers – equine training programme – learn reading & writing but with horse theme to keep interest – placements with horse trainers. Also recycling programme with traveler groups – contract out recycling projects to travelers – let them have anything they find – attach workshops to housing – so that they can use materials. Link travelers to crafts – tinning skills programme / wood work etc . (Cllr Pat Norris).

Response: Recommend that point 3.3 be referred to three Programme Management Groups (Economic, Social and Cultural).

3.4 Support the possibility of allowing asylum seekers to work. There are vacant positions in Clonmel and there are able people not allowed to work or take up FÁS schemes. Economically this does not make sense, but also it adds to negativity and racism towards asylum seekers. (Ricky Fitzagerald).

Response: Recommend that this issue be added to the policy issues impacting on implementation (page 28).

3.5 Page 5, figure 5, Goals of Family Lifestyle, this needs to be linked with the development of industry, quality of life will be enhanced only if the jobs continue to be created. (Pat Loftus).

Response: It is accepted that all the themes listed on Page 5 have interlinks and are not mutually excluded. The theory that only jobs resolve social exclusion and family lifestyle challenges was well debated by the Social Inclusion Working Group. The consensus of the Working Group following consultations with citizens experiencing these challenges is that access to jobs is not the only way forward (and in some cases the least preferred option because the citizen could only realistically access low paying jobs). The strategic intent of the family lifestyle theme is to facilitate better choices for families, especially those experiencing social and economic exclusion. Better choices are likely to lead to a better quality of life. A better quality of life make it possible psychologically to take on new challenges including making a direct contribution to job creation and the economic performance of the county.

3.6 Page 5, figure 5, Family Lifestyle Main Objectives could include a point on the improvement of the work environment – a role for the IDA (Pat Loftus).

Response: Recommend that the objective an improvement in the work environment be included but it may be more deliverable (by agencies such as the IDA) if included in the brief for the Economic Development Programme Working Group.

3.7 Page 5, figure 5, Main Objective in Family Lifestyle wording could be changed to make the meaning clearer 'To increase the proportion of disabled….adequately' (Pat Loftus)

Response: The term used by the disabled sector is independent living.

3.8 Re specific target groups - Occupations and other services needed as well as housing – housing strategy without occupations will not work – link agencies in service delivery (Cllr Pat Norris)

Response: The core aspect of the County Social Strategy is to address the needs of target groups in a more holistic manner (trying to meet all the needs simultaneously through agencies delivering their services together)

3.9 One stop shop for services for families in distress – don't know where to go (Cllr Pat Norris)

Response: Action 2.3.2 will seek to address information gaps – supporting the implementation of the Citizens Information Plan. Recommend that the concept of a one stop shop for services for families in distress be forwarded to Social Development Programme Management Group.

3.10 Housing estates to big – gardai, communities should be more involved at planning stage (Cllr Pat Norris)

Response: The new Housing Strategy adopted by the local authorities in August accommodate the strategic intent of point 3.10.

3.11 Pg 16 2.6 List all 7 initiatives Knockanrawley Resource Centre, Tactic, Suir Project, Carronruddy (Tipp Town) Spa Field (Cashel) Slievardagh, Tipp Rural Travelers Project (Mick Cummins)

Response: Recommend that this be done.

3.12 Pg 15 targets – 20 holistic initiatives – have they been identified? (Mick Cummins)

Response: Not 20 holistic initiatives have been identified but action items in relation to seven holistic initiatives (additional to the seven referred to under point 3.11) are included in the measures on page 16. Other initiatives will arise from the stakeholder consultations and from the Social Development Programme Working Group.

3.13 Pg 15 targets – 2nd point – More resources for social inclusion – How will this be done (Mick Cummins).

Response: Recommend that target be rewritten: To increase the percentage of (existing/planned) public social inclusion resources being applied within the county via multi-agency initiatives.

3.14 Re Local Authority Housing Strategy circulated at last meeting – Traveler accommodation issue got 9 lines mentioned (section 4.5 housing strategy) – could specific target groups like travellers be highlighted more – what actions are identified for specific target groups e.g. travellers – encourage more actions like 'Primary health care programmes ' (Clonmel Traveller action group) inter agency approach e.g. under social development programme – action around interagency approach to specific target groups (Mick Cummins)

Response: Recommend that the specific inter-agency initiative re the Clonmel Traveller Action programme will be added as an action item under Measure 2.2. Also recommend that point 3.14 be referred to the Social Development Programme Management Group.

3.15 Page 13 In terms of key target groups, Rural Dwellers need to be further highlighted and specific strategies need to be distinguished to address the rural needs. Other categories of disadvantage exist in rural areas, but the rural aspect has added disadvantage. This applies to the other programmes of innovation as well. If possible it would be interesting to see the Main Target Fig5, Page 5 – Economic Average Household income in South Tipperary applied to Rural Tipperary vs Urban Tipperary and Rural Tipperary vs the National Average. (Pádraig Culbert)

Response: The current data available does not make it possible to do the urban-rural comparisons. Recommend that the issue of access to sub-county data regarding Average Household Income be highlighted to the Task Force on Local Government and Local Development Systems. In relation to the rural dwellers target group, recommend that this point be referred to the Social Development Programme Working Group.

3.16 Need to incorporate action item re violence against women

Response: Recommend addition of action item 2.3.4 – support the implementation of the strategies/plans of the Local Action Network on Violence against Women.

4. Cultural Development Innovation Programme (five items)

4.1 Cultural activities impact on the quality of life and are especially important for socially excluded (Bridget O'Keeffe).

Response: Recommend that this point be made more explicit in the poverty impact statement on page 21.

4.2 The issue of community acceptance of minorities is a most difficult challenge. Measure 3.3 (on page 21) is a start in getting people to see positives in asylum seekers. But much more needs to be done in advance of settling asylum seekers in any community, particularly with regard to ensuring that they have satisfactory housing (Bridget O'Keeffe).

Response: More agreed actions from stakeholders in this field will be welcome. One suggested action with regard to men from the Travelling Community will be brought to the attention of the Social Development programme Working Group.

4.3 An aspect of culture that is worrying is the peer pressure especially among children to purchase branded goods. Often these goods are produced in Third Countries where workers are exploited. Strategies such as the County Crafts Strategy are needed to promote what is good about our own county. But craft and other producers face a difficult challenge in competing with the huge marketing budgets available for branded products (Bridget O'Keeffe).

Response: Valid observation. International brand managers can exploit the potential of culture (including peer pressures) through better research, bigger budgets and professional advertising support.

4.4 P18 The definition of Culture is needed, especially if a person is to be employed to coordinate cultural activities in the county. Will it embrace new activities such as new bands, will soccer and rugby be included as well as GAA sports? (Pádraig Culbert)

Response: The Cultural Working Group spent a lot f time on trying to define culture. In the end, the loose definition that culture incorporates arts (visual and performance), heritage, sport and recreation (all kinds), and crafts was found to be most useful way of proceeding with consultations with stakeholders.

4.5 There are some good examples of cultural inter-stakeholder actions that should be in the County Strategy such as the Duneske initiative in Cahir (Cllr Barry O'Brien)

Response: Recommend addition of such cultural actions as part of the County strategy.

5. Local Agenda 21 Innovation Programme (twenty one items)

5.1 Community dimension needs to be more than consideration of issues around volunteerism. The core of community development is promoting participation and local involvement which ties in rather well with a Local Agenda 21 approach. The major deficit in promoting participation and local involvement is the lack of development workers in the county. There is very clear evidence of the benefits of development officer support. For instance the Health Board has employed a community development officer who is targeting the Clogheen area and has animated a significant inter-agency response that includes promoting participation and local involvement of the population of Clogheen (P J Dooley).

Response: Recommend additions to rationale on Local Agenda 21 to incorporate the principle of community development. Actions proposed under measures 2.2 (page 16) and 4.3 (page 26) fit within this context. Clogheen action to be added in Page 26.

5.2 There is more emphasis on facility construction rather than on the management and use of facilities (P J Dooley).

Response: The management and use of facilities is critical to sustainable development. Recommend a note of this point in the rationale for the Local Agenda 21.

5.3 Is there any community in the county that implements a welcome policy for new residents (P J Dooley)?

Response: Recommend that this issue be brought to the attention of the Local Agenda 21 Programme Management Group.

5.4 Is there an area action strategy within the County strategy? Should there be an objective to produce plans at parish and sub-county areas (P J Dooley)?

Response: Yes this suggestion is consistent with Local agenda 21 objectives. There is also a provision in the Task Force Reports for the establishment of expanded Area Committees at sub-county level. Recommend that this issue be brought to the attention of the Local Agenda 21 Programme Management Group.

5.5 Needs to be more emphasis on making South Tipperary more self-sustaining in economic terms in this section. (Tommy Cooke).

Response: Recommend inclusion of this emphasis.

5.6 In relation to the levy p 26 action 4.1.8, would this be an impediment to businesses coming into the community? The local communities would need to see transparency with this levy. (Tommy Cooke).

Response: The legislation requires a community consultative approach (along the lines of action 4.1.5),. A community consultative approach is being carried out currently by Clonmel Corporation in the case of a social and community infrastructure development levy in Clonmel.

5.7 Rural development seems to be addressed in the impact statement p 27 rather than in any of the actions(Tommy Cooke)

Response: Recommend that this point is presented to the Local Agenda 21 Programme Working Group. There is scope to add additional measures and actions that specifically focus on rural development.

5.8 Figure 5 page 5. Would like goal on Sustainable Development to be more defined. Prepare 1 or 2 bullet points on what Local Agenda 21 is or put in a summary of paragraph 1 page 22 and then call it Local Agenda 21 in brackets. Many people would not be familiar with LA21 and so the Goal would not be readily understandable. (Cllr Brendan Griffin).

Response: Some of this included in Appendix 6 (Page XIV). Recommend that the strategic intent of point 5.8 be accommodated in the rationale in the draft arising from the November Board meeting.

5.9 Page 6, Figure 6. Sustainable Development Box and Cultural Box need to be interchanged. (Cllr Brendan Griffin)

Response: Recommend that this is done.

5.10 A development levy may be counter-productive, it should not be too big a charge. (Cllr Brendan Griffin)

Response: This topic likely to be the subject of debate in the coming months. However, there is an imperative to be more logically support the provision of social and community facilities rather than relying to such a huge extent on voluntary fund raising.

5.11 Page 24 figure 24. The options in the boxes are difficult to read and understand. Would suggest just labeling as Option 1,2,3 etc without the captions, then a fuller description of the options in figure 25, with the eg 'Outreach Approach' label in brackets afterwards. This would apply to the options diagrams for each of the other 3 innovation programmes. (Cllr Brendan Griffin)

Response: Recommend that this suggestion be implemented.

5.12 Page 24 Option 4, need to identify what the key blockages are. (Cllr Brendan Griffin).

Response: Agreed – an input on these at the Board meeting would be most welcome.

5.13 Would like to see a stronger emphasis on promoting the environment. It is one of the most valuable assets for tourism. (Mary O'Halloran)

Response: Recommend that this suggestion be referred to the Local Agenda 21 Programme Management Group. Also if specific actions emerge from stakeholder consultations they can be added to the final draft.

5.14 Page 24 point 7 – Another approach to consider in terms of supporting the voluntary sector is to pay out of pocket expenses rather than going down the line of paying staff. Paying voluntary staff may destroy the ethos of volunteering. There may be a role for the short term professional input into voluntary groups especially in the area of identifying and recruiting new volunteers. (John Devane).

Response: Refer point 5.14 to the South Tipperary Platform for comment during the stakeholder consultations.

5.15 Key services need to be available out of hours – e.g. gardai, rape crisis centre (Cllr Pat Norris)

Response: Local Area Network for Violence against Women addressing the specific gaps in relation to after-hours support services for victims of domestic and sexual violence. The services of the Garda Siochana are available after hours.

5.16 Need access to key services in rural areas – e.g. post offices etc (Cllr Pat Norris)

Response: The intention of Figure 23 on Page 23 is to get consensus on the level of facilities appropriate at different spatial levels, including the parish level. The challenge for the Local Agenda 21 Innovation Programme is find innovative ways of addressing the gaps that undoubtedly exist and also the gaps that may arise in the future.

5.17 Taxi service for elderly in rural area one a week to go to main town if no bus service available – access required for basic quality of life.

Response: Realistic solutions to this challenge will hopefully emerge from the actions (4.2.1) relating to sustainble transport.

5.18 Page 26 for example point 4.5.2 – the action is worded more like an objective – need to explain what the action is or give examples. (Tim Shanahan)

Response: Agreed – there is a need to include just the actions that have been agreed rather than restating the objective. Recommend necessary re-adjustments where relevant throughout the four programmes.

5.19 More transparency must be encouraged particularly in the planning process. Archaic planning laws need to be updated and streamlined. This includes Local Authorities and bodies such as Dúchas, who have input into authorising what work can be done on properties. (Ricky Fitzgerald)

Response: Sections of the 2000 Planning and Development Act which will come into effect in the next two years will go a long way towards addressing this concern.

5.20 At a minimum, there should be outreach services at parish level available under all the aspects on Figure 23, Page 23. (Cllr Barry O'Brien)

Response: Figure 23 is at the core of the Local agenda 21 Innovation programme. Recommend considerable focus on this Figure in the stakeholder consultations.

5.21 Local Agenda 21 should also facilitate sustainable transport systems such as bicycle routes. (Cllr Jack Crowe)

Response: Recommend that bicycle options be added to Figure 23.

6. Stakeholder Consultation (five items)

6.1 How will the socially excluded be involved in the stakeholder consultation? Clonmel Community Partnership is willing to assist in this process. For example it has an enterprise network and could identify socially excluded for other focus group consultations. Also there is the issue of jargon and presentation. There is a need to prepare a visual summary that gives the relevant overview of the specific area of the County strategy that could be used as an introduction to the topic at stakeholder consultations. (P J Dooley).

Response: Recommend focus group approach in relation to major categories. Combat Poverty Agency has been requested to assist in preparing the visual summary of the County strategy elements.

6.2 The lack of meaningful consultation by local authorities and state agencies must be addressed. An example is the waste crisis in the county at the moment and the restriction put on commercial waste with very little notice and no consultation. (Ricky Fitzgerald)

Response: Adequate and appropriate consultation is a fundamental principle of Local Agenda 21. Recommend that the strategic intent of point 6.2 be addressed by the Local Agenda 21 Programme Working Group. Crisis situations inevitably arise and solutions are found. But the number of crises can be reduced by effective participation in the preparation of strategies and plans (current opportunity with the Regional Waste Management Plan).

6.3 The consultation with the community platform might best be done on an area basis. Two meetings in each area would be needed. One that has a power point presentation of the strategy and the document handed out at the meeting. This

would be followed up one to two weeks later to get feedback from each group after they have read the document. (Tim Shanahan)

Response: Consultative resources will be applied as suggested by the Board members.

6.4 The consultation with the urban councils will best consulted through a presentation to each urban council at their Nov/Dec meeting. This to be followed up in January to listen to responses to the document (Cllr Paddy Downey).

Response: Consultative resources will be applied as suggested by the Board members.

6.5 The strategy could include the need to address the lack of consultation with local authorities and communities re the resources required to support the hosting of asylum seekers in rural towns and villages, in particular areas of high unemployment. (Cllr Paddy Downey).

Response: Adequate and appropriate consultation is a fundamental principle of Local Agenda 21. Recommend that point be addressed in the stakeholder consultation phase. Also Recommend that the strategic intent of point 6.5 (similar to point 6.2) be addressed by the Local Agenda 21 Programme Working Group.

7. Presentation and publication issues (seven items)

7.1 The County Strategy would be very difficult to read by a member of the general public. Even for policy makers, some of it is difficult (page 16 for example) (P J Dooley) A user friendly version of the report is needed as well. (Michael Dee – The strategy needs a simplified version/presentation in clear understandable language to ensure inclusiveness. Need the main points to jump out at the reader. It is slightly too academic for most readers. 'citizens, vertical, horizontal, p14, p18, flow charts' – Christy Kennedy Communications, Dublin are excellent at this kind of work.) (Donal Mullane – need to jump straight into the Development Innovation Programmes in the executive summary – Diagrams p i, p2,3,4 could go into an appendix. Likewise issues such as the Purpose p ii, questions p 1, could also go into an appendix. Language in plan is difficult e.g. 'here children, young people and their families have to deal with multiple disadvantage, the evidence shows that there is a need for multi-dimensional solutions to complex problems that involve alliances by various organisations (statutory and non-statutory) and that this type of working is more effective.' Pg 13 (John Devane), (Brendan Griffin), (Pat Loftus), (Michael Hanly), (Toss Hayes), (Tim Shanahan) (Mick Cummins).

Response: Criticism accepted. Help welcome! There will be professional design applied to the final printed version of the County strategy (aimed at stakeholders and policy makers). Recommend that a children's version of the executive summary of the county strategy will be prepared and published in association with the launch. This worked well with the National Children's strategy in informing the general public of the main points included in the strategy.

7.2 Page 11, Taking Action 1.2.1 for example – would need a paragraph of explanation to pinpoint the actions clearly. Language is probably too technical for most people to grasp the intention of the action. (Cllr. Brendan Griffin).

Response: Recommend that suggestion is incorporated in final draft. In relation to the stakeholders draft, recommend that the suggestion is incorporated in the matrix of actions being included with the covering letter to stakeholders seeking the status of their commitment.

7.3 There is a need to specify the actions listed as agreed actions and to communicate more clearly that other actions can be added via the Programme Management Group meeting process (P J Dooley).

Response: Recommend that this suggestion be incorporated in the relevant sections.

7.4 In terms of sectoral interests, it would be useful to design the document to accommodate the farming/tourism/small business groups through putting all farming issues (economic, social, cultural, agenda 21) together in the appendix or through preparing an index referring sectors to the relevant pages in the document. (Michael Hanly) (Tommy Cooke).

Response: Recommend that a search function be put into the website re each identified sector.

7.5 The sub-county area dimension of the strategy also needs to be accommodated in the design of the document. There is a need to specify (for example) what is in the strategy for Carrick on Suir (Cllr Denis Landy).

Response: Recommend in the short term (early 2002) that a search function is put into the website in relation to each sub-county area. However in the longer term, there may be need for County Development Board structures at sub-county level, an action item that can be dealt with by the Local Agenda 21 Programme Working Group.

7.6 The presentation made by the Director of Community and Enterprise to the Urban representatives meeting greatly enhanced the ease with which the strategy document could be read and understood. Recommend that much of the executive summary be replaced with this presentation. (Cllr Paddy Downey).

Response: Recommend that this be implemented.

7.7 Perhaps an executive summary could be prepared for each sectoral interest. This would assist in the next consultation phase with stakeholders. Eg Agriculture, Tourism, business, social, cultural etc. (Michael Hanly). Excellent document and it is essential to get people to engage with the document – graphics/photographs Summaries for specific target groups. (Pádraig Culbert).

Response: As recommended by Oliver Clancy, it is intended that customised letters be prepared for as many stakeholder sectors as possible. This letter will be a type of Executive Summary intended to direct the stakeholder to the relevant parts of the strategy. It will also be accompanied by a matrix of actions with a request that the stakeholder formally convey to the Board the status of their support for individual measures and actions.

8. Website (where the appendices will be accommodated) (2 items)

8.1 It would be useful to have a facility on the CDB website to have a summary or even links with member body plans. This would highlight the inter-agency nature of the County strategy (P J Dooley).

Response: Recommend that this facility be provided and that staff will follow up during the stakeholder consultations.

8.2 The website address needs to be placed very prominently displayed in the document (Padraig Culbert)

Response: Recommend that this suggestion is implemented.

9. Appendices (Ten items)

9.1 Page IV Economic SWOT analysis, include agriculture in the strengths; include more of the SWOT analysis that was prepared in Rockwell at the agriculture consultation. Re-word the Threat 'More land required….' to make it clearer. (Donal Mullane)

Response: Recommend that the Rockwell SWOT analysis is included in the section on agriculture and to amend the Economic Working Group's SWOT analysis where wording is unclear.

9.2 Page XXVI, reword the paragraph 'Other than Waterford LEADER…' to indicate that South Tipperary does not have full access to ADM funding. This lack of access is not a reflection on the LEADER programme. LEADER and ADM are two very different funding organisations and it is not a flaw in the LEADER companies that work in South Tipperary that they do not administer ADM funding. (Tommy Cooke)

Response: This point may need some further debate. Recommend that the statement be reworded to convey the intent that area based local development companies can play a fuller area-role if they have access to global grants not alone for economic diversification but also for social inclusion.

9.3 An index identifying the Local Development Companies would be useful. (Tommy Cooke).

Response: Recommend an inclusion of an appendix in the final draft of the County Strategy which includes an index of all the stakeholders represented on the Board (and brief profiles).

9.4 In each appendix item, reference to be made to relevant documents and websites. For example, in referring to Tourism page XXX the Tourism Strategies and plans that pertain to the county should be referred to and be accessible, along with contact details where relevant. (Cllr Brendan Griffin)

Response: Recommend that this suggestion is delivered to the greatest possible extent by February 2002.

9.5 The appendices would need to be sent out to people for the next round of consultations. They are vital to the full understanding of the document. (Cllr Brendan Griffin).

Response: Board member input on this point would be welcome. The recommendation of the Director is that the appendices are not attached so as to encourage the reading of the document which will be 30-40 pages rather than 70-80. But hard copies of the appendices would be sent out separately on request.

9.6 Page IV Economic SWOT analysis, include tourism in the strengths; include more of the SWOT analysis prepared at the tourism consultation. (Cllr Brendan Griffin)

Response: Recommend that the SWOT analysis is included in a section on tourism

9.7 Page IV An additional threat is the capping of agricultural production. (Michael Hanly)

Response: It is difficult to add new aspects to the SWOT analysis without substantive debate. Recommend that the point is addressed in the stakeholder consultation with the Farming Pillar.

9.8 Page XVI Need to add that alternative enterprises would need to be found in rural areas – near to or on farms, not long distances away. (Michael Hanly)

Response: Recommend that this suggestion is included.

9.9 Pg 1 – appendices – list of board members Mr Mick Cummins, **Community Services Manager**, Dept of …….. – Title wrong (Mick Cummins)

Response: Amendments will be made. Recommend that other Board members check Appendix 1 to ensure that titles are correct.

9.10 Appendices XX11 - last paragraph – A notable exception is Dept of Social Community & Family Affairs programme 'Support for Older People' which provides socially monitored alarms and small scale security equipment. (Mick Cummins)

Response: In the consultations with the voluntary sector, the above scheme was the only publicly supported scheme identified as being easy to implement from a local

administrative perspective. Recommend inclusion of this note on page 29 of the main text – policy issues that will impact on implementation.

10. Ongoing management of the CDB (9 items)

10.1 In order to ensure that all sectors can continue to contribute to the programme working groups, meetings should be held from 6 pm to 7.30pm or early morning breakfast meetings. (Ricky Fitzgerald)

Response: Board input is need into this aspect, especially in relation to the future timing of Board meetings and Programme Management Group meetings. Recommend as an agenda item for the February 2002 Board meeting.

10.2 In order to maintain continuity, the Chamber of Commerce would like their new chair to automatically take the place of their outgoing chair on the CDB. This happens with the councilors and agencies. (Ricky Fitzgerald).

Response: There is a substantive difference in the case of the Business pillar (and also the case of the other social partners) from the case of representation from stakeholders in the local government, local development and state agency sectors. A specific Chamber of Commerce does not have the right to nominate a change in the Business Pillar representative. Changes to the nominee are the responsibility of the full Business Pillar which includes a range of bodies specified by the National Business Pillar. Recommend that this issue is addressed in the stakeholder consultations with the business pillar.

10.3 A reduction to 3 or 4 meetings per year would be appropriate once the strategy is launched. (Pat Loftus) (John Devane).

Response: Board input is need into this aspect. The Director has recommended a continuation of five meetings on Page 8 of the draft strategy. Recommend an agenda item for the February 2002 Board meeting on point 10.3.

10.4 Would an executive board be useful to drive and monitor the programme? (Pat Loftus).

Response: There will clearly be a need to co-ordinate the work of the Programme Working Groups and meetings of and/or communication channels between the respective chairs will be facilitated.

10.5 Programme Working Groups. Two meetings a year may be to few to keep the momentum of the Programmes going. (John Devane), (Cllr Brendan Griffin).

Response: This may prove to be the case and the Board may need to review how it is working at the end of 2002. Recommend a change of name to Programme Management Groups as the focus of the group is strategic (in terms of monitoring progress and influencing change) rather than the operation of actions. The operational momentum will be driven by the appropriate structure at action level.

10.6 Would like to ensure that there is social, cultural, economic and environmental representation on each Programme Working Group (John Devane). Will there be links between the Programme Working Groups – for example sports projects have economic, social and cultural stakeholders. (Tim Shanahan)

Response: Yes. Recommend that the strategic intent of these suggestions are delivered as part of the stakeholder consultation process in the next two months.

10.7 Who will manage the individual action programmes (Tim Shanahan)

Response: Each action programme will be managed by an agreed lead stakeholder. Some co-ordination will be required in advance of the February 2002 Board meeting to ensure that a lead stakeholder is clearly identified in every action included in the strategy.

10.8 We need to identify how many committees outside the Board and Programme Working Groups are likely to be needed to manage the programme – to enable stakeholders understand the people resources that will be required to make the strategy implementation work. (Tim Shanahan).

Response: This will emerge during the stakeholder consultations, where each stakeholder will be asked to indicate the degree of commitment to the specific actions in the draft strategy. For most of the actions listed to date (excluding those identified in point 5.18 as objectives) there is a stakeholder identified who is prepared to commit the bulk of co-ordination resources to make the action happen.

10.9 Will inter agency working group include all personnel working on the ground with target groups – housing, health, FÁS etc (Mick Cummins)

Response: Yes, that is the intention. However, there is a limit to available personnel resources so the actions that will be included in the County Strategy will be those where sufficient and relevant stakeholders have agreed to commit personnel.