

SUMMARY REVIEW OF PERFORMANCE TO DATE AND TARGETS FOR 2008

A County Development Board process commenced in South Tipperary at the beginning of 2000. The process aims to achieve greater public and community service co-ordination and integration at county level. The relevant agencies and organisations set an overall shared vision for the economic, social and cultural development of the county and agreed to implement a series of actions under four programme groups as laid out in a County Strategy published in April 2002. The County Strategy is implemented by member organisations. The South Tipperary County Development Board (CDB) has produced two annual progress reports (2002 and 2003). Following a Government request to review the implementation of the CDB Strategy and to state priority actions for the 2005-2008 period, this publication is effectively a five year progress report.

At the core of the County Development Board's vision is the need to improve public and community services by service co-ordination and integration.

As outlined in the 2003 CDB annual report, four consecutive phases of collaboration can be identified:

Phase 1	Networking	<i>Meet, Talk and Tell</i> (each other what they are doing)
Phase 2	Co-ordination	Meet, talk and tell (each other what they are doing) <i>and consider others before they plan/act</i> i.e be aware of mutual complementarity . This phase needs agencies to share in decisions concerning changes.
Phase 3	Co-operation	Meet, talk and tell and consider others <i>and jointly plan and see potential for partnership approach</i>
Phase 4	Collaboration	Meet, talk and tell, consider others, jointly plan and see potential for partnership approach <i>and develop partnership projects with shared vision, risks, responsibilities and structures</i>

Any of the four phases may be appropriate depending on the action. The 71 actions in the South Tipperary County Strategy, which have already commenced or been completed, are classified in the table below.

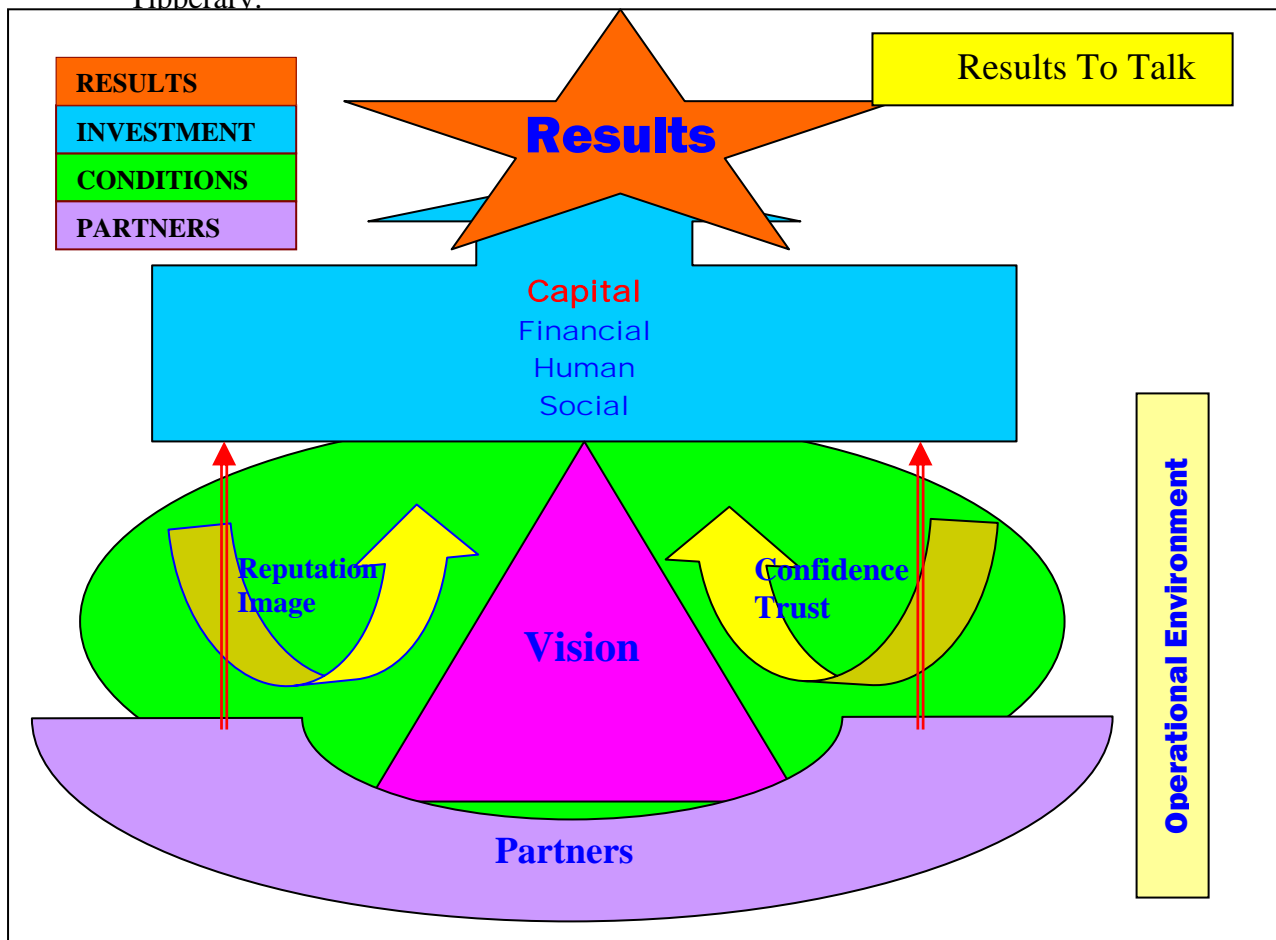
Programme	Commenced actions	Networking	Co-ordination	Co-operation	Collaboration
Economic	24 of 28	5	2	6	11
Social	17 of 20	1	1	2	13
Cultural	12 of 12	2	2	4	4
Local Agenda 21	18 of 19	3	2	5	8
Total Actions	71 of 79	11	7	21	36

By mid 2005 more than half the CDB actions being implemented are at the highest phase of service collaboration (up 15% in eighteen months from the end of 2003). The highest two phases of collaboration account for 80% of CDB actions (which is up from 64% eighteen months earlier). Since 2003, both the quality and the quantity of actions in the CDB Strategy have increased in South Tipperary.

The context for service collaboration has improved. There has been a consistent pointer towards co-ordination in the roll out of new national policies/strategies and in the evaluations/reviews of existing plans and strategies. At county level, there has been a good experience of service collaboration and there is an increasing demand for more actions to be added to the County Strategy.

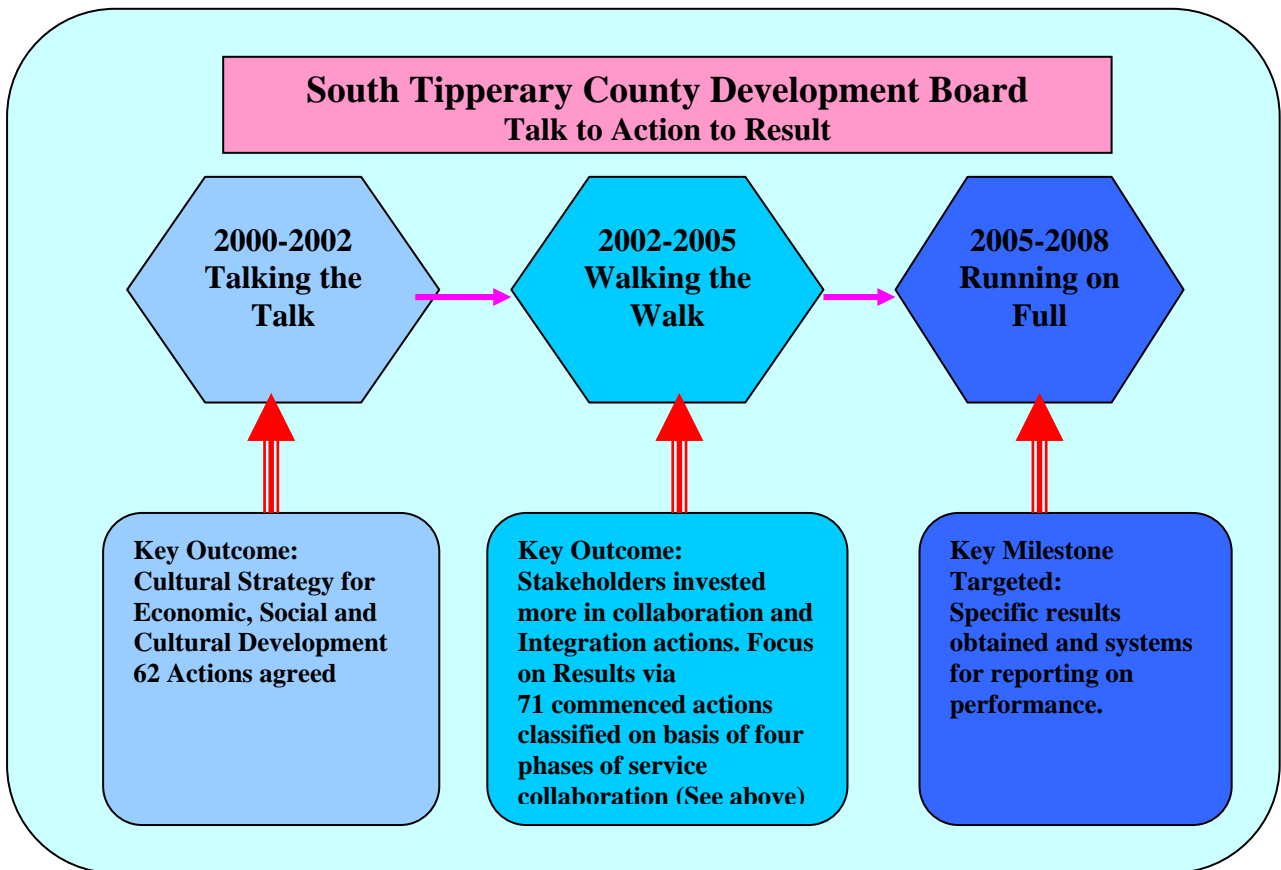
Service collaboration initiatives are resource hungry initiatives requiring value for money/cost-benefit type reviews to justify entry/continuation. This poses a challenge to measure the performance and outcomes of initiatives. During 2004, the Department of Social and Family Affairs provided expertise from the Sante Fe Institute (New Mexico) to South Tipperary County Development Board on using a results based accountability (RBA) approach to measuring performance and in time help make informed choices about the use of a limited resource base.

The RBA methodology provides a basis for ongoing review of moving from talk to action to results in improving the delivery of public and community services in South Tipperary.



Results depend on investment. Investment involves the placement of capital. There are three types of capital – financial, human and social. The pool of available capital depends on conditions in the operating environment, especially values such as reputation, image, confidence and trust between partners. The conditions in the operating environment are enhanced if the partners are competent and committed to appropriate levels of service coordination and integration.

Resources in the operating environment (money, staff and voluntary time) are likely to be greater and sustained where there has been inclusion in creating and sharing a vision for the future. Stakeholders are more likely to commit resources if they have been involved in the developing the vision, strategies to achieve the vision and priority actions. The process in South Tipperary to date is summarised in Figure 2.



The four programmes in the County Strategy have been reviewed from an RBA perspective and priority actions agreed for the 2005-2008 period.

Programme	Result being targeted	Grade	Comment	2008 target
Economic	Increase the competitiveness of South Tipperary for investment and for income generation	B +	2006 income target achieved by 2002	€1 billion investment delivered
	Provide the skilled labour supply to meet changing requirements	C	EU enlargement has assisted.	Fill 2000 potential jobs
	Increase economic performance of targeted sectors and grow entrepreneurship	D	Coordination resources now in place to deliver a better result.	300 additional jobs in sectors. South East - an entrepreneurial region.
Social	Social inclusion of seven target groups	B -	Coordination very challenging	Improved delivery of services to prioritised groups
	Social inclusion of target areas	C	Substantive areas of county without social inclusion local development services	All of county with social inclusion local development services
Cultural	Increase participation in cultural activity	C	Co-ordination gaps not resolved	Professional support for all four cultural sectors
	Investment in developing sustainable services and facilities	B +	Huge voluntary contribution to social and cultural infrastructure	Improve environment for voluntary sector investment
Local Agenda 21	Increase public and community participation in decision making	B +	South Tipperary Forum is making an excellent contribution	Effective public and community participation
	Ensure that sustainable services and facilities are delivered in South Tipperary	B	Good progress made	Redress gaps with sustainable services and facilities.
Overall	Improve delivery of public and community services	B	Good base established.	Deliver all the significant results.

The overall performance grade* of B for the CDB in the 2000-2004 period is justified by the excellent effort and significant investment of financial, human and social capital by the CDB members, with demonstrable improvements in service delivery and an increasing demand for more service coordination. (* Grading based on RBA method of accounting for performance, grades range from A+ to F).

Given the relatively short period of time (5 years) and the operating environment (“county level cannot go very far past where the central level wants it to go” – Fitzpatrick/ERM review of CDB strategies), a B grade is an outstanding achievement by South Tipperary County Development Board. But the CDB is committed to doing even better. Given the strong performance in some key result areas, some A minus grades are likely by 2008. Achieving A + and A grades would require a far higher proportion of the existing public resources coming to the county being made available via global grants. Global grants would enable limited resources to be targeted more efficiently at locally agreed priorities.

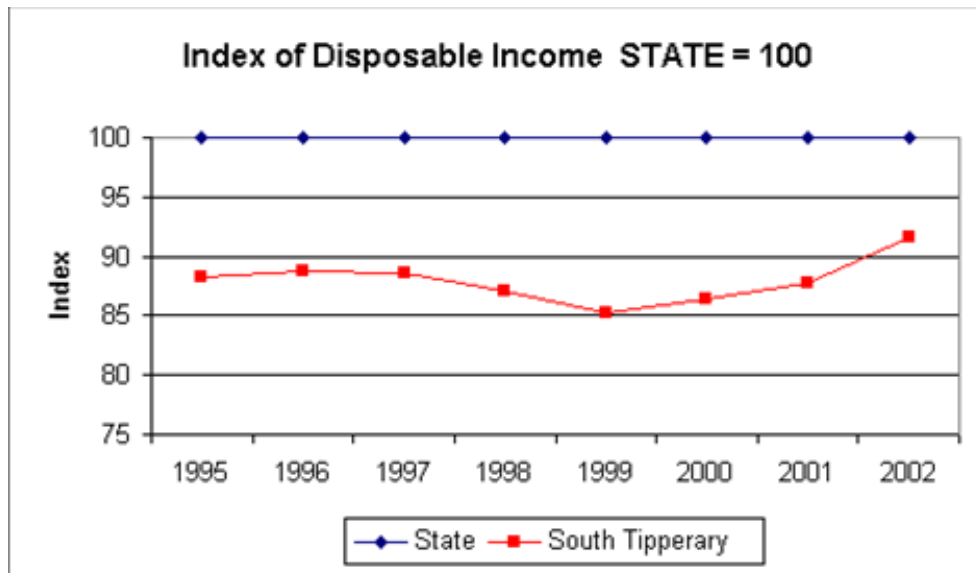
CDB County Economic Programme

Chair's statement (Ned O'Connor, Chair of the CDB Economic Programme Management Group)

The aim of economic activity is to deliver an income that will enable members of each household to enjoy a good quality of life.

There is a two year delay in obtaining data for the selected economic indicator (average per capita income as a percentage of the national average). The 2006 target (92%) set by the CDB when launching the County Strategy three years ago was almost achieved in 2002. The curve in terms of this indicator (see figure 3) has been turned and there is considerable confidence among the CDB economic stakeholders that when the data for 2003 and 2004 is available, it will confirm a positive trend towards the County's ultimate objective of attaining the national average.

Figure 3. Index of disposable income



	1995	1996	1997	1998	1999	2000	2001	2002
State	100	100	100	100	100	100	100	100
South Tipperary	88.2	88.8	88.6	87.1	85.2	86.4	87.7	91.6

data source/cso March 2005

There were a number of factors underpinning this confidence during the 2002-2004 period:

- ✓ The Irish economy remained competitive and the global economy performed reasonably well.
- ✓ South Tipperary as a county reacted positively to a threat contained in the National Spatial Strategy (non-inclusion of Clonmel as a hub). The local authorities committed to leading economic development in the county. Consensus emerged with all the other stakeholders on a County Spatial

Strategy which has attracted huge investment and has turned a threat into an opportunity taken. A process outcome is a co-ordinated rapid response inter-agency team to economic opportunities that is delivering results.

- ✓ The National Development Plan has invested considerably in the county and there has been a proactive approach to influencing national and regional partners to buy-in to the local economic development consensus.
- ✓ There is more substantive thinking and discussion on economic development arising from initiatives such as the National Enterprise Strategy (Forfás), Entrepreneurial Regional Workshops (Enterprise Ireland/Waterford Institute of Technology) and local area responses (Tipperary Town Think Tank Group, Slieve Ardagh Officials Group, Carrick on Suir Tourism Strategy Group, Cahir Economic Group, etc).
- ✓ Prioritisation of key actions in the implementation of the County Economic Programme.

There are currently 28 actions in the County Economic Programme and these actions combine to target three key result areas: investment, upskilling people and economic participation. The focus of the 2005-2008 action plan is to deliver on these three results and implement agreed priority actions:

- Delivery of at least €1 billion million investment in planned and proposed projects arising within the County Spatial Strategy.
- Providing a skilled labour supply for 2000 potential jobs.
- Growing and celebrating entrepreneurship.

Economic Result 1: Increase the competitiveness of South Tipperary for investment and for income generation

Indicator: Levels of investment (estimated that €2 billion of potential projects are in play at present). Data development action: Baseline to be established in 2005 of actual investment delivered during the year.

Indicator: Average per capita Disposable Income (data set two years behind)
Baseline: 1999 - €12,317 (85% of national average)
2002 data: €16,625 (91.6% of national average)

Story behind the baselines:

- County Spatial Strategy having a big impact in terms of local confidence.
- High level of low wage jobs based on a traditional dependence on primary and secondary production and on a low level of public sector/high value service jobs
- The population of the county is too small to attract and retain 'high flyer' companies
- Access to markets is too long (in particular journey time to effective airports)
- County is lagging behind in specific infrastructure such as broadband.
- A challenge going forward as set out in the Combat Poverty Agency strategy is to promote a fairer distribution of income and employment.

Partners:

Entrepreneurs, Investors, Venture capitalists, Unemployed, Social partners, Local authorities, South East Regional Authority, Enterprise agencies, Department of Education and Science, Third Level Institutes, Schools, County Childcare Committee.

Priorities (reset in 2003):

- ✓ High tech business park (led by Co Council with IDA Ireland and Tipperary Institute)
- ✓ Decentralisation of more public service Jobs
- ✓ Targeting investors in specific sectors (hotels)
- ✓ Targeting investors in specific locations (Carrick on Suir, Tipperary Town, Cahir and Cashel)

Review of progress in implementing the County Spatial Strategy to the end of 2004:

	Quantity	Quality
Effort	Responded to threats, promoted opportunities and responded to requests from investors, entrepreneurs, existing companies via interagency groups in specific locations, an information unit, a hotel unit and a public affairs unit.	Co-ordinated approach in implementing the County Spatial Strategy. 100% agency consensus on priorities. 50% success rate on decentralisation submissions.
Effect	1000 job project secured by Guidant (Ireland). 10 hotel projects at planning and build stage. €1 billion investment proposals in Tipperary Town/Limerick Junction. €1 billion investment proposals in other locations throughout or adjacent to the county. Clonmel a de-facto hub in the regional planning guidelines and the strategic importance of Limerick Junction as a Euroroute hub acknowledged. Cashel by-pass complete. Broadband fibre network in Clonmel.	Agencies getting better results via prioritisation, consensus and networking.

How is the county doing on the most important measures?

South Tipperary is doing well (Grade B+) on the priorities set in 2003 in the County Spatial Strategy. But there is still a major challenge ahead in realising the investment

potential that has already been animated by both macro factors and local service coordination factors.

What works, what could work, to do better than the baseline?

While the current approach is working well, there is a need to widen the scale and scope of what can be achieved via an integrated approach to local economic development. Particular areas for attention in 2005-2008, in addition to the existing priorities, will include the delivery of broadband services and alternative energy projects.

2005 – 2008 Priorities -Economic Result 1: Delivery of circa €1 billion investment in planned and proposed projects arising in County Spatial Strategy (Investment to be delivered).

- Alternative energy: (Windfarms - €30 million, Biogas - €2 million)
- Broadband: Carrick on Suir, Tipperary Town/Limerick Junction, Cashel, Cahir, an open access broadband backbone to rural areas of County, rural and group broadband schemes (€18 million)
- Business parks: Ballingarrane, Clonmel, Carrick on Suir, Cashel, Cahir, Fethard (€74 million).
- Childcare: County Childcare Strategy (€1million)
- Decentralisation: Tipperary town (200 jobs delivered, €4.8 million)
- Hotels: Limerick Junction, Cashel, Clonmel, Carrick on Suir (€50 million).
- Private housing: 897 units, €197 million investment.
- Rail: Euroroute hub - Limerick Junction (€3.5 million Park & Ride facility, €6 million upgrading passenger facilities)
- Roads: N8 Cashel-Mitchelstown, Eastern by-pass of Cahir (€300 million and €16.95m improvements and maintenance of national and non national roads).
- Slieve Ardagh: (€39 million)
- Town centre commercial and ancillary development: Site assembly and development in Clonmel, Tipperary Town, Carrick on Suir, Cashel and Cahir (€12.5 million)
- Water/Wastewater: (€75 million).

Economic Result 2. To ensure that South Tipperary can provide the skilled labour supply to meet the changing requirements of employers in the county and surrounding catchment areas.

Indicator: Live Register Figures

Baseline: December 1999: 4,318 (cso)

December 2004: 3,411 (cso)

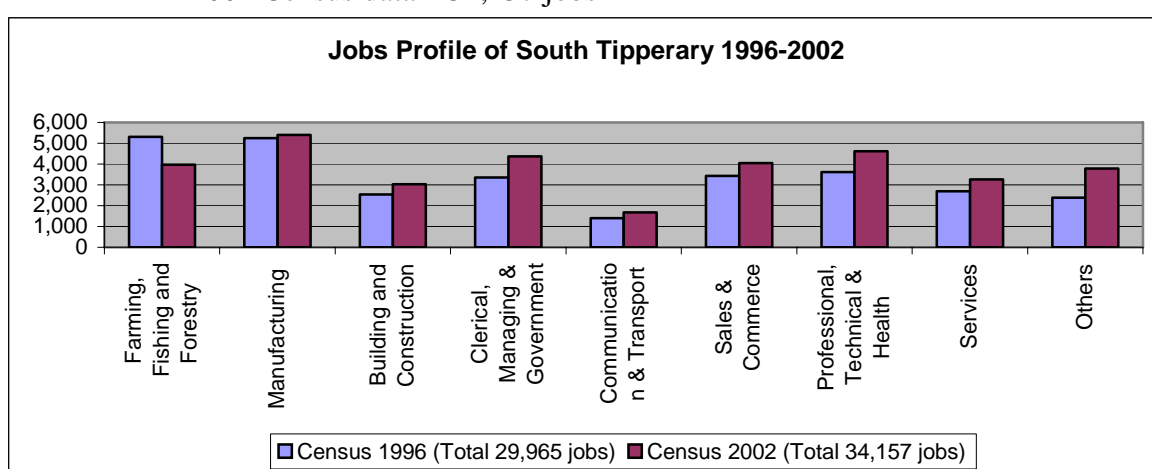
Indicator: Number of people upskilling:

Baseline: (Data needs to be developed from 2005 for numbers upskilling by category – employed, underemployed, and unemployed).

Indicator: Jobs profile of the County:

Baseline: 1996 Census data – 29,965 jobs

2002 Census data – 34,157 jobs



Story behind the baselines:

- ✓ As Ireland has moved from being a developing country to a developed country, the job profile has changed and the number of new jobs being generated has increased.
- ✓ With regard to the changing job profile, it is estimated that 80% of the existing workforce will be working in ten years time but many of them will need new skills.
- ✓ One company, Guidant require 1000 additional workers between 2005 and 2010.
- ✓ The numbers on the Live Register have fallen. An 11.36% fall was recorded between December 2003 (3,848) and December 2004 (3,411).
- ✓ TEAGASC led action is targeting those underemployed in agriculture.
- ✓ Expansion of the EU has enabled significant numbers of workers from new member states/accession states of the EU to join the South Tipperary labour force.
- ✓ Further migrant, as well as returning emigrant labour, will be required to help address the tightening labour market during 2005-2008.

Partners:

FÁS, TEAGASC, Department of Social and Family Affairs, Tipperary SR Vocational Education Committee, South East Regional Authority, Employers, Unemployed, RAPID programmes, Education Networks, Partnerships, LEADER, Jobs Clubs, Local Employment Service, Social partners, Local authorities, Enterprise agencies, Department of Education and Science, Third Level Institutes, Schools.

Review of progress of Result Area 2 - County Upskilling Strategy to the end of 2004:

	Quantity	Quality
Effort	<p>Targeted unemployment, underemployment and upskilling among the existing workforce via FAS-DSFA Employment Action Plan, TEAGASC programmes, SERA/FAS led regional employment strategy and CDB Officials 'Task Force type' response to significant job loss announcements in County.</p> <p>Targeted actions at increasing the workforce by attracting professional/technical staff and former emigrants.</p> <p>Targeted actions at upskilling the owners and managers of enterprises.</p>	<p>Seamless delivery of training interventions because of multi-partner and service co-ordination processes.</p> <p>Successful regional approach to employment strategy development and implementation.</p> <p>Proposed actions in the County strategy were not successfully implemented. Migrant labour met much of the increased demand for labour.</p> <p>Relatively low take up of opportunities by managers or by the stakeholders in the CDB. Many sectors excluded from participation because of regulations regarding public supports. One successful regional initiative – ENACT.</p>
Effect	<p>4192 extra jobs in county in 2002 as against 1996.</p> <p>Drop of 707 on live register between December 1999 and December 2004</p> <p>1204 persons placed in employment /education/ training. 230 workers who lost jobs facilitated to take up preferred work/training/self starter options. 196 persons with disability supported. 1047 people referred to FÁS by DSFA. 834 interviewed.</p>	<p>14% growth in jobs in the county</p> <p>16.37% reduction in live register</p> <p>70% placement from FÁS interviews</p>

	<p>1764 posts notified to FÁS.</p> <p>445 participants completed stage 1 of the TEAGASC opportunity programmes.</p> <p>3318 (per year) involved in VEC adult and continuing education programmes (includes 360 migrant workers getting English language tuition).</p> <p>Regional employment strategy agreed and being implemented.</p> <p>HR action lapsed and returning emigrant action unsuccessful and dropped.</p> <p>3 companies upskilled through ENACT</p> <p>99 owner/managers trained through enterprise development programmes.</p>	<p>Almost 50% of farm families (213) also completed stage 2 and produced individual action plans.</p>
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How is the county doing on the most important measures?

Macro factors such as EU enlargement have increased the size and the skills base of the workforce. Service coordination initiatives have worked reasonably well (Grade C) in responding to direct opportunities and threats with the existing workforce. A County Upskilling Strategy has emerged from a review of services to the unemployed (done in conjunction with the County Social Programme). FÁS has agreed to lead the County Upskilling Strategy, which will be part of the Economic Programme during the 2005-2008 period.

What works, what could work, to do better than the baseline?

It is estimated that 83% of business entrepreneurs are not clients of the main enterprise agencies represented on the CDB. Many of these entrepreneurs have small businesses with limited resources (time, finance, age) for upskilling or growing their businesses. The TEAGASC/Farming Pillar approach in promoting the opportunities in farming programme to a group of entrepreneurs with similar profiles has been quite successful (has had an estimated 44% penetration to date). A similar service coordination approach between the Business pillar and relevant CDB members may help the county do better. A priority action on service provision to migrant workers has been included in the Social Programme's action plan for 2005-2008.

2005 – 2008 Priorities -Economic Result 2: Providing a skilled labour supply for 2000 potential jobs (Budget).

- Interagency group led by FÁS driving the County Upskilling Strategy (600 people to benefit from FAS initiatives, €750,000)
- Information system on emerging employment and promotion of employment opportunities(€20,000)
- Delivering recommendations in the regional employment strategy - Competency Development and One Step up FAS Programmes (400 people, €650,000), Tipperary (SR) VEC Back to Education initiatives (8000 + beneficiaries, €4,475,376)
- TEAGASC Opportunity for farmers programme (400 new participants, €150,000), Horse Production Training – (75 people, €28,125)

Economic Result 3. Result: To increase the economic performance of targeted sectors (tourism, food and equine) and to grow entrepreneurship.

Indicator: Overseas Tourism revenue in South Tipperary

Baseline: 1999 - €29m
2003 - €42m

Indicator: Equine employment
2003: 2,600

Story behind the baselines:

- ✓ South Tipperary has traditional strengths in heritage attractions, food production and in horse breeding. Three CDB members (South East Tourism, Tipperary LEADER Group and TEAGASC) agreed to lead actions to build on these strengths as part of the County Economic Programme.
- ✓ Tipperary (South Riding) County Enterprise Board has supported a schools entrepreneurship competition. During 2004, the business pillar led by the Chambers of Commerce, agreed to lead an entrepreneurship celebration action. Enterprise Ireland, along with Waterford Institute of Technology, also agreed to lead an action on developing an entrepreneurial region.

Partners:

Business Pillar, County Tourism Committee, Enterprise Ireland, Enterprises, Farming Pillar, FAS, LEADER companies, South East Regional Tourism Authority, TEAGASC, Tipperary SR County Enterprise Board

Review of progress in implementing the County Economic Participation strategy to the end of 2004:

	Quantity	Quality
Effort	Tourism marketing service coordination within South Tipperary, within County Tipperary and within the South East Region. Tipperary Holiday	Coordinated approach on tourism marketing has accommodated links with North Tipperary and inter-regional co-operation between SERTA and Shannon Development.

	<p>Guidebook produced annually and promoted nationally and internationally. New Brand/Logo developed.</p> <p>Food strategy agreed. A directory of Small Food Producers and “A Guide to setting up a Small Food Business” have been produced.</p> <p>Business Pillar led South Tipperary Entrepreneurial awards.</p> <p>Private and community sector development of enterprise spaces in Cahir, Carrick on Suir, Clonmel, and Tipperary Town. Promoting and filling enterprise space in the county.</p>	<p>Preparation of the food strategy proved to be more complex than envisaged. Implementation of the strategy commenced in 2004.</p> <p>Very successful action in celebrating enterprise and in encouraging service coordination between business pillar members and education/enterprise bodies.</p> <p>Formal service coordination approach to supporting micro-enterprises lapsed but elements arising from Town Economic Plans are being implemented.</p>
Effect	<p>168 South Tipperary members of SERTA in 2004. Represented at 55 trade and consumer events in 12 countries. Members participated in 3 new regional promotional publications and new County Tourism Map.</p> <p>7 food companies participated in a joint marketing initiative and in a training initiative.</p>	<p>County had highest per capita spend per overseas visitor in the South East Region, €11 per person in 2003.</p>

How is the county doing on the most important measures?

Overall, there has been a poor service co-ordination performance (Grade D) in helping to increase the output of the sectors targeted in the County Strategy. The County Tourism Committee is operating well, but has limited resources which are focused on marketing. Top quality guidebooks have been produced and there is professional presence from the county at national and international promotions. Hotel development is targeted as part of the County Spatial Strategy (economic result 1). There have been delays in progressing actions on the food and equine areas.

What works, what could work better to do better than the baseline

There has been a significant challenge to provide the necessary coordination resources. As reported earlier, there has been progress with regard to increasing hotel

accommodation in the county. Coordination resources for the food and equine actions have been put in place for 2005-2008. The South Tipperary Enterprise Awards were very successful in celebrating entrepreneurship. Growing the number of entrepreneurs remains a formidable challenge. Enterprise Ireland and Waterford Information of Technology have submitted a proposal for EU funding to create an entrepreneurial region. If the bid is successful, the action arising will help to improve the entrepreneurial baseline in South Tipperary.

2005 – 2008 Priorities - Economic Result 3: Growing and celebrating entrepreneurship (Budget).

- Tourism: Marketing and promotion (€180,000)
- Food: Information guides, databases and supports (€200,000),
- Equine (€20,000):
- Creating and developing an entrepreneurial region (€1,134,000)
- Celebrating Entrepreneurship: Local competition (€120,000).

Economic Programme example: 1000 jobs - service coordination brings real results

1000 new jobs were announced for Guidant Corporation, Clonmel in June 2004. This announcement was the successful culmination of a significant service coordination effort in the county.

The starting point for this story started in January 2004 with Guidant preparing for an expansion in production. From Clonmel's point of view, this was a project to be worked for and won; it was not an automatic selection. The company identified a number of potential sites around the globe. It was then up to the local drivers of each local economy to prove that they could deliver on the infrastructure, skilled personnel, housing and other services needed to attract the investment.

The IDA, South Tipperary County Council and Forfás led up an intense data gathering exercise in liaison with the local Guidant management. Other CDB members including FÁS, Tipperary Institute and the County Enterprise Board provided data. Contact with Government Departments, National Roads Authority and other infrastructure providers generated more relevant data.

Under serious time pressure, service coordination paid off. Cooperation between agencies and within agencies speeded up the process. Everyone worked to ensure that the investment was made in Clonmel. Everything that was to happen in the next few years was logged and brought together. Data sets relevant to the project were prepared which fully represented the case for Clonmel.

The IDA made a presentation showing that Clonmel was more than capable of supporting the Guidant investment. South Tipperary is a dynamic county that was committed to working with Guidant to make the expansion a success. South Tipperary and surrounding areas would support the investment.

There was a nail-biting wait before Guidant Corporation in the USA selected its Clonmel plant for further expansion. In addition to grant aid support the real issues were infrastructure, available skilled personnel and services.

The building of the new plant is ahead of schedule and well on the way to completion. Some recruitment has taken place already with a main recruitment drive to coincide with the opening of the new plant before the end of 2005.

CDB County Social Programme

Chair's statement (Fionuala McGeever, Chair, Social Inclusion Measures Working Group)

One of the Government's objectives in establishing County Development Boards was to co-ordinate services at the point of delivery to the citizen. Service co-ordination and integration is very important especially where citizens experience multiple forms of exclusion and disadvantage. There is significant evidence of the concentration of poverty caused by failure at school, re-enforcing low levels of self confidence and skills development and leading to dependent life choices (access only to low paid jobs, with probable long periods of unemployment).

Government initiatives following the establishment of CDBs, such as the School Completion programme, establishment of regional Department of Education offices, the RAPID programme and local development group cohesion, have created a good context for inter-agency co-operation in targeting resources to disadvantaged groups.

Since 2003, the Social Inclusion Measures Working Group (SIM) has been prioritising issues/target groups. SIM has carried out service reviews on the needs of Travelling Community, those at risk of Early School Leaving, those at risk of Anti-Social Behaviour, the Disabled Community, and those Unemployed or at risk of becoming unemployed. Following the service reviews, specific inter-agency groups have been implementing workplans to address the main gaps/weaknesses in services.

Many of these service gaps/weaknesses have proved intractable over the years. While service co-ordination seems an obvious solution, the process itself is a new way of working for many CDB members/associate members. Considerable time is required to clarify the rules/authority of engagement between diverse bodies on very sensitive issues, many of which are statutorily regulated. The development of protocols to govern inter-agency activity has emerged as a key need for the 2005-2008 action plan.

Despite the challenges, there have been significant achievements by the inter-agency groups. As outlined under the economic programme, there has been a significant decrease in live register figures in the 1999-2005 period. There has been a seamless introduction of the Government's RAPID programme and since 2002 almost €6 million has been secured by RAPID endorsed projects. Inter-agency groups have committed additional resources to address agreed priorities (resolving Traveller accommodation blockages, preventing early school leaving and reducing anti-social behaviour). The performance of the implementation of the County Social Programme to date has, in turn, created a demand for more service reviews and during the 2005-2008 period, SIM will carry out additional service reviews on the elderly, migrant workers, refugees/asylum seekers and those at risk of rural isolation.

By June 2005, there were 20 actions in the County Social Programme. The actions combine to target two key result areas - the social inclusion of targeted groups and the social inclusion of target areas. These two key results areas/priorities in the 2005-2008 are outlined in the next sections.

Social result 1: Social Inclusion of Target Groups

Indicators:

Target Groups	2002 (data)	2003 (data)	2004 (data)	Comment
Unemployed	3686 (June)	3917 (June)	3882 (June)	(3278 on live register in April 2005)
Lone Parents	1165	1306	1527	Number in receipt of lone parents allowance
Travellers	101 (families)	100 (families)	115 (families)	Drop from 11 to 4 on roadside
Asylum seekers and refugees	83 (Jan)	52 (Jan)	112	85 in Carrick on Suir
Elderly at risk	1504	826	1050	
Disabled	1421	1353	1024	
Children in care	146	103	106	
Other Welfare allowances	2667	2559	2715	Numbers in the key rent supplement area actually increased from 1001 to 1097.
Smallholder	949	866	845	

Story behind the baselines

- ✓ South Tipperary economy is performing well.
- ✓ Service reviews of priority target groups commenced in 2003.

Partners:

Community Development Projects, Community Partnerships, County Childcare Committee, Family Resource Centres, FAS, Government Departments (Community Rural and Gaeltacht Affairs, Education and Science, Environment and Local Government, Justice Equality and Law Reform, Social and Family Affairs), Garda Siochana, Health Services Executive, LEADER companies, Local authorities, South Tipperary Forum, Travelling Community, Unemployed, Tipperary SR Vocational Education Committee, Youth Services.

Priorities set for 2002-2004:

- Traveller accommodation
- Early school leaving
- Disabled access

- Unemployed (addressed jointly in targeting key result area 2 in the economic programme)

Review of Progress on social inclusion of target groups

	Quantity	Quality
Effort	<p>Four SIM target group service reviews</p> <p>County Education Forum</p> <p>Traveller accommodation output plan 2004-2007</p> <p>Six target group actions with inter-agency teams (childcare, drugs, early school leaving, Traveller accommodation, women at risk of violence, youth services)</p>	<p>Four action plans arising from service reviews being implemented.</p> <p>€3.4 million per year is provided in grant support to third level students from the county.</p> <p>Main disability action yet to commence</p>
Effect	<p>New services targeting those at risk of social inclusion –</p> <p>2 school completion programmes.</p> <p>Garda Diversion project.</p> <p>3 community based drugs initiatives.</p> <p>4 family resource centre services.</p> <p>Three tenant liaison officers.</p> <p>Community education facilitator.</p> <p>Childcare and childminding development services.</p> <p>New facilities – Cuan Saor, 3 community houses, 4 family resource centres, National Learning Network.</p> <p>New Information initiatives:</p> <p>Directories of services to the Travelling Community.</p> <p>Directory of services to the Disability Sector.</p> <p>Directory of community training provision.</p> <p>2 disabled accessible hackneys in the county.</p>	<p>Capacity to engage in inter-agency work being increased (and includes personnel, volunteers from all partners) and there are significantly better resources to support the engagement and provide better information to target groups.</p> <p>The capacity within agencies to deal with those at risk on social exclusion has also improved through networking initiatives such as the Local Government Anti-Poverty Learning Network</p>

How is the County doing on the most important measures

SIM has developed a strategic capability which is working well (Grade B minus) and has created a good platform (image and reputation) for service coordination in targeting agreed priorities.

What works, what could work to do better than the baseline

Traveller accommodation

There are two difficult challenges in achieving Traveller accommodation targets. The most difficult challenge is creating an environment of good community/Traveller relations. The main Traveller inter-agency action in the County Social Strategy is attempting to address the second difficult challenge – determining the type of accommodation that provides the best fit solution for each Traveller family. Addressing this second challenge has posed a major dilemma for the engagement of the Travelling community and local development companies as it may require levels of information sharing between agencies with which the target group is not comfortable. Protocols on inter-agency information sharing are currently being developed and will be informed by the Data Protection Act. If the accommodation best-fit solution challenge is met by 2008, then the more difficult challenge will be targeted in co-operation with South Tipperary Forum.

Preventing early school leaving

The school completion programme is a very important initiative as it seeks to prevent school leaving in a holistic manner. Currently, the programme is available in a limited set of schools in two urban centres in the county.

The establishment of a regional office by the Department of Education is also a most welcome and effective service development. The regional office is leading South Tipperary's education priority.

Disability access

It is clear from the South Tipperary experience that coordination is a critical resource. In 2003, SIM decided that some major actions would not be advanced until a co-ordinator was in place. A critical action with regard to disability access has not commenced for that reason.

2005-2008 Priorities: Social Result 1: Social inclusion of target groups (Budget)

- Preventing early school leaving (€1,668,913)
- Traveller accommodation (€3,200,000)
- Cashel becomes a gold standard disabled accessible town (€200,000)
- Elderly services review (€10,000)
- Migrant Workers services review (€10,000)
- Refugees/Asylum seekers services review (€10,000).

Social result 2: Social Inclusion of Target Areas

Indicator: Proportion of the population of county covered by a local development social inclusion services

Baseline 2000: 32.6%

2004: 42.7%

Story behind the baseline

- ✓ Parts of South Tipperary have no local development social inclusion services. The lack of local development services is a major issue when new challenges are being confronted (for example, responding to asylum seekers being placed in Clogheen). New Family Resource Centre services have been established in Cashel and Slieve Ardagh.
- ✓ New government initiatives - RAPID and CLAR are bringing additional resources to some of the more disadvantaged areas of the county.
- ✓ Major gaps remain especially in Fethard and Cahir.

Partners:

Community Alert, Community Development Projects, Community Partnerships, County Childcare Committee, Family Resource Centres, Government Departments (Community Rural and Gaeltacht Affairs, Environment and Local Government, Social and Family Affairs), Garda Siochana, Health Services Executive, LEADER companies, Local authorities, Muintir na Tire, Probation Service, RAPID Area Implementation Teams, Residents Networks, South Tipperary Forum, Tipperary SR Vocational Education Committee, Youth Services.

Priorities (2002-2004):

- Safety and Security
- Implementation of RAPID
- Support to/extension of local development company services

	Quantity	Quality
Effort	<p>Review of safety and security issues and services.</p> <p>Preparation and implementation of three RAPID plans (Voluntary effort estimated at 2070 hours, statutory effort at 1500 hours).</p> <p>Responses to CLAR initiatives.</p> <p>Bids to extend local development services.</p>	<p>Implementation of action plan and consensus on crime prevention submissions and actions.</p> <p>Excellent local agency/community buy-in and commitment to RAPID.</p> <p>Excellent networking among and leadership from the local development sector.</p>
Effect	<p>Garda crime prevention design design unit commenting on planning proposals for new estates</p> <p>€ million to RAPID endorsed</p>	<p>Interagency collaboration is leading to considerable success in attracting</p>

<p>projects.</p> <p>€406,000 to CLAR projects.</p> <p>Two additional areas (Cashel and Slieve Ardagh) with local development social inclusion type services and additional resources in the Carronreddy area of Tipperary Town as well as a renewed Tipperary rural Travellers Project,</p>	<p>resources.</p> <p>Still significant areas without social inclusion local development services</p>
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How is the County doing on the most important measures

South Tipperary is doing well especially where there are local development social inclusion services but there are large parts of the county without these services (Grade C). The RAPID programme, in particular, is being successfully implemented. A major gap is the incomplete coverage of the county with social inclusion services.

What works, what could work to do better than the baseline.

The interagency/community approach is working well in addressing issues that give rise to anti-social behaviour. A similar approach is working locally in RAPID and has been enhanced by a greater focus on deliverable investment opportunities developed by the Minister of Community Rural and Gaeltacht Affairs.

2005-2008 Priorities - Social Result 2: Social inclusion of target areas (Budget)

- Implement the RAPID plans (€12 million)
- Sustain existing local development services and extend their remit to the whole county (€5,902,196)
- Service review on Rural Isolation (€10,000).

Social Programme example of service integration: Tenant Liaison Officers

Three Tenant Liaison Officers (TLO) operate in South Tipperary. Tess Collins is the South Tipperary County Council TLO, Tadg Browne is TLO with Clonmel Borough Council and Catriona Crowe is TLO with Tipperary Town Council.

Local residents and community groups are very supportive of the role of Tenant Liaison Officers especially in relation to the following key functions:

- Supporting communities to deal with anti-social behaviour issues;
- Developing systems for tracking and monitoring incidences of Anti-Social Behaviour;
- Mediating and facilitating on sensitive neighbourhood issues;
- Liaising with key agencies on the ground and fostering a greater sense of partnership;

- Bridging the distance between local authorities and residents;
- Fast-tracking channels of communications between the local authority, residents and other agencies.

Tipperary Town RAPID Community Representative, Jean Nelson, welcomes the role of Tenant Liaison Officer “as being very valuable in helping to establish residents groups and giving support where needed. Because of the development of the thriving networks – at County and local town level – this has led to much improved communications between and among residents, communities and key agencies. Tenant Liaison Officers have long been needed, and seeing the benefits locally, we must ensure this role continues into the future.”

Tess Collins, South Tipperary County Council TLO, believes that “residents now have a greater opportunity to be confident in bringing cases of anti-social behaviour to the attention of the local authorities and are more positive for a lasting outcome through a programme of social supports”.

These supports are primarily delivered through recent Anti-Social Behaviour policies and procedures and also the Second Chance Programme that was rolled-out in 2004. The Second Chance Programme is an inter-agency initiative offering relevant social supports to local authority tenants, enabling them to remedy behaviour issues that are of concern to local communities. The programme has formalised links between the local authority, An Garda Síochána and key support agencies. It is projected that up to 60 individuals/families will engage with the Second Chance Programme in the coming year.

Other TLO targets for the year ahead include:

- sustainable development of 60 Residents Groups across the county;
- ongoing support to consolidate 5 local area Networks of Residents Groups;
- facilitation of up to 400 people on pre-tenancy training courses for tenants;
- development of literacy-friendly tenancy information packs;
- Traveller-specific pre-tenancy information and training modules.

The RAPID Programme, at local and national level, has also placed a strong emphasis on the role of Tenant Liaison Officers as part of the ongoing prioritisation of Anti-Social Behaviour issues and sees the role of TLO’s role as complementary to the call for greater investment in the roll-out of Community Policing in local estates.

CDB County Cultural Programme

Chair's statement (Cllr Michael Fitzgerald, Chair of the CDB Cultural Programme Management Group)

Culture in a South Tipperary CDB context includes arts, crafts, heritage and sports/recreation.

In preparing the County Cultural Programme, the CDB laid particular emphasis on co-ordination in the delivery of cultural services and facilities in the county. The cultural environment in South Tipperary was described as a jigsaw that needed to be put together. Specific objectives focused on preparation and implementation of sectoral strategies co-ordinated by professional support officers; the enhancing of cultural provision and inclusion of minority groups.

There has been limited progress in delivering the objectives.

Strategies/plans have been prepared for Arts, Crafts and Heritage. A cultural providers group oversees co-ordination elements, and an Education and Outreach Group oversees the delivery of outreach services. These groups largely consist of the professional managers/senior staff among the main product providers. But the ambition to have professional support officers directly involved with the implementation of each sectoral strategy has been only partially achieved. There has been continuity of service from the Regional Crafts Centre, though the post of Manager has changed three times since the centre was opened in 2000. A part time Arts Facilitator has been in place since 2004. A Heritage Officer was in place for three years (2002-2004) but the functions of this Officer, especially the servicing of the Heritage Forum, are currently being delivered as additional roles of planning staff in South Tipperary County Council. Bids to resource professional support in co-ordinating the preparation and delivery of a sports/recreation strategy have so far been unsuccessful, although Tipperary SR VEC has managed to get local stakeholders to participate in a shadow sports partnership and to commit resources to preparing a sports/recreation plan for the county.

In enhancing cultural provision, the sustainability of existing facilities and services remains a major concern. FAS initiatives have been the most important contributor to sustaining services. But there are challenges in clearing capital debts on some existing facilities. In Tipperary Town, for instance, the voluntary sector has facilitated €25 million investment over the past ten years in a social and cultural infrastructure but is still carrying €5 million debt on this infrastructure. Looking at the 2005-2008 period, the local authority recreation and amenity development contributions schemes have created a better environment for new capital investment, there is a new Rural Social Scheme which may help the cultural sector, and the value of FAS Community Employment Schemes as more than just a labour market measure is being recognised by the Government.

The main cultural providers have been active in targeting the inclusion of minority cultures in their programmes of work. The exhibition on the culture of the Travelling Community at the County Museum during 2005 was an important contribution to the cultural inclusion objective.

Since the launch of the County Cultural Programme in 2005, the most significant national cultural initiatives are the Official Languages Act and the newly developed policy for traditional arts. The most significant national decision that impacted locally was from Ceolthas Ceolteoiri Eireann. The Fleadh Ceol was successfully held in Clonmel in both 2003 and 2004.

There are currently 12 actions in the County Cultural Programme. The focus of the 2005-2008 action plan is to deliver on two result areas – participation in cultural activity and investment in the development of cultural services, products and facilities. A review of the Cultural Programme under each of these two result areas follows with the priorities set for 2005-2008.

Cultural result 1. Increase participation in cultural activity.

Indicator: Cultural spend in the county (proxy indicator):

Baseline 2000: €4,758,500

2004: €10,017,316

Story behind the baseline:

- ✓ Cultural sector largely dependent on non-dedicated and adhoc funding from a myriad of sources
- ✓ Strong voluntary contribution
- ✓ The Cultural Providers Group delivering additional outreach services.
- ✓ Limited dedicated professional support for the implementation of strategies/plans.

Partners:

Bru Boru, County Museum, Craft Granary, Excel, FAS, Gallowglass, Health Services Executive, Festival committees, LEADER companies, Local authorities, Schools, South Tipperary Arts Centre, Tipperary Joint Libraries Committee, Tipperary SR Vocational Education Committee, Tourism Product Providers, Voluntary groups

Priorities (2002-2004):

- Preparation of strategies and initial action plans
- Delivery of outreach services
- Inclusion of minority groups
- Consolidation of the cultural providers networks
- A diverse offering of cultural activity.

Review of progress

	Quantity	Quality
Effort	Arts/Crafts/Heritage strategies/plans agreed and being implemented Joint marketing plan to promote all cultural activity	Education and outreach providers group North-South county initiative – Rural Outreach Cultural Network

	<p>14 rural arts events/workshops</p> <p>Bid for national resources for a county sports partnership</p> <p>County Playground policy</p> <p>Exhibition on the living history of Travellers in South Tipperary.</p> <p>Arts used as a medium to interact with other cultures. Two events on celebrating minority cultures</p>	<p>Heritage Forum established</p> <p>Shadow sports partnership (12 agencies/partners) established which is preparing a county sports plan .</p> <p>Two initiatives in 2004 (RAPID and DEHLG)</p> <p>Good participation from the Travelling Community in the planning phase.</p> <p>South Tipperary Arts Centre project in Carrick-On-Suir with Refugee Children</p>
Effect	<p>26 communities getting outreach services (1831 adults and 2201 youths benefiting).</p> <p>6 communities impacted by rural arts network</p> <p>24 Youth and 7 Adults involved in CREATE Community Arts Project</p> <p>11 significant cultural events/festivals in county each year.</p> <p>8 participants in Refugee arts project.</p> <p>Website: www.southtipperaryculture.ie</p>	<p>Improvements in accessibility to cultural offerings</p> <p>Website has improved the information flows between and from cultural providers</p>

How is the county doing on the most important measures?

The voluntary sector continues to make a huge contribution in encouraging cultural participation. There has been some progress (Grade C) in delivering service coordination objectives through the co-operation of the main cultural product providers in delivering parts of strategies/plans.

What works, what could work to do better than the baseline?

Professional support, as evidenced by both a part time Arts Facilitator and the temporary Heritage Officer post, works in getting additionality from both the

voluntary and private product providers. The challenge facing the CDB is how professional support posts can be sustained on a full time and ongoing basis.

2005-2008 Priorities - Cultural Result 1: Increase participation in cultural activity (Budget)

- ❑ Implementation of the short to medium term actions in the County Arts Strategy (€200,000)
- ❑ Implementation of the short to medium term actions in the Heritage Plan (€186,632)
- ❑ Agreement on a sports and recreation plan and a 2005-2008 action plan (€60,000)
- ❑ Continued delivery of Regional Craft Centre services (€432,000)
- ❑ (In partnership with SIM) focus on migrant worker cultural inclusion (€5,000)

Cultural Result 2: Investment in the development of sustainable cultural services, products and facilities

Indicator:

Number of arts facilities per head of population: 1 per 2138 people.

Number of sports facilities per head of population: 1 per 1014 people.

Story behind the baseline:

- ✓ Historical investment in big products (Bru Boru centre, County Museum, Craft Granary, Tipperary Excel. Tirry Centre)
- ✓ Sustainability a key challenge as human resource requirement is made up of volunteers, FAS CE schemes and development/administrative staff resourced from turnover/annual grants.
- ✓ Development contributions scheme has brought over €1 million to date to new/upgraded cultural facilities.

Partners:

Cultural Product Providers, Local Authorities, Private developers, Schools, South Tipperary Forum, Tourism Product Providers, Voluntary groups.

Priorities (2002-2004):

- ❑ Increasing funding for appropriate new services/facilities at village/community level
- ❑ Addressing gaps in cultural infrastructure in Cahir, Carrick on Suir and Clonmel

Review of progress in implementing the cultural result 2

	Quantity	Quality
Effort	Voluntary sector in particular bidding for resources to build/expand cultural facilities and services. Amenity and recreation	Better funding environment with development contributions scheme additional to existing, FAS, LEADER, Arts Grants and Sports

	development contributions scheme Training plan for cultural providers. €20,000 LEADER funding for co-ordinated cultural service providers training programme.	Grants. Inter-agency consultation in advance of funding decisions. Good track record in securing funding for projects.
Effect	5 new craft products: (Wedding veils, felt artwork, Irish linen soft furnishings, dupion silk soft furnishings, handmade cards). €600,000 + allocated to cultural bodies from local authority development contributions scheme. €123,000 national funding received for playground development. €1,024,000 allocated from the national sports grants scheme to county.	Improved facilities for performance arts, visual arts, sports and recreation. Greater accessibility to cultural services and facilities.

How is the county doing on the most important measures?

South Tipperary is doing well (Grade B+). There is a huge voluntary contribution in developing/maintaining cultural services and facilities. The support environment locally has improved with the Development Contributions Scheme.

What works, what could work to do better than the baseline?

Local authority recreation and amenity grants are enabling many voluntary groups to deliver projects. This additional resource assists the local matching funding requirement for big projects. For smaller projects, it makes a big contribution.

There is a need to find solutions that will bring more certainty to cultural product providers meeting their working capital and annual operational costs. Much of these costs have to be met through voluntary fundraising. The volunteer contribution is finite and a key objective must be to reduce the amount of volunteer time needed for fundraising and increase the proportion of time in delivering services.

2005-2008 Priorities -Cultural Result 2: Investment in sustainable cultural facilities and services (Budget)

Performance Arts venue in Clonmel area (€2,500,000)
Playgrounds/play areas (€750,000).

Cultural Programme Example of Service Co-ordination: My Life - An outreach project developed by South Tipperary County Museum in association with the 'Changing Times Changing Ways' living history exhibition of Tipperary Travellers

Over the last century, the Traveller way of life as with almost every aspect of Irish life, has undergone huge changes.

'Changing Times Changing Ways' uses photographs and artefacts to give an insight into Traveller life and culture in Tipperary, within living memory. Travellers narrate aspects of their life past and present, through a specially commissioned DVD. Some of those who share their memories and insights are in their 80's and 90's, while others are from today's 'MTV generation'. Members of the travelling community, Kate and Ellen O'Reilly worked with staff of the Museum on both the content of the exhibition and in the construction of one of the exhibits. Along with this they provided paper flower making workshops for children over a number of week-ends.

The Health Services Executive were involved in the Exhibition through the Primary Health Care Project Co-ordinator Julie Fleming, and the Clonmel Traveller Action Group Mens Project Support Worker, Ruairi O'Caisleain. Joanne Perry working for the Department of Education as the visiting Teacher for Travellers was involved in the design of the exhibition.

The €34,900 funding for the project was provided from South Tipperary County Council Museum, St Stephens Green Trust, the Tipperary SR Vocational Education Committee and from the Department of Justice, Equality and Law Reform.

As a direct response to the main *'Changing Times Changing Ways'* exhibition the County Museum's Outreach Officer, Marie McMahon, also sought the involvement of local schools to give their slant on the changed life of children in 2005.

The 'My Life' project was devised to capture the essence of a child's life in 2005 (at home, at school or at play). Each child was given a disposable camera to capture aspects of their life that was special to them. This gave the viewer a unique insight into the loves and likes of children in our local society.

The project was aimed at primary schools that have a percentage of Traveller & multinational children in their school. It focuses on an inclusive understanding that, we are all different yet all equal. It also provided a positive forum in which to discuss similarities and differences in a variety of cultures. The final exhibition displayed large images of children enjoying life, titled and chosen by them. The children produced booklets & memory boxes that further illustrated their life. The age group that participated was aged 7 years to 11 years old.

In total the Changing Times, Changing Ways Exhibition attracted over 2,000 adults and 1,700 children.

CDB County Local Agenda 21 Programme

Chair's statement (Ciaran Lynch, Chair of the Local Agenda 21 Programme Management Group)

Agenda 21 is concerned with a long term commitment to building a more sustainable society. In preparing the County Local Agenda 21 programme, South Tipperary County Development Board concentrated on the themes of sustainable development; protection of the environment; the services infrastructure in the county; and community development.

Over the 2002-2004 period these themes have been combined into two key result areas: public and community participation in decision making; and the delivery of sustainable public/community services and facilities with an emphasis on social and environmental infrastructure. There are currently 19 actions in the County Local Agenda 21 Programme.

Some highlights of the delivery of the Local Agenda 21 programme include:

- ✓ South Tipperary Forum is an effective and independent community representative body which is an asset to all CDB members.
- ✓ CDB members such as the LEADER companies, Tipperary SR VEC and Tipperary Institute have worked closely with South Tipperary Forum to deliver a directory of training services, targeted training and development of volunteers and a pilot community planning process.
- ✓ The Youth Services have facilitated successful Comhairle na nOg processes.
- ✓ There have been substantive improvements in the delivery of rural transport services, citizen information services and waste recycling services.
- ✓ The South Tipperary Co Council website hosts a database of community services and facilities (myparish.ie).
- ✓ The local authorities have introduced a development contributions scheme, which has enhanced social and cultural infrastructure.

The 2005-2008 action plans aim to achieve further progress on the two key areas of focus – participation in decision making and the delivery of sustainable facilities and services.

Local Agenda 21 Result 1. Increase public and community participation in decision making

Indicator A: Civic engagement –

Turnout in 1999 local elections: 62.48%

Turnout in the 2004 local elections 64.68%

Indicator B: Civic capacity: Performance of the South Tipperary Forum

Baseline: 1999 - there were no community social partner representative posts

2005 - 39 community social partner representative posts filled on 25 Boards/sub-committees of the CDB, CDB members and other developmental stakeholders.

Story behind the baseline:

Public policy and public programmes generally evolve to resolve problems. Solutions must have two attributes: quality (solution can technically solve the problem) and acceptability (those affected by the problem must accept the solution).

The more complex the problem and the numbers affected by it, the more important the attribute of ‘acceptability’ in the decision making process on how to solve the problem.

The current paradigm in decision making, reflected in new structures such as County Development Boards, is the active engagement of social partners and the use of consultation processes that elicit the views of those materially affected by an issue. The application of the paradigm varies and depends on the combination of the following three factors:

- ✓ Extent to which the decision taking bodies consciously commit to public participation in decision-making.
- ✓ The capacity of the social partners to engage in the opportunity presented by engagement in decision-making
- ✓ The capacity and willingness of the general public to engage in the opportunity presented in decision-making.

Although not evident in the more recent South Tipperary figures, there has been a decrease in civic engagement at elections reflecting an increasing degree of public cynicism as to whether voting actually matters. But there has been a considerable increase in social partner representation at decision taking tables. Because the membership of social partner sectors are so diverse, there is an immense challenge to represent what may be varying and often, unknown views.

The following are the key partners in the Local Agenda 21 processes

General public, Target segments of the general public, Social partners, Local authorities, State agencies (Tipperary Institute, Tipperary SR VEC), Local development companies, South Tipperary Forum, Youth services.

(A gap in the current stakeholder involvement in CDB LA 21 programme actions targeting civic engagement is the limited involvement of the public sector).

Review of progress:

	Quantity	Quality
Effort	<p>Inclusion of community pillar (39 representatives – June 2005).</p> <p>Facilitation of consultative meetings.</p> <p>Training of community activists.</p> <p>Promotion of volunteering.</p> <p>Pilot action on civic engagement in planning in four communities.</p>	<p>100% representation and feedback via monthly executive meetings and bi-monthly newsletters.</p> <p>Good information on all the opportunities via a training and development booklet.</p> <p>Policy paper and two big employers at key conference.</p> <p>External facilitators resourced by LEADER Groups.</p>
Effect	<p>Bi-monthly information newsletters from South Tipperary Forum, 10 Information nights held, 39 consultation meetings facilitated.</p> <p>110 community activists trained.</p> <p>2 Community networks established (disability, historical and heritage societies).</p> <p>4 parishes planning project.</p> <p>Three Comhairle na nÓg's.</p>	<p>South Tipperary Forum is accepted by all CDB members as a valuable asset in the county.</p> <p>Planning project will help inform county submission to post 2006 national funding.</p> <p>Representatives of Comhairle na nÓg have submitted/presented reports to SIM in 2004 and 2005.</p>

How is the county doing on the more important measures?

South Tipperary is doing well (Grade B+) on the important measure of community engagement. The extent to which decision takers on the CDB encourage public and community participation in decision-making varies considerably. Each year brings significant improvements as South Tipperary Forum advises other CDB members on appropriate levels and the appropriate process (participation, consultation or information and communication) with regard to decision-making.

What works, what could work to do better than the baseline?

Four key areas in building the capacity of the community are emerging from the four parishes pilot project – administration, planning, volunteerism and structure.

The community sector in particular is so diverse as to accommodate groups that have completely opposing points of view. There can be tensions between special interest community groups and geographically based community groups. These tensions have been largely avoided for practical reasons as the South Tipperary Forum has had to address a huge growth in requests for community representation and for specific sets of information.

2005-2008 Priorities -Local Agenda 21 Result 1: Participation in decision making (Budget)

- ❑ Awaken the consciousness of decision takers to commit resources early and build the public sector's capacity to engage in public participation in decision-making (€10,000).
- ❑ Build the capacity of social partner representatives to articulate (what may be diverse) views (€150,000).
- ❑ Build the confidence and the capacity of the public to engage in decision making processes (€20,000).
- ❑ A specific priority action for 2005 is to invite and support community participation in the county submission to influence post 2006 national funding (€20,000).
- ❑ County Youth Forum (€20,000).

LA 21 Result 2. Ensure that sustainable services and facilities (with an emphasis on social and environmental infrastructure) are delivered in South Tipperary.

Indicator: (need to agree specific data requirement and obtain data for 1999 and 2004/5)

Baseline: (Changes – new rural transport services, extended citizen information services, extended recycling services, additional resources via the development contributions scheme).

Story behind the baselines.

- ✓ CDB structures provided the basis for personnel to interact with each other, inform each other of new initiatives, plan new initiatives and implement new initiatives.
- ✓ The sharing of knowledge about issues and challenges has led to a range of new services and services which have been largely accepted by the target populations.

Partners:

Citizen information centres, LEADER companies, Local authorities, Rural transport initiatives, South Tipperary Forum, Tipperary SR Vocational Education Committee, Youth services.

Priorities set in 2002:

- ❑ Increase budgets for facility provision
- ❑ Citizens information services (CIC)
- ❑ Local development company services
- ❑ Youth services
- ❑ Rural transport services
- ❑ Waste reduction services.

Review of progress

	Quantity	Quality
Effort	<p>Citizen information centre plan (new outreach services in Carrick on Suir).</p> <p>Local development company network – new services in Cashel and Slieve Ardagh.</p> <p>New services in Carrick on Suir (Neighbourhood Youth, Drugs worker) and Tipperary Town (Drugs worker).</p> <p>17 ring a link transport services.</p> <p>8 waste reduction initiatives.</p>	<p>County Tipperary approach backed by FAS Social Economy scheme.</p> <p>Network in process of planning for post 2006.</p> <p>Youth services co-operating in running Comhairle na nOg.</p> <p>Service co-ordination action emerged from CDB rural development group in 2000.</p> <p>Good links between local authority and social partners.</p>
Effect	<p>Secured €1 million locally in additional resources.</p> <p>24,598 queries responded to by CIC in 2004.</p> <p>8650 rural transport passengers.</p> <p>95670 tonnes of waste recycled (2001-2004).</p>	<p>My parish website with information on 657 groups.</p> <p>35% increase in CIC queries (2004 vs 2003).</p> <p>48% of three county services in South Tipp.</p> <p>35% less domestic waste going to landfill in 2004 vs 2003</p>

How are we doing on the most important measures

South Tipperary is doing well (Grade B) on the priorities set in 2002 with substantive additional resources for social infrastructure and an increase in related services. A

major challenge that the LDC Network is attempting to address is to ensure no geographical gaps in social inclusion service provision post 2006.

What works, what could work, to be better than the baseline.

The LA 21 wheel is a useful tool. However, from experience the tool is too embracing and includes areas of focus more appropriate to other structures within County Development Board processes. A variation of the LA 21 wheel could be developed based on the priority services/facilities targeted by the CDB members and on those services and activities that are particularly important in the development of sustainable communities and are not being addressed by other processes and organisations. The areas on which actions are focused may vary from those outlined below, depending on the structure of the revised wheel.

There is need to focus on annual priorities and consensus well in advance on what they are. In 2004, for example, there was considerable interest in playgrounds, but only one was added in that year. Play policies are in place and may provide a basis in future years. Broadband is another opportunity area that can be considered prior to 2008.

2005-2008 Priorities -(Local Agenda 21 Result 2: Delivery of sustainable services and facilities (Budget).

- Rural Transport services (€34,000)
- Citizen Information services (€1,556,000)
- Waste reduction, re-use, recycling initiatives (€3,246,963)
- Development Contribution supports (€4,000,000).

Local Agenda 21 example of service co-ordination: Increasing youth participation in decision making - Comhairle na nOg.

Three Comhairle na nOg were held in South Tipperary (June 22, 2004; October 5, 2003 and November 27, 2004).

The Comhairle are organised on an inter-agency basis by the two Regional Youth Services, Tipperary and Waterford, whose work covers the county. Each year a number of delegates c. 40-50 from schools and youth clubs throughout the county meet to debate issues of concern to them.

Delegates from the Comhairle have addressed the County Development Board's Social Inclusion Measures Group in the last two years. A report on the 2003 Comhairle was presented to SIM in February 2004 by Dail na nOg 2003 representatives, Triona McGrath and Stephen Harris, on the needs of young people. A committed consultation process and action on drink abuse were the priorities set.

In February 2005. Michael Mulvihill and Eric FitzGerald, representatives of the 2004 Comhairle na nOg addressed SIM on the following issues: Alcohol and Drugs; Safety and Security; Consultation of Young People; Ending Child Poverty; and Education.

SIM reviewed progress with regard to the issues raised by the Comhairle in April 2005.

- ✓ SIM members had supported the establishment process of a 'no name club' in Carrick on Suir.
- ✓ Knockanrawley CDP had provided training for security staff.
- The Safety and Security Partnership planned to review issues on street safety raised by Comhairle na nOg.
- Waterford Regional Youth Services Director, Eoin O'Neill presented a paper on Young People in Local Democracy which proposed three actions: Establishment of a South Tipperary Youth Forum, to meet 3-4 times a year, to plan the local Comhairle na nOg and elect representatives for Dail na nOg; provide training opportunities for young people in skills appropriate for decision making processes and structures; establishment of a Clonmel Youth Forum similar to that in Tipperary Town.
- There is no hostel at present to accommodate homeless youth in the county but both a men's and a women's hostel are planned for Clonmel.
- ✓ The issues raised regarding education have been referred by the regional office of the Department of Education and Science to the relevant national units.