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## **1. Foreword:**

### **Foreword – Chairperson, Cllr Tony McLoughlin**

As Chairperson of Sligo County Development Board it is my great pleasure to present to you Sligo County Development Board's Review of Performance for 2006-2008 along with launching the Board's Economic, Social and Cultural Priorities for mid 2009-2012.

This is the second review of the Board's overall Strategy for Economic, Social and Cultural Development 2002-2012. The process commenced in October 2008 and involved the Board and its Sub-Committees reviewing its strategic actions for the period 2005-2008. This resulted in documenting the significant multi-agency work which has been undertaken under the auspices of Sligo County Development Board. The outcome of the Review process has resulted in the Board focusing on the importance of collaboration between agencies and narrowing its focus to a limited number of Strategic Priorities and actions to be delivered from mid 2009-2012.

The importance and value of County Development Boards is increasingly recognised by the Government as the forum for the delivery of integrated public service delivery at county and local levels. In developing its future priorities during challenging times, the County Development Board also take into account the need to focus on practical, collaborative actions at local level. It also however recognizes the importance of the Board in maintaining an overall strategic focus in order to achieve the vision which it set out for Sligo in 2002. This was to develop **“Sligo as a place with vibrant cultural and commercial activity, a thriving urban centre, dynamic and safe urban and rural communities, a strong sense of civic pride and a superior quality of life”**.

By participating in the comprehensive review process I have to acknowledge the vast array of talent and commitment of the Board members to work together for the benefit of all of the citizens of County Sligo. I would also like to pay tribute to the Director of Services, Community & Enterprise and her staff for guiding the Review process. This Review marks the road map for the final period of the Board's 10 year strategy which culminates in 2012.

I look forward to working with my fellow members on the County Development Board to deliver the strategic priorities and vision of the strategy and to implement our Action Plan over the next 3.5 years

**Cllr Tony McLoughlin**

**Chairperson**

**Sligo County Development Board**

**Message from the Former Chairperson,  
Cllr Jim McGarry (2005-mid 2009)**

In reflecting on my term as Chairperson of Sligo County Development Board for the last number of years I would like to pay tribute to my fellow Board members for their continual commitment to Sligo County Development Board. The activities outlined in this Review document reflect the extent and diversity of the work programme which the Board was involved in between 2005- mid 2009.

It was very positive during the review process to reflect on and highlight the significant achievements of the Board during this period over all facets of the Board's activities. The Boards ethos focuses on all key players working together for a better future for Sligo.

I would like to pay tribute to my fellow Board members from the Local Government, Local Development and Statutory Sectors and to the representatives of the Social Partners for their hard work and commitment during the review. I would also like to thank the multi-sectoral representatives on the sub committees of the Board for their continuing commitment to this endeavor.

The Action Plans contained within this document are for the final 3.5 years of the 10 year strategy and retain the vision for Sligo which was agreed by the Board in 2002 at the outset of the strategy. While I remain a Member of the newly formed County Development Board, I wish to take this opportunity to wish the Chairperson and New Board well on implementing the plan.

**Cllr Jim McGarry**  
**Former Chairperson**  
**Sligo County Development Board**  
**(2005 – Mid 2009)**

## **2. Membership of Sligo County Development Board 2009 (June 2009)**

<b>Sector</b>	<b>Agency/Body</b>	<b>Name</b>
<b>Local Government</b>	SPC Environmental Policy – Cathaoirleach	Cllr Jim McGarry (Chair)
	SPC Housing Policy, Social & Cultural Development	Cllr Joe Queenan
	SPC Economic Development and Planning Policy	Cllr Tony McLoughlin
	SPC Transportation and Infrastructural Policy	Cllr John Sherlock
	Cathaoirleach – Sligo County Council	Cllr Jude Devins
	County Manager	Mr Hubert Kearns
	Urban Representative	Cllr Sean McManus
<b>Local Development</b>	County Enterprise Board	Mr John Reilly
	County Enterprise Board	Mr Pdraig Branley
	Sligo Leader Partnership Company	Mr Gerry Mullaney
	Sligo Leader Partnership Company	Mr Chris Gonley
	Sligo Leader Partnership Company	Mr Michael Quigley
	Sligo County Childcare Committee	Ms Sharon Boles
<b>State Agencies</b>	HSE	Ms Cara O'Neill
	FAS	Ms Anne McGovern
	Teagasc	Mr Martin Henry
	Co Sligo VEC	Mr Shaun Purcell
	Enterprise Ireland	Ms Carole Brennan
	IDA	Ms Michelle Yewlett
	Failte Ireland North West	Ms Noelle Cawley
	Dept. Social & Family Affairs	Mr Christy McDonagh
	An Garda Síochána	Chief Supt. Kieran Kenny
	Institute of Technology Sligo	Mr Niall McEvoy
	Dept. Education & Science	Mr Frank Fox
	Western Development Commission	Mr Ian Brannigan
<b>Social Partners</b>	Employment & Business Organisations	Mr Peter Greene
	Trade Unions	Mr Hugh MacConville
	Agricultural & Farming Organisations	Mr Gerard Queenan
	Sligo County Community Forum	Mr Tom McGettrick
	Sligo County Community Forum	Mr Brian Scanlon

## Current Membership of Sligo County Development Board - Mid 2009 - 2012

<b>Sector</b>	<b>Agency/Body</b>	<b>Name</b>	
<b>Local Government</b>	SPC Environmental Policy	Cllr Tony McLoughlin (Chair)	
	SPC Economic Development and Planning Policy	Cllr Jim McGarry	
	SPC Transportation and Infrastructural Policy	Cllr Patsy Barry	
	SPC Housing Policy, Social & Cultural Development	Cllr Gerard Mullaney	
	County Manager	Mr Hubert Kearns	
	Urban Representative	Cllr Veronica Cawley	
	Cathaoirleach – Sligo County Council	Cllr Gerry Murray	
<b>Local Development</b>	County Enterprise Board	Mr John Reilly	
	County Enterprise Board	Mr Pdraig Branley	
	Sligo Leader Partnership Company	Mr Jack Devaney	
	Sligo Leader Partnership Company	Mr Michael Quigley	
	Sligo County Childcare Committee	Ms Sharon Boles	
<b>State Agencies</b>	HSE	Ms Cara O'Neill	
	FAS	Ms Anne McGovern	
	Teagasc	Mr Martin Henry	
	Co Sligo VEC	Mr Shaun Purcell	
	Enterprise Ireland	Ms Carole Brennan	
	IDA	Ms Michelle Yewlett	
	Regional Tourism Organisations	Ms Noelle Cawley	
	Dept. Social & Family Affairs	Mr Don Watts	
	An Garda Síochána	Chief Supt. Kieran Kenny	
	Institute of Technology Sligo	Mr Niall McEvoy	
	St Angela's College	Dr Anne Taheny	
	Dept. Education & Science	Mr Frank Fox	
	Western Development Commission	Mr Ian Brannigan	
	<b>Social Partners</b>	Employment & Business Organisations	Mr Peter Greene
		Trade Unions	Mr Hugh MacConville
Agricultural & Farming Organisations		Mr Gerard Queenan	
Sligo County Community Forum		Mr Tom McGettrick	
Sligo County Community Forum		Mr Brian Scanlon	
Environmental Pillar	Mr John Bartlett		

### **3. Introduction:**

In October 2008, City and County Development Boards were requested by the CDB National Co-ordination Group, chaired by Minister Micheál Kitt to undertake a review of the City/County Development Boards Economic, Social and Cultural Development Strategies 2002-2012 and to focus on a limited number of agreed priorities for the period mid 2009-12. (Department of Environment, Heritage and Local Government - Circular LG11/08).

Sligo County Development Board's 10 year Strategy was reviewed in 2005 (mid term review) and resulted in the agreement of a three year Action Plan for the period 2006-2008, with 6 priority areas:-

1. Developing Sligo as a Gateway City.
2. Rural Development Strategy for the County.
3. Ensuring Quality Childcare.
4. Promoting Social Inclusion and Equality.
5. Delivering on Public Safety.
6. Developing on Play and Recreational Opportunities.

The County Development Board Action Plan 2006-2008 is the starting point for this review document. It takes into account the changing and emerging circumstances and important developments since the last review in 2005 at a national, regional and local level which have an impact on the overall Strategy and require information, objectives and actions to be updated.

The Minister outlined the process which the review should take and requested Boards to pay particular attention to their core co-ordination role of local public service delivery and the need for sharing of resources to ensure efficiencies and value for money.

#### **The Review has resulted in:**

- The selection of a limited number of key priorities at local level and actions which the CDB will concentrate on over the period mid 2009-2012. An emphasis has been placed on inter-agency co-operation & improved co-ordination of local public service delivery.
- Particular attention had also been paid to strengthening the Board itself by focusing on its role, structures and working arrangements.

#### **4. Methodology for the Review:-**

Sligo County Development Board adopted the following approach in carrying out the Review of its Strategy:

- (A) Identification of key developments at local, regional and national level that have occurred since the Action Plan 2006-2008 was prepared, and an assessment of their implications.
- (B) Review of progress made on implementation of the County Development Board Action Plan 2006-2008.
- (C) An analysis of what was learned by Sligo County Development Board from carrying out the Review Process.
- (D) A review of the Board's role, structures and working arrangements.
- (E) The Review Process was carried out by conducting:-
  - i. One to one meetings with County Development Board members/heads of organisations and the Chairperson of the Board with the Director of Community & Enterprise:<sup>1</sup>
  - ii. A series of facilitated sessions were held with Sligo County Development Board and its sub-committees<sup>2</sup> aimed at enabling members to undertake a strategic review and impact assessment of the period 2006-2008. Members were also asked to prioritise areas for inclusion in the review of the Strategy. The facilitated sessions were led by independent facilitator Liz Hayes of Corporate Community. The sessions saw the Board exploring a range of issues including its role, working arrangements, its relationship with its sub-committees and leadership. The Community Forum was facilitated by their dedicated Development Worker to engage with the process. In addition the Directorate of Community & Enterprise and the Arts engaged with the cultural Sector.
- (F) All of the above contributed to a draft document which outlined a review of priorities, structures and processes and implementation arrangements for the period mid 2009 - 2012.
- (G) Adoption by the County Development Board of draft review report including priorities for mid 2009-2012.

#### **Documents generated through the Review Process include:-**

1. Report on one to one meetings with County Development Board members/heads of organisations which were conducted by the Chairperson of the Board and the Director of Community & Enterprise.
2. Report on facilitated sessions held with the Board and its sub-committees with independent facilitator, Liz Hayes of Corporate Community.
3. Reports on Achievements of the Board during the period 2006-2008 under all six priority areas.

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<sup>1</sup> These meetings also focused on reviewing structures, operations and membership of the Board.

<sup>2</sup> Social Inclusion Measures Group and the Innovation/Job Creation Working Group

**Please Note:**

- ***Copies of Reports No.1-2 are available only to County Development Board Members.***
- ***Report No. 3 can be obtained on request from the Department of Community & Enterprise, Development Centre, Cleveragh Rd, Sligo.***

## **5. An Analysis of Key Policy Developments:**

In reviewing the County Development Board Strategy for the period mid 2009-2012, consideration has been given throughout the process to key policy developments at national, regional and local level. When focusing on policy, emphasis has been placed on achieving better outcomes for the citizen through integrated service delivery. The documents most relevant to the review process are:

### **a. National Documents:**

1. National Spatial Strategy (NSS)	6. Indecon Report
2. National Development Plan 2007-2013	7. National Action Plan for Social Inclusion
3. Towards 2016	8. Report of the Government's Task Force on the Public Service.
4. OECD Report on the Irish Public Service.	9. Circular LG:11/08 - Guidelines on Review of CDB Strategies mid (2009-2012).
5. The Green Paper on Local Government Reform.	10. Circular LG16/08 - Guidelines on Establishment of Economic Development sub-Committee

### **b. Regional Documents:**

Regional Planning Guidelines for the Border Region 2004-2024.

### **c. Local Documents:**

1. 2006 Population Census	4. Sligo County Development Board – Profile of Poverty & Social Exclusion in County Sligo, 2007.
2. Sligo County Development Plan 2005-2011	5. Sligo County Development Board -- Local Anti Poverty, Social Inclusion Strategy (LAP SIS) – feasibility study (Nov 08)
3. Sligo & Environs Development Plan 2004-2010 <sup>3</sup>	

Some policy documents refer specifically to the County Development Board Process.

**Towards 2016** gives a commitment to the development and strengthening of the County Development Board structures to ensure effective operation of the Boards as a vehicle for supporting a more integrated approach to service delivery at local level.

**The Indecon Report** underpins the commitment given in Towards 2016 through a number of its recommendations to enhance the impact of County Development Boards including: the establishment of the National County Development Board Co-ordination Group, reform of Board Structures, provision of formalized mechanisms to ensure that weighting is given to the views of the County Development Board and to facilitate the complementarity of economic/social/cultural development.

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<sup>3</sup> The Sligo & Environs Development Plan 2004-2010 was under review in tandem with the review of the County Development Board's Strategy for Integrated Economic, Social and Cultural Development for County Sligo 2002-2012.

**OECD Report on the Irish Public Service** advocates the inter-agency approach to integrated service delivery at local level. It refers specifically to placing an emphasis on shared public services to increase value for money, achieve better quality and more efficient service for its citizens. This echoes the citizen focused approach which is advocated in The Green Paper on Local government which concentrates on connecting better with the citizen as well as addressing the interface between local government and local development.

**The Report of the Government's Task Force on the Public Service** sees County/City Development Boards as the vehicle to improve the co-ordinated delivery of publicly-funded services at local level. It encourages County Development Boards to identify specific joint service initiatives across constituent agencies, for priority implementation via their member agencies. Deepening Citizen Engagement is also to the fore by drawing upon Local Government structures "to enhance public service delivery, particularly through leadership at local level of shared services, case-based approaches and integrated responses".

Implementing national policy will be challenging for Sligo County Development Board with the ongoing difficulty in information sharing between agencies (due to data protection), obtaining relevant local data and managing in the downturn. The achievement of "Joined-Up" public service delivery is however critical in providing a high quality of public service for users and to secure value for money (supported by recent OECD Report). The challenge posed by the current more difficult economic environment means it is now more important than ever that there is a new departure in terms of inter agency co-operation & joined up service delivery. This will require strong leadership at local level.

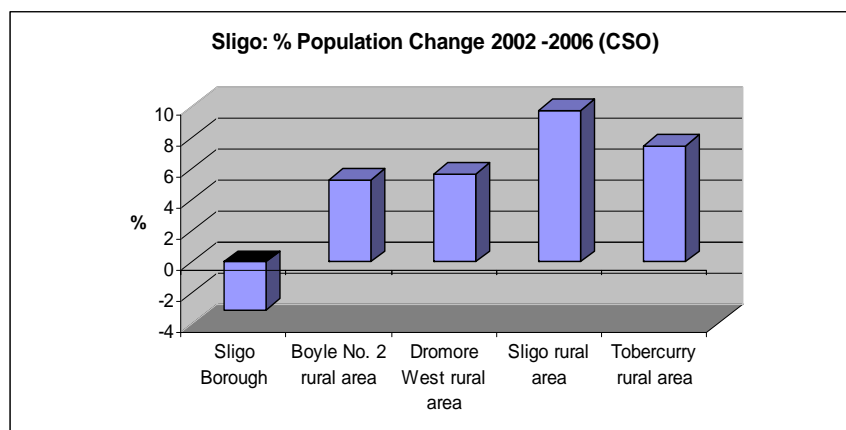
## 6. Current Socio-Economic Context:

In reviewing the County Development Board Strategy 2002-2010 and using the County Development Board Action Plan 2006-2008 (mid point review), as the starting point, it is necessary to refer to the local changes in demographics and the current socio economic context. (Appendix A pg 50 refers).

### (a) Population:

	<b>Initial County Development Board Strategy 2002 (1996 Census)</b>	<b>2006 Review (2002 Census)</b>	<b>2008 Review (2006 Census)</b>	<b>Variance<sup>4</sup></b>
City	17,786	18,473	17,892	-3.1%
County	55,821	58,200	60,894	+4.6%

The table above shows the population of Sligo city and county at each phase of the CDB strategy from its inception in 2002, the mid term review in 2006 and the current review which was initiated in 2008. The above variance is indicative of the shift towards county living, with more people choosing to live within commuting distance of Sligo Borough and reflects the building boom of the past 10 years. The following table is taken from the Poverty Profile of County Sligo which was commissioned by the SIM Group in 2007 and represents the population change in Sligo Borough and rural areas.



### (b) Changes in the age of the Population:

There have also been changes within the various age brackets as follows:

- (i) In the 0-19 age group the population decreased from 33% in 2002 to 29% in 2006 with a further decrease to 27% in 2006. This shows a 2% decrease between the 2002 and 2006 census.
- (ii) Cohorts in the 20-64 age bracket increased from 53% in 2002 to 58% in 2006 and increased again to 60% by 2008 – this represents in a 2% increase between 2002 to 2006 census.

<sup>4</sup>While the most recent census available was used at the initial and subsequent review stages of the strategy, there is a notable time difference between the census data available at the date of each review.

- (iii) There has been no change in the 65+ age category between the 2002 and 2006 census with the population remaining at 13%. The 2006 census however shows the number of people over 70 and living alone to have increased by 1.9% to 35.9% from the 2002 census.

**(c) Education:**

In educational terms the percentage of those with only Primary education has decreased steadily from 8% in census 2002 to 3% in census 2006. The number of people with a Third Level qualification however has increased steadily by 5% since the previous review – representing people of working age.

**Commentary:**

With an ageing population and a vibrant well educated younger population Sligo County Development Board have adopted lifecycle planning in prioritising its social inclusion Actions for mid 2009 – 2012. Interagency collaborations are focused on children, people of working age, older people, communities and people with disabilities.<sup>5</sup>

The County Development Board Action Plan 2006-2008 was written at the height of the Celtic Tiger and its focus on unemployment and employment was mainly directed in the area of social inclusion and equality where it is the long term unemployed who feature. In 2006, it was acknowledged that there were specific groupings in society who were vulnerable to long term unemployment due to a variety of social barriers which prevent the full realisation of their employment potential. In the climate of mid 2009, the cycle has turned and a focus also needs to be directed towards the newly unemployed. This is a much more diverse target group than the traditional unemployed incorporating professionals along with those who require re-training and up-skilling. At the 2006 review the number on the live register was 2,043 representing a decrease of 11% from when the initial Strategy was completed in 2002. In October 2008, when this current review was initiated the number on the live register had increased by 53% to 3,126 and February 2009 it rose again to 4,406 which is an increase of 41%. This increase presents a challenge for a number of agencies delivering services to unemployed people. (Refer to pg 50)

Economic & Social Priorities for the County have to take account of the current downturn in the economy and in particular the need for a contemporary response to unemployment and underemployment. During this review the County Development Board considered collaborative measures to deal with the downturn and have factored a response across its sub-committees<sup>6</sup> with common linkages to ensure joined up thinking. Sligo VEC, FÁS and IT Sligo are working collaboratively to address the huge increase in applications for post Leaving Certificate courses and to promote training and up-skilling in the workplace.

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<sup>5</sup> Circular LG 02/07 from Dept Environment, Heritage & Local Government requests CDBs to adopt disability as a key theme.

<sup>6</sup> Social Inclusion Measures Group and Economic Development Sub-Committee.

In addition, enterprise promotion evenings involving EI, CEB, SLPCo, WDC, FÁS, IDA, Failte Ireland NW, Teagasc, IT Sligo, Chamber of Commerce, Sligo County Council and the Sligo County Community Forum are being organised for new and existing enterprise start-ups.

In working towards the period mid 2009-2012 Sligo County Development Board recognizes the many challenges it faces. Members are however united in believing that interagency collaboration and innovative thinking through the work of the County Development Board is essential to address its challenges. During this review process members positively commented on the unique attributes of Sligo such as:-

- Its attractive location with loads of un-tapped potential.
- Sligo has a well-educated work-force and two third level institutions to enable continued development and research.
- There is a strong sense of community spirit, volunteerism and social activism.
- Located in the North West, near the Border and offering a variety of facilities and resources.
- There is a critical mass of talent and good will within the county and we need to find ways to build on the positives.

In reflecting on the past and looking towards the future, the County Development Board remains committed to the vision statement it agreed in 2002, to develop County Sligo to be “a place with vibrant cultural and commercial activity, a thriving urban centre, dynamic and safe urban and rural communities, a strong sense of civic pride and a superior quality of life”.

## **7. Review of progress made on implementation of the County Development Board Action Plan for Economic, Social and Cultural Development 2006-2008**

This section focuses on the progress made by the Board on the six priority areas and integrated actions which were set out in the County Development Board Action Plan 2006-2008.

- I Developing Sligo as a Gateway City.
- II Rural Development Strategy for the County.
- III Ensuring Quality Childcare.
- IV Promoting Social Inclusion and Equality.
- V Delivering on Public Safety.
- VI Developing on Play and Recreational Opportunities.

Reporting on actions varied across the 6 priority areas with some reports being made through sub-committees such as Social Inclusion Measures Group while other areas reported through lead agencies – e.g Rural Development Strategy. In reflecting on progress made this section draws on the direct reports made to the County Development Board along with the one to one interviews held with Board members and the facilitated strategic review sessions.

### **I. DELIVERING ON THE GATEWAY**

In September 2007, the County Development Board established the Innovation/Job Creation Working Group<sup>7</sup> as a sub-committee of the Board. Its role was to agree an inter-agency strategy that would work collectively to promote innovation and entrepreneurship, increase job opportunities and to underpin the development of Sligo as a Gateway. The Group concentrated on a number of priorities including: - Ecommerce, training and up-skilling of the workforce along with agreeing to develop an Interagency Tourism Strategy for County Sligo.

Sligo Local Authorities researched and prepared a major funding application for the Gateway Innovation Fund. This was aimed at addressing the key infrastructural requirements for Sligo City in order to position it to achieve Gateway status. The Local Authority held an interagency briefing session to highlight both the infrastructural requirements and the requirement to grow the population so that the critical mass as envisaged under the National Spatial Strategy is achieved over time.

Sligo Local Authorities also invested in the branding of Sligo's cultural image through the formation of a Cultural Planning Working Group. Membership of the Working Group included relevant expertise from the fields of arts, heritage, museums, galleries, urban

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<sup>7</sup> The innovation/job Creation Working Group has evolved through this review and in accordance with Department of Environment Heritage and Local Government Circular LG.06/08 to become the CDB Economic Development Sub-committee.

design and procurement. Cultural Planning can facilitate an integrated and holistic response to developing and managing Sligo's distinctive cultural assets and resources.

## **II. RURAL DEVELOPMENT STRATEGY**

A considerable amount of work has been carried out in the area of Rural Development by the respective agencies associated with the Rural Development Strategy.

An integrated Rural Transport Policy for County Sligo has been developed and put in place between the two rural transport providers in the County:- SLPCo and CLASP<sup>8</sup>. A Countywide Rural Transport Forum was also established in June 2008. This has already proved to be a mechanism for agencies to "join up services" in tandem with the provision of rural transport, thus making a greater variety of services available to a wider catchment of citizens. A mapping exercise between the transport providers and service providers e.g. HSE is underway to determine the level of rural transport provision required in order to maximise the provision of services to rural dwellers. Further collaborative opportunities have commenced between Sligo County Council's mobile library service and the rural transport providers to ferry passengers to agreed collection points to avail of the mobile library service.

The County Development Board Strategy 2002-2012 highlighted the need for targeted intervention in CLAR areas to stimulate and create economic activity, to assist with the regeneration of smaller towns and villages in the county that have suffered from population decline & emigration over the past few decades. The towns of Enniscrone & Tubbercurry were identified as important second tier support towns, servicing extensive rural hinterlands and not benefiting from the economic boom of the late 1990's. An Economic Development Officer was recruited by Sligo County Council to work with the communities to develop a focused and cohesive approach to development in both areas. This resulted in the development of Economic & Tourism Strategies for Tubbercurry and Enniscrone. Sligo County Council also facilitated the increase of broadband coverage throughout the county through the County and Group Broadband Scheme (DCRGA)<sup>9</sup> and CLAR Programme (DCRGA).

## **III. ENSURING QUALITY CHILDCARE**

There was a significant increase in service provision over the period 2006-2008, with in excess of €6.5 million committed to the childcare sector in county Sligo. Mapping of childcare provision by Sligo County Childcare Committee (SCCC) has highlighted gaps in service provision in the county, the areas of Tubbercurry and north Sligo will be addressed in the SCCC Strategic Plan 2007-2010. Training and professional development of the sector supported by SCCC, VEC, FÁS & CEB has seen the level of quality service provision increase dramatically.

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<sup>8</sup> Sligo Leader Partnership Company & Community of Lough Arrow Social Partnership.

<sup>9</sup> Department of Communications Rural and Gaeltacht Affairs.

#### **IV. PROMOTING SOCIAL INCLUSION AND EQUALITY**

From the Board members one to one interviews, the County Development Board's work in the area of social inclusion was regarded as one of the main successes of the Action Plan 2006 – 2008. This priority area was monitored by the SIM Group who report directly to the County Development Board. Priorities were focused on Interagency projects, initiatives and events along with research.

##### **Main Projects and Initiatives:**

The County Development Board has facilitated the ongoing participation in local policy making through initiatives such as the Comhairle na nOg and the Disability Consultative Committee.

##### **Comhairle na nÓg:**

Sligo County Council and Sligo County VEC are working in partnership to develop the Comhairle na nÓg in the county through the Enhanced Programme of Activities Grant from the OMCYA<sup>10</sup>. Following a tender process, Foroige won the contract to provide the support of a dedicated Youth Worker to the initiative. In developing the Comhairle na nÓg the objective is to create a model of best practice with emphasis being placed on increasing the participation of young people in the annual Comhairle na nÓg event, extending membership to harder to reach groups and to develop democratic elections.

##### **The Disability Consultative Committee:**

This was established in January 2006 by Sligo County Council to advise the Local Authority on policies to improve services for people with disabilities.

##### **Lone Parent Initiative:**

In November 2006, Sligo County Development Board developed a one year pilot initiative for Lone Parents<sup>11</sup> to provide intensive career path planning and to improve participation in the labour market. Approx 107 lone parents were supported through the provision of education, related to individual need. Funding of €125,000 was provided by the Department of Justice, Equality & Law Reform<sup>12</sup>. The initiative was managed and implemented by County Sligo VEC and an Interagency Advisory Group was put in place for its duration. The Initiative was a finalist in the Chambers Excellence in Local Government Awards 2008 under the County Development Board category.

##### **Resettlement of Programme Refugees:**

In June 2006, Sligo County Development Board was requested by the Reception & Integration Agency (RIA), Department of Justice, Equality & Law Reform to facilitate the co-ordination of local agencies in relation to the re-settlement of 9 families of Iranian Kurd Refugees in Sligo. (This involved a total of 65 people). An inter-Agency group was

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<sup>10</sup> Office of the Minister for Children and Youth Affairs.

<sup>11</sup> "Pathways to Employment for People Parenting Alone" (PEPPA).

<sup>12</sup> NDP Gender Equality Unit.

facilitated by the Office of Community & Enterprise to co-ordinate the provision of services to the programme refugees in the following areas: accommodation, access to Health Services, Social Welfare Services, Primary, Secondary and Adult Education, English language classes, Training Programmes and a Befriending Programme. By October 2006, all of the nine families were successfully resettled in Sligo. A Development Worker is employed by SLPCo funded through the Dept Justice Equality & Law Reform. Since 2008, SLPCo have chaired the group and the remit of the group and its Development Worker has been widened to focus on the integration of all new communities in Sligo. This group has formed the basis for better co-ordination in relation to all ethnic minority communities and was held up as a model of best practice by the Department of Justice, Equality and Law Reform. The success of the Sligo model lies in the close co-operation of all agencies throughout the process, and this model has been followed in subsequent resettlements elsewhere in the country.

#### **Interagency Traveller Strategy Group:**

Sligo County Development Board was requested by the Government in mid-2006 to initiate a process of developing a strategic plan to enhance inter-agency co-operation in the delivery of service and supports to the Traveller Community (Circular LG12/06). Consequently, an Inter-Agency Traveller Strategy Group (IATSG) was established by the County Development Board in July 2006 to develop an '*Integrated Traveller Strategy*' for the County. The Interagency Travellers Strategy (2007-2012) focuses on a series of integrated actions under the following thematic areas: Accommodation, Health, Education Training & Employment, Childcare and Youth. The Interagency Travellers Strategy Group is convened by the Office of Community & Enterprise and chaired by the Director of Services, Community & Enterprise, Arts and the Environment.

#### **The Remit of the Group is to:**

- Improve the co-ordination of services locally, both Traveller Specific & mainstream services.
- Ensure cultural sensitivity and awareness as part of the plan
- Ensure consultation with travellers in relation to services
- Engagement of Travellers in identifying actions which lead to greater participation of Travellers in mainstream society.

The Actions outlined in the Interagency Travellers Strategy are funded mainly through the resources of the participating Agencies. The group also benefited from Pobal funding under its fund for Interagency Projects in relation to the Traveller Community. Round 1 of this fund secured €84,000 for a Family Visitation Service. Round 2 secured €43,617 for a "Bridging Interagency Employment Programme" for the progression of a number of Primary Health Care Workers from the Traveller Community who graduated following 3 years of FETAC accredited training. The objective of this project was to form links and supports to the workplace following training. The funding of €43,617 was conditional on member agencies of the Interagency Group raising the balance of €87,663. This was

achieved by contributions from HSE, DSFA, SLPCo along with Sligo Borough Council, who provided the accommodation for the project.

### **Sligo Volunteer Centre:**

Sligo Volunteer Centre was established to promote volunteerism and active citizenship in County Sligo. A pilot phase began within the Department of Community & Enterprise funded by the Department of Community, Rural & Gaeltacht Affairs<sup>13</sup> and the Sligo County Council led Peace 11 Taskforce. In March 2006, Sligo Volunteer Bureau Ltd<sup>14</sup> was incorporated as a company limited by guarantee.

Sligo Volunteer Centre provides a placement service for people who wish to volunteer in their community and has provided an opportunity for people who have not previously volunteered to get involved. This is demonstrated by the consistent trend of the proportion of people who register with no previous experience of volunteering, outnumber those who have.

Sligo Volunteer Centre also provides support for Not for Profit organisations on issues around setting up new volunteer programmes and volunteer management. Support for Not for Profit organisations has also expanded into providing a Garda Vetting service on behalf of organisations who do not have access to this service. The support offered to Not for Profit organisations ensures that best practice in relation to volunteerism is upheld within the sector.

The service continues to thrive and expand with ever increasing numbers of individuals, corporate bodies and school and college students seeking volunteer opportunities.

### **Social Research conducted by SIM:**

- a. **Profile of Poverty and Social Inclusion:** In 2007, Sligo County Development Board through the Social Inclusion Measures Group undertook to '*Review existing statistical data and undertake a profile of poverty in Sligo with particular emphasis on vulnerable groups*'. The Poverty Profile involved an assessment of the main trends in relation to poverty and social exclusion in the county. By using information from local agencies and organisations in combination with census data and other poverty indicators the Poverty Profile quantifies the numbers of people in particular at-risk categories. The at risk groups identified and analysed in the profile are:- Older People, Lone Parents, People with Disabilities, Traveller Community, Children, Migrant Workers, Asylum Seekers and Refugees. Its purpose was to identify critical issues in the county, estimate numbers of people at risk of poverty, identify concentrations of need within the county and to provide a basis for local policy development.

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<sup>13</sup> The scheme under which this was funded was the Improved Cohesion/integrated Target Plans for Social Inclusion/Volunteering Proposals.

<sup>14</sup> Sligo Volunteer Bureau Ltd. operates on a day to day basis as Sligo Volunteer Centre

- b. In November 2008, the SIM Group conducted a **Local Anti Poverty Social Inclusion Strategy (LAPSIS) – feasibility study** with funding from Combat Poverty. The qualitative study looked at the level of social inclusion activity in County Sligo, highlighted issues and gaps in service provision along with issuing a series of recommendations for consideration by SIM. This was a useful exercise for the SIM Group prior to the review of the Strategy and many of the recommendations raised in the study have been factored into the attached Social Inclusion Action plan (pg23). (A study involving consultation with Early School Leavers was also carried out as part of the Combat Poverty funding).

**Initiatives arising from the Poverty Profile:**

- a. In September 2007, SIM held a seminar “**A Better Life for Older People in Sligo**” which resulted in the development of an integrated two year action plan to improve service delivery to older people in the county. The Plan focused on Lifelong learning, Health & Wellbeing, Community Participation and Access to Services. (All actions are monitored twice yearly by the SIM Group and reported to all Active Age Groups and seminar participants).
- b. As a result of the Poverty Profile the County Development Board established the **Early School Leaving Working Group**, chaired by the Department of Education and Science. The purpose of the group is to identify: - gaps in service provision, areas of importance which should be addressed by closer collaboration between agencies and to identify areas of concern outside the influence of the relevant agencies where the CDB might be able to lend its support. The group conducted an audit of services available to Early School Leavers, along with supporting SIM in conducting consultations with the target group.

**V. DELIVERING ON PUBLIC SAFETY:**

In 2006, a Pilot Joint Policing Committee (JPC) was established in the Sligo Borough Council area in accordance with Section 36 of An Garda Síochána Act 2005. In September 2008 new guidelines were issued by the Department of Environment Heritage and Local Government and Department of Justice Equality and Law Reform setting out the functions, composition and operation of Joint Policing Committees to be rolled out to all 114 local authority areas, including the Sligo County Council administrative area.

Nationally, the overall experience of the Joint Policing Committees is positive, but issues such as resources i.e. staffing, and funding continue to be challenges. A Code of Practice has been established (under the new Guidelines) which advises on general operational matters such as the development of a strategic work plan, training for members and joint co-operation with other Joint Policing Committees. The Code of Practice also aims to provide a more focused approach to the work of the Committees and their meetings.

Sligo Local Authorities is committed to the ongoing development and work of the Joint Policing Committees. In order to facilitate this, a Project Officer has been appointed to work with both committees (Borough and County) in identifying and seeking resolutions to issues relating to crime, disorder and anti-social behaviour, developing strategic annual work plans and identifying training opportunities for members.

## **VI. DEVELOPING PLAY AND RECREATION OPPORTUNITIES**

Much work has been carried out in the area of Play and Recreation during the lifetime of the CDB Action Plan 2006-2008. A Play and Recreation Officer<sup>15</sup> was appointed by Sligo County Council for a two year period to assist in the development of the Integrated Play and Recreation Plan for County Sligo and to facilitate the implementation of the National Play Strategy: Ready Steady Play at a local level. Numerous events were held (local and cross border) to promote the value of play in relation to health, education, creativity and social development. This period also saw the development of a Play Policy for Sligo.

### **Research Documents produced and available:**

- Interagency Travellers Strategy 2007-2012
- Profile of Poverty & Social Exclusion (2007)
- Local Anti Poverty Social Inclusion Strategy (LAPSIS) – Feasibility Study-(Nov 08)
- Early School Leavers LAPSIS – Nov 2008
- Audit of Services for Early School Leavers
- A Better Life for Older People in Sligo 2007 - 2009
- Evaluation of the PEPPA Lone Parent Project
- Report: Availability of Broadband in County Sligo
- Audit of Training & Upskilling

### **OTHER ACHIEVEMENTS:**

#### **Peace II Programme:**

The Peace II programme focused on a wide variety of projects to encourage revitalisation of areas, to support regeneration, development and enhancement of village and rural community facilities and to develop tourism related projects in order to reposition the area as a competitive tourism destination in the international market place. The Peace II Programme in Sligo was administered by the Sligo County Council led Peace II Task Force, a sub-committee of the County Development Board. Funding in excess of €2.6 million was allocated through the Peace II and Peace II extension programmes to a variety of organizations. Peace projects have assisted in the regeneration of towns and villages throughout the county by improving their attractiveness, increasing levels of confidence among the community and have encouraged inward investment. A number of these communities developed relationships with communities similarly impacted on in

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<sup>15</sup> Funded through PEACE II.

Northern Ireland. On many of the PEACE II projects there was multi-agency involvement such as FAS, Sligo Leader Partnership Co, County Enterprise Board, County Sligo Community Forum etc., Effective interaction with these agencies negated duplication and maximised funding potential for projects.

Projects approved for funding also targeted actions at key groups such as young people, including those with disabilities, ethnic minorities and women providing them with opportunities to experience life and culture through targeted programming and through a series of cross border exchanges and twinning programmes. As a result of the Peace Programmes Sligo has a wealth of cross-border partnerships which are ripe for further development. Firm foundations have been laid in projects that ensure they are ready for the next stage of dealing with core conflict issues and creating opportunities to promote meaningful cultural diversity and understanding. The Sligo Peace and Reconciliation Partnership Committee hope to significantly contribute to this aim over the next number of years through the delivery of Priority 1.1 of the Peace III Programme.

## **8. What has been learned from the Review Process by Sligo County Development Board?**

In reviewing the achievements of the County Development Board and the progress made on implementing its Action Plan 2006-2008 it is clear that the Board has been actively progressing a range of initiatives and actions which work towards achieving its overall vision as set out in its Integrated Strategy 2002-2012. Successes to date can be attributed to:

- The County Development Board bringing together key influencers and decision makers in the county to work together to add value and make things happen e.g. Resettlement of the Kurdish Iranian Programme Refugees.
- Creation of models of best practice and examples of good interagency work – e.g. the Lone Parent Training Initiative.
- Ensuring a coordinated approach to service delivery – e.g. Interagency Traveller Strategy Group and the coordination of Enterprise Events.
- Enabling additional resources to be leveraged into the County e.g. PEACE II Programme.
- The formation of the Job Creation /Innovation Working Group was an important step in focusing on an integrated approach to economic development of the county.

By reflecting on what it had done well in the period 2006-2009 the County Development Board are determined to build on its successes and strive to achieve an even greater level of collaboration mid 2009-2012. The Board is factoring the following key learning points into its plan for the period mid 2009-2012.

- To build on successes and replicate successful models.
- Every project/initiative is a learning curve and it is necessary also to learn from and share all experiences – both positive and not so positive for example the audit of training and up-skilling which was compiled by SLPCo on behalf of the Board identified priorities which could have been progressed further. Learning from past experience needs to lead to greater sustainability in future and to the replication of successful models such.
- While the expectations of Communities may not be as high as they were during the height of the economic boom, it is still important that sustainable thinking is factored into all CDB activities. When future initiatives and pilots are developed by the CDB, exit strategies and post pilot work will have to be incorporated into the process.
- In the current challenging economic climate, economic development will remain to the forefront of the Board's focus with a shift from job creation to job retention in the short term.
- Building on the Board's Leadership role and encouraging a shared leadership approach at Board, sub-committee and within pilot initiatives at local level.

**Summary of lessons learned for Board's Consideration:**

- *Replicating successful models of best practice.*
- *Learning is also important from not so positive initiatives/ventures.*
- *The need to work towards greater sustainability in future initiatives and to establish exit strategies at an early stage.*
- *Building on the Board's Leadership Role and fostering a shared leadership role which spans the CDB, its sub-committees and to a local level within its pilot initiatives.*

## **9. Future Direction for Sligo County Development Board:**

During the review process Sligo County Development Board and its sub-committees spent much time in focusing on how it can progress to a greater level of collaboration and co-ordination for the period mid 2009-2012. Refer to table at fig 8.1 below.

**Fig 8.1 FOUR PHASES OF CO-ORDINATION**

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

In agreeing its future direction, the Board concentrated on developing and enhancing its own role and that of its sub-committees along with their working arrangements.

### **A. The Role of Sligo County Development Board:**

The overarching role of the Board is to co-ordinate and integrate the delivery of public services in the county through the County Development Board's Strategy for Economic, Social and Cultural Development 2002-2012. This is the framework within which all agencies operating at local level have agreed to work together to ensure a more "joined up" public service delivery. This is essential, if we are to provide high quality services and value for money. Since 1999, the Board has moved from identifying problems to leading on actions. In reviewing its role and in aspiring to achieve a greater level of collaboration to work on a shared agenda for Sligo, the Board has agreed to explore its influencing, leadership and policy role.

#### **Influencing:**

Prior to developing a lobbying/influencing role at local and regional levels, the Board have agreed to develop the interface between Members with a regional focus but who are asked to have a county focus in the County Development Board context. The formation of the Ministerial led – CDB National Co-ordination Group is welcomed and is charged with driving forward the development of the Boards at national level. It is acknowledged that the national group will play a vital role in facilitating "buy in" to the County Development Board process from state agencies - especially those with a regional remit. It will do this by overseeing the implementation of the Indecon recommendations and the Establishment of Economic Development Sub-Committees. In developing a shared agenda the County Development Board views regional and national representation as an asset. Members with this regional/national perspective may open up opportunities for Sligo to make further connections outside the county. In order to attain a greater sense of shared achievements there is a need for the Board to share and profile good practice

and to have a fora to ensure learning and accountability on a local, regional and national scale

The County Development Board believes that the Board should remain strategic and influential and not become another mechanism for service delivery. Influencing agency representatives to look at their own action plans and to integrate strategies and thinking done at the CDB to an organizational level is imperative to the whole County Development Board process. Currently the Board is responsible for the endorsement of 4 Local Development Plans – SLPCo, Sligo County Childcare Committee, Sligo Northside CDP<sup>16</sup> and CLASP CDP<sup>17</sup>. New guidelines from the Department of Environment Heritage and Local Government on endorsement procedure are being prepared which in line with the Indecon Report are expected to give more weighting to the County Development Board.

### **Leadership:**

Sligo County Development Board takes its leadership role seriously. Building and developing a shared leadership style within the County Development Board system and between sectors and organisations is essential to tackle the current economic downturn. The County Development Board recognizes this need and is committed to developing this approach at all levels in the county from both the “top-down” and “bottom up”. It is prepared to take on a leadership role and look for solutions that involve more than one entity holding the entire responsibility for an issue. This is a challenging task and will demand Board members to think strategically for the integration of economic, social and cultural development of Sligo and independent of organizational barriers. It is essential for the Board to lead with shared effort while working on a shared agenda.

### **Policy Issues:**

The Board have agreed to find local solutions that suit the context and integrate the influencing of national policy from the experience of local action, local thinking and the creation of a shared analysis of what works. The importance of learning from pilot work and successful Initiatives are fundamental to achieve greater sustainability in the future and to maintain the citizens “buy in”. Greater future emphasis will be placed on forward planning and raising awareness of each agency’s role, strategies and priorities along with more attention being paid to timing and the cycle of priorities between agencies. The Board see great benefit in exploring the value of information sharing with other County Development Boards and making greater use of National/Regional connections, especially where a regional response would carry more weight to influence the change at national level. It is important also to mention the ongoing problem with data sharing between organisations due to data protection issues and with obtaining relevant county data. This is where the County Development Board’s leadership and influencing role can give weight to and effect policy change.

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<sup>16</sup> Sligo Northside Community Development Project.

<sup>17</sup> Community of Lough Arrow, Community Development Project.

### **Public Relations:**

It is important for the County Development Board to develop a profile for Sligo to ensure that the county is profiled as an attractive place to visit, live, work and invest in. In addition it is vital to ensure that the good work done by the Board and its sub-committees is adequately profiled in order to maximise “buy in” to the CDB process. Agreement has already been reached on a number of actions to enhance the profile of both Sligo and the Board such as the launch of a County Development Board website, information hub and the commencement of shared clinics and road-shows.

### **Communications:**

It is important for the Board to consider putting in place a communications strategy/ protocols between itself and its sub-committees. It is also essential to develop and enhance communications and information sharing between agencies representatives who sit on the County Development Board and their colleagues who sit on the Board’s sub-committees. This will advance the integration of work and thinking done at the County Development Board into the member organisations. Improving internal communications will in turn facilitate greater information sharing, build trust and enable a greater understanding of the County Development Board ethos.

## **B. Structures of the Board and Working Arrangements:**

In analyzing its structures and working arrangements Sligo County Development Board looked at its relationship with its sub-committees, key institutions and the public.

### **Social Inclusion Measures Group (SIM):**

The SIM Group has been in existence since 2003 and its achievements as set out in section 6 show a cohesive group with enthusiasm in dealing with its subject matter. Sligo County Development Board is committed to continuing the support of the SIM Group. The Board acknowledges the importance of increasing the institutional “buy in” from its member agencies to SIM in order to contribute to a shared vision and to ensure that Social Inclusion issues remain an important part of all the Boards priorities. It is important to enhance the connections between the County Development Board and SIM Group along with strengthening the connections between representatives of the same organisation where one sits on the County Development Board and the other on SIM. Two-way feedback is essential between both to ensure joined up thinking and the “social inclusion proofing” of all plans. In reviewing its connections with the SIM Group the County Development Board has also agreed to consider its relationship with all of its sub-committees and develop a communications strategy/protocols to ensure connections are optimized between Board and sub-committees. The Board also acknowledges that methods and approaches developed in a social inclusion context may also be used when working on more mainstream issues.

### **Interagency Travellers Strategy Group (IATSG):**

Although the Interagency Traveller Strategy Group is not part of this review process it is poignant to note that at the request of its members, a facilitated workshop was held with the Group in February 2009. Its purpose was to enhance group relationships, increase the level of collaboration amongst members beyond networking and to prioritise actions for 2009 - 2012. These include:-

- i. Strengthening the relationship between the overall Interagency Traveller Strategy Group and its working groups,
- ii. Enhancing the IATSG's policy role,
- iii. Information sharing and learning from similar groups in other counties,
- iv. Revising working arrangements to increase participation and learning amongst members and to respect different points of view,
- v. Learning from pilots and previous initiatives
- vi. Monitoring actions and their impact on the target group.

The facilitated session with the Interagency Traveller Strategy Group mirrors discussions at County Development Board, SIM and Economic Development sub-committee level. It is re-assuring to see similar ideas and themes emerging from different parts of the same process and this highlights the fact that oftentimes while the subject matter may be different, the lessons learned and experiences shared may be similar.

### **Sligo Peace and Reconciliation Partnership Committee:**

The Sligo Peace and Reconciliation Partnership Committee is a sub-committee of the County Development Board and reports directly to the Board. This committee was established to deliver Priority 1 Theme 1.1 of the Peace III Programme in Sligo. This is a distinctive European Union Structural Funds Programme aimed at reinforcing progress towards a peaceful and stable society and promoting reconciliation. The Sligo Peace & Reconciliation Partnership Committee is responsible for the implementation of the agreed Action Plan 2008-2010 including the monitoring and evaluation of this plan over the lifetime of the Peace III Operational Programme. The Vision for Sligo adopted by the Committee is to see:

*“Sligo as a community where ethnic and religious diversity is welcomed and where positive relationships exist within and between sections of the community and with communities in Northern Ireland”.*

The lead partner is the County Development Board with executive support provided by the Community and Enterprise Department of Sligo County Council.

The core objective of this strand of the Programme is to challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level. This element of the Peace III Programme will support the implementation of strategic models of collaboration between the public, private and community sectors that focus on reconciliation, cultural diversity and equality. It aims to

establish meaningful cross-community and cross-border initiatives that will improve trust and tolerance, and reduce levels of sectarianism and racism. The budget approved to implement the Programme to 2010 is €1,960,605.

#### **Establishment of the Economic Development Sub-Committee:**

As part of the review process the County Development Board has developed strategic priorities for the economic development of County Sligo for mid 2009-2012. The Innovation/Job Creation Working Group which was established by the Board in September 2007 evolved during the review process to become the Board's Economic Development Sub-Committee. This was established in accordance with the Department of Environment Heritage and Local Government Guidelines LG.16/08.<sup>18</sup> The role of the new sub-committee involves member agencies taking on a shared leadership role in the area of economic development for the county and to provide a focal point for the economic promotion of Sligo. The sub-committee will also act as a locally based inter-agency Task Force and the immediate focus of this sub-committee is the promotion of the services available by Enterprise Agencies for new and existing enterprise start-ups. The Committee is working collaboratively to address the major increase in applications for post leaving certificate courses and is also addressing training and up-skilling in the workplace.

#### **Executive/Advisory Committee:**

In accordance with the Indecon recommendation Sligo County Development Board have agreed to establish an Executive /Advisory Committee which will be made up of a small working executive to assist in setting agendas, enabling maximum engagement and in being a reference point for staff. Its aim will be to assist with continuity, to maximize the Board's potential, keep its strategic focus and to ensure agendas are in keeping with the revised role of the Board. It was suggested that agendas should have three or four relevant items that require Board Members input, advice and expertise. In examining the working arrangements between the Board and its sub-committees it is hoped that such a committee will improve communication between the County Development Board and its sub-structures, the public and other key institutions. It is important to note that this committee will not take over the decision making role of the Board.

To date the Board agenda has been set by staff of Community & Enterprise. In their one to one interviews as part of this review, Members considered that the Board was well supported by the staff and indicated that staff commitment was fundamental to the work of the Board and in driving actions forward. The establishment of the new Executive/Advisory Committee will involve County Development Board Members playing a more proactive role and taking more ownership and leadership of the Board's affairs. This is necessary as working on a shared agenda will benefit from the setting of an agreed agenda.

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<sup>18</sup> **The Innovation/Job Creation Working Group evolved into the Economic Development sub-committee.**

(See Attached Appendix B for Terms of Reference for Executive/Advisory Committee – pg 51).

#### **(D) Cultural Development –**

Learning derived from the process of delivering on the Gateway and the County Development Board facilitated review sessions illustrate the importance of aligning Sligo's economic development strategy with tourism and environmental sustainability. Sligo's attractive location and its pool of creative talent were highlighted as positives to build on.

During the County Development Board review process there was a broad ranging discussion by members on tourism and Sligo's cultural assets which highlighted that this is not just about providing amenities for tourists but also about discovering why people want to live in Sligo and make a contribution to the city and county. There is an opportunity to build Sligo's global brand awareness through developing its unique connection with the Yeats family legacy. Members felt the solid infrastructure of artists and crafts people complimented this and should be developed. In particular two strong ideas emerged from the discussion;

- cultural tourism
- creative economy

With regard to cultural tourism members expressed the view that in addition to its low level impact on the environment and its positive reinforcement of sense of place and identity, it can also reinforce people's sense of belonging. The second idea focused on developing and branding Sligo as a 'creative' economy. The resources to substantiate this concept already exist i.e. lots of artists / performers living in the county, the old world feel of the city, the potential of a 'cultural quarter'. Members felt this information could be communicated in a creative way which linked it to nature, food tourism and the green theme. The findings of the Western Development Commission's recent publication *Creative West – The Creative Sector in the Western Region* supports this showing Sligo to have the second highest proportion of people working within the creative sector in the region.

In light of the above it is clear that a key component of Sligo's national and international competitive edge must be its image and identity. In the global marketplace, places trade on their differences. Sligo must therefore recognise the strength of its unique cultural assets and develop them. In this regard, approaches which nurture diversity, protect heritage, strive for unity and which recognise all the rich elements that make Sligo great and different, must inform the design process that drives regeneration and development.

A critical challenge for Sligo is to find new approaches to structure and manage these characteristics in an integrated and holistic way. Sligo County Development Board in taking on its new role of influencing, leadership and policy should consider the establishment of a *Creative Sligo* sub-committee which would have the capacity to

respond in an integrated way to economic, social and cultural opportunities and challenges along with encouraging members to think creatively, independently of barriers.

### **Summary of Future Direction for Sligo County Development Board for Mid 2009-2012**

Prior to agreeing its future direction and Strategic Priorities to achieve a greater level of collaboration the following was explored by the County Development Board:

1. The Role of the Board – including the following notes:
  - Influencing/lobbying
  - Leadership
  - Policy Issues
  - Public Relations
  - Communications
  
2. The County Development Board analysed it's relationship with Board Structures, key institutions and the public. The Structures include:
  - Social Inclusion Measures Group
  - Interagency Travellers Strategy Group
  - Sligo Peace and Reconciliation Partnership Committee
  - Economic Development Sub-Committee
  - Executive/Advisory Committee
  
3. Cultural Development

## **10. Monitoring and Impact Assessment**

### **A. Monitoring of the Action Plan mid 2009-2012**

The County Development Board will monitor its Action Plan for the period mid 2009-2012 by:

- i Receiving updates from Working Groups, these can be in the form of reports, presentations and submissions.
- ii Primary focus will be placed on identifying issues and or barriers which prevent implementation of the Action Plan with a view to finding solutions at Board Level.
- iii The Board will conduct an Annual review of the Action Plan as will all sub-committees.

### **B. Strategic Impact Statement**

The County Development Board has been mindful during this review process of agreeing priorities that are best suited to the current economic downturn it also however, recognises the importance of building on previous work, seeing new opportunities, being creative and focusing on unique aspects that make Sligo attractive to its population, investors and visitors.

In 2002, when the County Development Board agreed its 10 Year Strategy it agreed a shared vision for Sligo for the year 2012 as:

***“a place with vibrant cultural and commercial activity, a thriving urban centre, dynamic and safe urban and rural communities, a strong sense of civic pride and a superior quality of life”.***

It is appropriate therefore that this vision is kept in mind by the County Development Board in identifying the intended impact or outcome of the actions contained in this current plan for the period mid 2009-2012:

**“a place with vibrant cultural and commercial activity, a thriving urban centre, dynamic and safe urban and rural communities”:**

- The County Development Board work proactively to progress Sligo’s goal of being a Gateway City underpinning the development of the entire county.
- The County Development Board has developed a Creative Sligo initiative/brand. This ensures that County Sligo is profiled appropriately as an attractive place to visit, live, work and to invest in.
- Unique selling points for the continued development of Tourism in County Sligo are identified and worked on by the County Development Board.
- The County Development Board takes initiative and responds collaboratively to the downturn in the economy especially in relation to job creation and retention and the training and up-skilling of the workforce.

- The County Development Board creates links regionally and across county boundaries to deliver on priorities and projects such as regional walking trails, women's refuge, broadband and the creative northwest.

**“A Strong Sense of Civic Pride and a Superior Quality of Life”**

- There is ongoing focus on citizen/community initiatives such as the work of the Volunteer Centre and Sligo County Community Forum to support vibrant community activity at local level.
- Social exclusion in County Sligo is reduced via our integrated social, economic and cultural strategy that strengthens the Sligo 'brand'.
- Reconciliation and diversity at community level are supported through the Sligo Peace and Reconciliation Partnership Committee:
- The County Development Board in its role and work programme represents and promotes a county-wide “pride of place” and uses this in developing County Sligo.

**Leadership:**

The County Development Board has continually evolved its leadership role and expertise by using its membership expertise, its committee structures and inviting members to act as spokespeople so that audiences/collaborators get relevant and interesting information.

Members are the County Development Board's critical resource, they keep the Board relevant, they are not afraid of looking at how they are organising themselves, they exchange good practice, and implement agreed goals and they are consistently involved and share a sense of achievement.

## **11. Strategic Priorities and Action Plans Mid 2009-2012**

### **Introduction:**

Prior to determining its Strategic Actions for the period mid 2009-2012, Members of the County Development Board and its sub-committees were facilitated to agree criteria for making strategic actions. The criteria take into account the recommendation outlined by Department of Environment, Heritage and Local Government Guidelines Circular LG 11/08 and the lessons learned by the Board from the Review Process. The final results are a set of actions which work towards improving the level of co-ordination of the Board.

This Section outlines the 5 Strategic Priority areas (along with a set of actions) which the County Development Board agreed to implement over the period mid 2009-2012. They are categorized as follows:

*Strategic Priority Area 1: Over-arching Strategic Actions of the County Development Board*

*Strategic Priority Area 2: Social Inclusion and Equality*

*Strategic Priority Area 3: Economic Development*

*Strategic Priority Area 4: Cultural Development*

*Strategic Priority Area 5: Sligo Peace and Reconciliation Partnership Committee –  
PEACE III Action Plan 2008-2010*

At the time of writing a number of actions have already been initiated.

## **Strategic Priority Area 1: Over-arching Strategic Actions of the County Development Board**

In agreeing its future direction the County Development Board identified a set of overarching strategic actions to implement over the period mid 2009-2012. The identified actions were as a result of the Board reviewing and developing its own role, that of its sub-structures and its working arrangements. (This is explored in depth in Section 8).

The following Actions will be progressed via the Executive/Advisory Committee of the County Development Board which will formulate proposals for the Board's consideration and agreement to be acted upon.

*Numbers 1 – 4 below were agreed as the 4 top priorities for the Board's early attention.*

1. Development of Leadership Role at County Development Board level, organisational level, sectoral level and local level.
2. Develop and improve the public profile for Sligo including the development of a creative Sligo Brand.
3. Managing in the downturn by promoting enterprise development including creative and indigenous industries, job retention/creation along with the promotion of training and up-skilling of the workforce.
4. To achieve a greater level of collaboration.
5. The development of a Communications Strategy/protocol to ensure greater connection between the County Development Board and its sub-committees and between the Board and its member organisations.
6. The development of a Policy Role of the County Development Board.
7. Accessing relevant local data and sharing data.

## Strategic Priority Area 2: Social Inclusion & Equality:

This Priority Area will be monitored by the Social Inclusion Measures Group (Sub-Committee of the County Development Board). It incorporates a series of General Operational Actions which are aimed to provide greater collaboration between members of the Group. The largest proportions of actions are developed by adopting the Lifecycle approach. This is used in Towards 2016 and the National Action Plan for Social Inclusion 2007-2012. The lifecycle approach incorporates actions for children, People of Working age, older people and communities.

### 1. General Operational

No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
1.1	A lobbying/influencing policy role is to be explored and agreed by SIM. Appropriate infrastructure to be put in place to enable this e.g. change of agenda format, facilitated annual strategic review, training etc.	SIM	C&E Staff	A greater policy and lobbying role to be adopted and used by SIM	April 2009-Dec 2012
No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
1.2	To strengthen the connection between the SIM Group and CDB – by creating a dual flow of information/reporting. (SIM Group to receive a report on CDB Activities and to continue SIM's direct reporting arrangements to the CDB).	SIM Chair		A better relationship between CDB & SIM (& vice versa) to enable and enhance joined up thinking	April 2009-Dec 2012
No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
1.3	Strengthen the connection between SIM members and their representative organisation by:-	SIM		Raise awareness of SIM and CDBs work within the member organisations and ensure Social Inclusion work is not marginalized	April 2009-Dec 2012
1.3a	Dissemination of SIM minutes to relevant personnel within the each member agency.	SIM			

No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
1.3b	SIM activities to be placed on relevant staff agendas within each member organisation to raise awareness of the group.	SIM	C&E Staff	A better relationship between CDB & SIM (& vice versa) to enable and enhance joined up thinking	April 2009-Dec 2012
No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
1.3c	<p>Annual presentation on actions/outcomes of the SIM Group to be compiled by C&amp;E and agreed by the group.</p> <ul style="list-style-type: none"> <li>This presentation will in turn be delivered by nominated SIM members to the CDB and relevant sub-committees.</li> <li>Each SIM member will be responsible for delivery of presentation within their own organisation.</li> </ul> <p><i>Feedback on the above is to be relayed to SIM.</i></p>	SIM	C&E Staff	Increased institutional awareness to the CDB process and SIM work amongst member agencies	Dec 2009-Dec 2012
No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
1.4	Endorsement of Annual Plans. (SLPCo, CDP's, SCCC) – In accordance with DOELG Guidelines	SIM	C&E Staff	Increase the weighting of SIM/CDB endorsement	Dec 2009-Dec 2012

## 2. Children

No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
2.1	The preparation of an Interagency Recreation Strategy for Young People in Co. Sligo (under action 64 of 'Teenspace') to include the recruitment of "Hard to reach" young people to Comhairle na nOg.	C&E	VEC, SSRP, Youth Organisations. (Other parties will be identifies in the reconstitution of the Play Advisory Forum.	An Integrated Recreation strategy in place which incorporates the recruitment of hard to reach young people to Comhairle na nOg.	Oct 09 – Dec 2012

No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
2.2	To support the work of the Comhairle na nOg and in particular its Interagency Expert Youth Advisory Group which aims to link the work of the Comhairle na nÓg into the adult decision making structures to influence policy making decisions.	SCC	VEC, Foroige, Youth Organisations, SLPCo, RAPID, Gardai, HSE, Community Forum.	A well established Comhairle na nOg with access to influence the local relevant adult decision making structures in relation to youth affairs.	April 2009-Dec 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
2.3	Continue to support the Sligo County Childcare Committee (SCCC), in the implementation of their Strategies. SCCC are to issue regular reports to SIM regarding successes, obstacles and gaps in service provision.	SCCC	All relevant agencies.	Regular Reporting to SIM on the progress of actions within SCCC Strategic Plan.  Full implementation of SCCC strategic plan & outcomes highlighted within plan.	Dec 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
2.4	<p><b><u>Integration of Services:</u></b> To take a lead role in developing a <b><u>Childrens Services Committee</u></b>, in order to develop a strategic integrated planning process for all services working with children.</p> <p>To take a lead role in developing the interagency Identification of Need process, as a method of ensuring that the needs of individual children are identified and met at an early stage.</p>	<p>HSE</p> <p>HSE</p>	All relevant agencies	<p>To set up a steering committee and agree vision, objectives, and methodology, assisted by the Office of Minister for Children.</p> <p>To identify needs and desired outcomes, and to produce an inter service action plan to improve the lives of children and families from universal to targeted services.</p> <p>1. All practitioners will be alert to children and young people in difficulty. 2. Services will use a common framework to assist families to identify needs and strengths.</p>	<p><b>Sept 2009 and June 2010</b></p> <p><b>June 2010 – June 2011</b></p> <p>2009 – 2010</p>

				3. Services will work together with parents and young people to plan cooperative solutions to difficulties.	
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### 3. People of Working Age:

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
3.1	<p>To analyse and respond to the recommendations contained the following pieces of research:-</p> <ul style="list-style-type: none"> <li>• “Early School Leaving LAPSIS” (Local Anti Poverty Social Inclusion Strategy – Feasibility Study) commissioned by SIM in November, 2008</li> <li>• “Conversations on Early School Leaving with Young Travellers aged 15 – 22 in County Sligo” commissioned by SLPCo (Dec 08).</li> <li>• The initial mapping exercise conducted by the Early School Leaving Working Group in June, 2008.</li> </ul> <p>The Group will review its Terms of Reference and develop a work plan for the group based on the above reports and any other relevant material/issues which may arise.</p>	Early School Leaving Working Group	All relevant agencies.	<p>Implementation of agreed work-plan incorporating all relevant studies/issues with outcomes highlighted.</p> <p>Regular reporting to SIM Group on progress/gaps/obstacles in implementing targeted initiatives identified by the Group.</p>	Mid 2009-2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
3.2	To establish a working group to engage in planning going forward on how best to engage the newly unemployed and long term unemployed in today’s adverse economic circumstances. (This group will link with the CDBs Economic Development Sub-committee).	SLPCo, ICTU	DSFA, FAS, VEC, RAPID	The development and implementation of a strategy to address the needs of the unemployed through collective action and access to education and training.	2009-2010

**4. Older People:**

No:	Action	Lead Agency	Support Agencies	Outcomes	Timeframe
4.1	Continue to support the Older Persons Forum and initiatives that raise awareness of the isolation of older people in Co Sligo.	SLPCo	All relevant agencies	Implement development strategy and care and repair scheme	2009-2011
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
4.2	To monitor the SIM Action Plan – “A Better Life for Older People in Sligo” (2007-2009)”.	SIM	All relevant agencies.	To highlight the work of the SIM group and progress made on the 26 integrated actions – and communicate progress to the seminar participants	Sept 2009

**5. People with Disabilities:**

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
5.1	To establish an Interagency Disability Group Linked to SIM – to examine thematic areas such as employment, education and training and other issues relevant to the target group.	SLPCo	DSFA, FAS, VEC, HSE Disability Organisations and any other relevant agencies.	Interagency Disability Group established and work plan commenced	April 09-Dec 2012

**6. Communities:**

<b>No:</b>	<b>Action</b>	<b>Lead Agency</b>	<b>Support Agencies</b>	<b>Outcome</b>	<b>Timeframes</b>
6.1	<p>A facilitated review of Sligo County Community Forum to maximise its potential and examine how it engages with agencies and vice versa. The Forum is also to review its role on the various agency committees on which it is represented.</p> <p>Sligo County Community Forum is to issue its recommendations to SIM/CDB in this regard in order to create necessary linkages and buy in from agencies concerned.</p>	Sligo County Community Forum	All relevant agencies	Sligo County Community Forum is working to become more strategic in bringing forward the views of the community and voluntary sector to various agencies, by strengthening the links with groups on the ground and becoming more 'issue focused' in its approach. The community forum has undertaken training in this regard.	2009-2012
<b>No:</b>	<b>Action</b>	<b>Lead Agency</b>	<b>Support Agencies</b>	<b>Outcome</b>	<b>Timeframe</b>
6.2	<p>To explore and examine links between Sligo Volunteer Centre, Sligo County Community Forum and other relevant agencies in relation to channeling the energy around volunteerism and active citizenship in County Sligo.</p> <p>Sligo Volunteer Centre will provide update to SIM and other sub-groups as relevant on successes, obstacles and gaps in service provision.</p>	Sligo Volunteer Centre	Sligo County Community Forum and All relevant agencies	Continued increase in active participation in the community. Providing a positive direction for people who find themselves unemployed/underemployed. Providing positive & vital human resources for the community sector in County Sligo who are faced with a different economic & financial reality than previously. Process will allow for other relevant agencies to share their knowledge and experiences in order to assist Sligo Volunteer Centre to overcome obstacles and gaps in service provision.	May 2009-December 2012

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
6.3	Continue the SIM Seminar Series as a good forum for show casing interagency collaboration and a good medium for raising further awareness of social inclusion issues.	SIM	All relevant agencies	To profile relevant Social Inclusion issues and Interagency collaboratives and to be used as a medium to influence policy change demonstrating local leadership	Sept/Oct 2009-2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
6.4	Continue to support the RAPID AIT and Interagency Traveller Strategy Group (IATSG) in the implementation of their Strategies. Both Committees are to report to SIM on a regular basis on successes, obstacles and gaps in service provision.	RAPID Chair & IATSG Chair	All relevant agencies	Regular reporting to SIM on the progress of actions within RAPID Strategic Plans and the Interagency Travellers Strategy – 2007-2012 Full implementation of both Strategic Plans and outcomes highlighted.	April 2009- Dec 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
6.5	To work on an interagency basis to develop a Refuge for victims of domestic violence for Sligo/Leitrim. The development of organizational policies around domestic violence. Promotion of training for frontline workers dealing with victims of Domestic Violence. Other activities which are deemed to be relevant by the Group.	SIM	All relevant agencies	Steering Committee formed and working effectively towards advancing goal of securing a Regional Refuge for Sligo – Leitrim, organizational policies in place amongst member agencies.	2009-2012

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
6.6	To support the work of the Sligo Borough Council and Sligo County Council Joint Policing Committees. (Established in accordance with the Garda Síochána Act 2005 in the Sligo Borough Council and Sligo County Council administrative areas).	Sligo County Council, Sligo Borough Council, Oireachtas members, An Garda Síochána, Community & Voluntary Sector.	Any relevant parties	Regular reporting to SIM on JPC and sub-committee initiatives and actions as identified in the Joint Policing Committee Work Plan.	May 2009 – December 2012.
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
6.7	To link the Interagency Group for Integration and New Communities into SIM through its lead agency – SLPCo.	SLPCo	VEC, HSE, Lifestart, Sligo FRC, CIC, FAS, DSFA, Dept. of Education, Sligo Social Services	- Greater information sharing and co-operation - Enhanced supports for new communities	2009 – Dec 2010

### Strategic Priority Area 3: Economic Development

The Economic Development priorities are monitored by the Economic Development Sub-Committee of Sligo County Development Board.

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.1	Develop an IT based Information Hub for Sligo for all service Areas.	Sligo County Council	IT, IDA, EI, CEB, Chamber of Commerce, FÁS, Failte Ireland N.W. LEADER, CEB	Having a simple access point on up to date information available for organisations, businesses, investors and tourists in Sligo.	Mid 2009 - 2010
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.2	Co-ordinate an inter-agency response to the downturn in the economy – enterprise clinics, enterprise page in newspapers etc.	Enterprise Ireland	All economic agencies and IT Sligo	New start up businesses developed and existing jobs supported. Public kept informed of all agencies initiatives.	Mid 2009 - 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.3	Promote entrepreneurship, including promotion in schools.	CEB	VEC, IT Sligo, Dept ED & Sc, Co. Council, LEADER	Continue activities aimed at highlighting entrepreneurship. Participate in joint events in that regard. Continue schools programmes and enhance them in line with national policy. Promote new on-line business game to students. Contact all associated parties with a view to examining further ways of enhancing current provision.	Mid 2009 - 2012

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.4	Explore potential European funding for enterprise.	CEB	EI, IDA, Co. Council LEADER	This activity is already being catered for in a CEB context through a national "External Opportunities Committee." (Initiatives under active consideration) and through the CEB and the Council's involvement with ICBAN and Interreg in a cross-border context. All associated parties to be contacted with a view to examining further potential.	Mid 2009 - 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.5	Address deficits in infrastructure – broadband in particular.	Sligo Co Council	All relevant agencies	To have Broadband services with appropriate download speeds delivered in all parts of Sligo to improve attractiveness of Sligo for new and existing businesses / employers.	Mid 2009 - 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.6	Support the indigenous job creation sector in Sligo. (Encourage incubation units/cottage/craft industries in newly expanded villages).	CEB, LEADER	All relevant agencies CEB, EI and IT Sligo	Continue to promote available interventions.	Mid 2009 - 2012

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.7	<p>Encourage a more integrated response to training and upskilling between education organisations.</p> <p>Establish a working group for Educational Progression with membership from FÁS, the VEC and ITS to consider the following:</p> <ul style="list-style-type: none"> <li>• A need for clear and accessible progression routes through Training and Education post secondary at all levels of FETAC and HETAC courses.</li> </ul> <p>The expressed need, from recent research – LAPSIS feasibility study (Local anti poverty social inclusion strategy), for a collaborative approach between FÁS Services to Business and their One Step Up Programme and between IT Sligo around the part payment of fees for people working in low income jobs to access Higher Education Programmes on a Part Time basis.</p>	IT Sligo	FAS, VEC, Dept Education & Science, ICTU, Failte Ireland	To provide an Education forum to coordinate and integrate education, and training within Sligo, in order to ensure the highest quality workforce to improve regional employment and competitiveness.	Mid 2009 - 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.8	Use of influencing role of CDB to maximise Sligo's air, rail, road and sea links to make Sligo more accessible in a regional, national and international level.	CDB	IDA , IT Sligo, E.I., Sligo Co Co	A more accessible Sligo for business and tourism	Mid 2009 - 2012

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.9	Develop a County wide joined up Tourism Strategy linked to the Economic Development Sub-Committee:	Sligo County Council	Failte Irl, IT Sligo, LEADER, CEB, Failte Ireland NW, IT Sligo and Funding organisations	Main target is to grow visitor numbers to the County, increase volume of bed-nights and in so doing generate revenue for the local economy. Target unique selling points for Tourism in Sligo. Relevant agencies working together around the unique selling points.	Mid 2009 - 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.10	Delivering on the Gateway Innovation Fund application	Sligo County Council	All relevant agencies	The delivery of the necessary social, cultural and economic infrastructure for Sligo City.	Mid 2009 - 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.11	Examine the link between creative industries and culture.	Sligo County Council	IT Sligo, CEB, ICTU, LEADER, VEC, WDC	An understanding of the contribution artists make to the creative industries sector.	Mid 2009 - 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.12	Encourage diversification in agriculture in County Sligo through the organisation of information events with expert speakers on a wide range of subjects in the areas of alternative and farm diversification practices.	SLPCo	Teagasc St Angela's IFA Macra ICMSA	Creating greater awareness of the benefits and opportunities within alternative and farm diversification practices. Adding value to services provided by mainstream Rural Development service providers. Increase the number of farmers involved in alternative agriculture.	Mid 2009 – 2012

No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.13	Encourage diversification in Rural Enterprise in County Sligo through the organisation of training programmes and information events with expert speakers on a wide range of subjects in the areas of alternative Rural Enterprise.	SLPCo	Teagasc Macra IFA ACMSA	Building additional and greater awareness of the benefits and opportunities in Rural Enterprise and support for existing Rural Enterprises to expand, through the use of additional expertise and a collaborative approach to information dissemination.  Stimulation of new business ideas and innovative businesses in rural areas.	Mid 2009 – 2012
No:	Action	Lead Agency	Support Agencies	Outcome	Timeframe
1.14	Act as the locally based inter-agency Task Force constituted in response to significant issues (e.g. closure of major businesses or development of specific economic initiatives) in line with any advice/guidelines from the Department of Enterprise, Trade and Employment. Respond to Enniscrone, Tubbercurry and Collooney for economic development support.	Economic Development Sub-Committee	Co. Council, EI, IDA, FÁS, CEB, WDC, Teagasc, VEC, IT Sligo, Failte Irl, LEADER, ICTU, Chamber of Commerce,	That the Economic Development Sub-Committee responds on an interagency basis to job losses in the county.	Mid 2009 – 2012

#### **Strategic Priority Area 4: Cultural Development**

The County Development Board agreed to establish a Cultural Working Group to complement the social and economic focus of the Board

#### **Strategic Priority Area 5: *Sligo Peace and Reconciliation Partnership Committee – PEACE III Action Plan 2008-2010.***

The PEACE III Action Plan 2008-2010 will be implemented through the Sligo Peace and Reconciliation Partnership Committee, a Sub-Committee of the County Development Board. *(Copies of this Plan are available from the Community & Enterprise Department, Sligo County Council or to download on [www.sligococo.ie](http://www.sligococo.ie) .*

## Appendix A

### Socio - Economic Trends and Shifts

	<b>Initial CDB Strategy (1996 Census)</b>	<b>2006 Review (2002 Census)</b>	<b>2008 Review (2006 Census)</b>	
<b>Population</b>				
Town	17,786	18,473	17,892	-3.1%
County	55,821	58,200	60,984	+4.6%
0 – 19 yrs	33%	29%	27%	-2%
20 – 64 yrs	53%	58%	60%	+2%
65 years +	14%	13%	13%	0%
<b>Education</b>				
With Primary only	30%	22%	19%	-3%
With Third Level	19%	23%	28%	+5%
<b>Economic</b>				
Labour Force	23,321	26,213	29,545	+12%
On Live Register	2,306	2,043	3,126	+53%
Agricultural employment	13%	8%	6%	-2%
Manufacturing employment	14%	12%	11%	-1%
Services Employment	10%	11%	12%	+1%
Professional/technical/ health employment	17%	18%	18%	0%
Admin / Government	14%	16%	16%	0%
Income per person	13,159	18,695	19,290	+3%
<b>Social</b>				
Average household size	3.08	2.84	2.71	-4.5%
Over 70s living alone	31%	34%	35.9%	+1.9%

(Source CSO – Census 2006)

## **Appendix B**

### ***Terms of Reference for the Executive/Advisory Committee of Sligo County Development Board***

#### **Introduction**

The purpose of this document is to outline the role and remit of the Executive/Advisory Committee of Sligo County Development Board.

#### **Background**

The Indecon Review 2008 of County/City Development Board's recommended the establishment of a small executive board to give direction to the County Development Board and facilitate decision-making. In reviewing its strategy in 2008/9, Sligo County Development Board agreed to form an Executive/Advisory Committee. It is agreed that this Committee of the Board will operate in accordance with the following terms of reference for the remainder of CDB Strategy mid 2009 – 2012.

#### **Criteria for Membership**

##### **It is agreed that:**

- a. The membership of the Executive of the County Development Board has to ensure that the most appropriate personnel are in attendance at Executive meetings for the specific issues being discussed. Indecon states "*another issue which was seen as very important in influencing effectiveness related to the quality and commitment of individuals involved.*" It is essential, if this is to be achieved, that the nominations made by organisations should be senior personnel within the organisation. Accordingly, when organisations are being asked to make nominations, it is recommended that the nominations should be made within this context.
- b. The membership of the Executive/Advisory Committee of the County Development Board comprise of members selected on a sectoral basis and Chairs of the sub-committees.
- c. The Chairperson of the Executive/Advisory Committee will be the Chairperson of the CDB.
- d. The terms of reference of the Executive/Advisory Committee of the County Development Board should allow its membership structure to change at any stage if required.
- e. Membership of Executive/Advisory Committee:-

The Membership of the Committee will be made up of the eight Members of the County Development Board comprised as follows:-

  - i. Chairperson of the County Development Board.
  - ii. Chairperson of the Social Inclusion Measures Group.
  - iii. Chairperson of the Economic Development Sub-Committee.
  - iv. Chairperson of Cultural Sub-Committee.
  - v. One representative from each of the four sectors represented on the Board (Local Government, State Agencies, Social Partners, Local Development).

The quorum for meetings shall be three Members.

### **Purpose**

The primary purpose of the Executive of the County Development Board is to:-

1. Assist in setting and agreeing the Board Agenda in advance of each CDB meeting.
  - To ensure the development of a balanced Economic, Social and cultural agenda.
  - To ensure that items tabled for discussion are timely, appropriate and relevant to the Board's revised priorities for the period mid 2009-2012.
  - Agendas will be in keeping with the revised role of the Board, and designed to enable maximum participation of members requiring members input advice and expertise.
2. To address any issues in relation to procedures and/or protocols and propose arrangements for the consideration of policy matters and the organisation of related business of the CDB members.
3. To advise and assist CDB members in the formulation, development, monitoring and review of policy; the CDB integrated strategy 2002-2012, and the Board's revised priorities mid 2009-2012.
4. To formulate proposals for the County Development Board regarding the future direction of the Board (as per review document pg 35).
5. In monitoring the Board's revised priorities the Executive/Advisory Committee will identify any opportunities and/or barriers that should be brought to the Board for resolution.
6. The Executive/Advisory Committee will need to scan changes in the economic, social and culture environment as it applies to the work programme of the Board and its sub-committees. It will make recommendations to the County Development Board in this regard.
7. The Executive/Advisory Committee will be a point of reference for the Director of Service and staff of Community & Enterprise in order to keep the Board's strategic focus to the fore.
8. The Committee will not take over the decision making role of the Board, it will be subservient to the Board, will meet as necessary and will make a quarterly report on progress through its Chair to the Board. These meetings should take place prior to CDB Meetings in order to agree the progress reports to the Board and to agree the agenda for the Board Meetings.

### **Roles of Members**

- ❖ Members should do their best to advance the process in good faith.
- ❖ They should apply their judgement and experience on behalf of their representative body and the County Development Board.
- ❖ Members should act with honesty and openness in advancing the process.
- ❖ Members should not use their position at the table to benefit materially from the outcomes.
- ❖ Members to commit to attend at relevant meeting of the sub-structures of the Board.
- ❖ Familiarise themselves with pertinent legislation, reports/plans and avail of any relevant training.
- ❖ Members should meet and make submissions on behalf of the full Board where possible.

### ***Assistance to the Executive Board:***

Sligo County Council, through the office of the Director of Community & Enterprise will provide managerial and technical assistance to the Executive/Advisory Committee of the County Development Board.

## Appendix C

### Agreed Criteria for Making Strategic Choices:

The following are the agreed criteria for selection of strategic Actions which the County Development Board adopted to determine its strategic priorities for the period mid 2009-2012.

#### **1. How will a CDB involvement/platform bring added value to this initiative?**

- Must demonstrate a capacity for institutional change from the beginning
- Be set up in a way that can access learning and improvement on an on-going basis
- Illustrates something new or innovative or a more creative way of organising e.g. getting better value for money, sharing new models of practice.
- Issues already high-lighted in one or more agency strategies and at CDB
- Makes a contribution to avoiding duplication

#### **2. Who is the lead agency?**

- Leadership must be defined and structured accordingly
- Use of a partnership/joint planning approach integral to design and management
- Indicate energy and a 'fighting spirit'
- Prepared to network, share experiences/access advice with similar initiatives elsewhere
- Looks for synergies/points of connection with other initiatives

#### **3. How is this action contributing to joined up service delivery?**

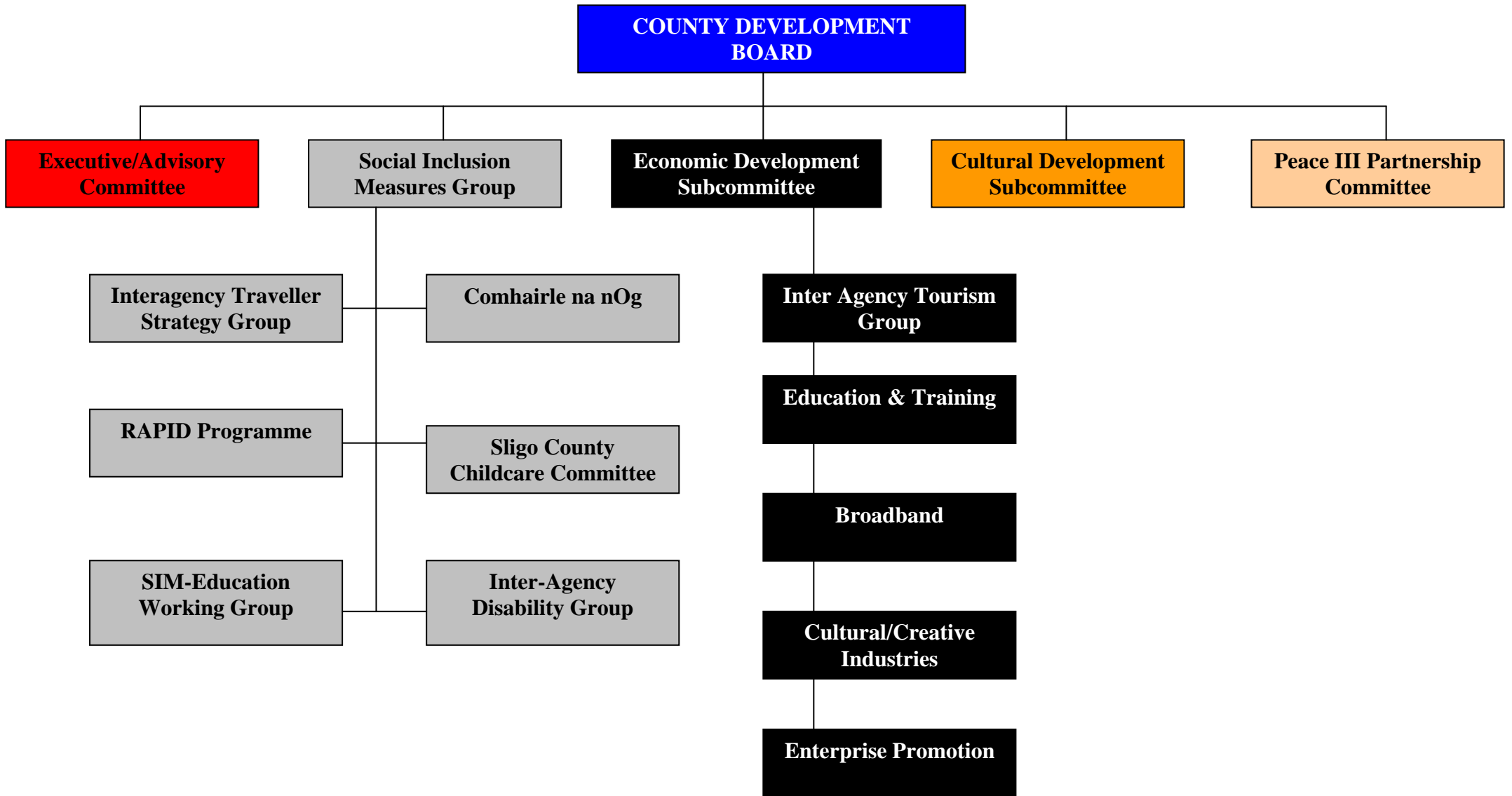
- Projects must contribute to enhancing a joined up infrastructure in Sligo (economic, social, cultural)
- Must contribute to building a 'whole' that is greater than the sum of the parts
- Resources will be clarified to include both financial, access to networks and other expertise
- Provides a mechanism to share, collect and analyse relevant data
- Long-term social inclusion issues should continue to be a priority

#### **4. How will this action move us further up the phases of co-ordination?**

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

- Shows that more can be achieved as a result of CDB presence
- Has significant probability of being sustained if proved relevant and making a positive impact
- Focus on outcomes more than on solving isolated problems

**Sligo County Development Board Organisational Chart**



**Appendix E**  
**Membership of Sub-Committees**

**Social Inclusion Measures Group**

<b>Name</b>	<b>Agency/Body</b>
Hugh MacConville (Chair)	Irish Congress of Trade Unions
Rita McNulty	Director of Services, Sligo County Council
Ann Donegan	Sligo Northside Community Partnership
Bernadette C. Maughan	Sligo Traveller Support Group
Bridie Conway	Housing Officer, Sligo Borough Council
Chris Gonley	Sligo Leader Partnership Co Ltd
Conor Corduff	Citizen's Information Centre
Darragh Severs	Dept. Education & Science
Elizabeth King	Sligo Family Resource Centre
Mary Phair	Dept. Social & Family Affairs
Francis Byrne	FAS
Insp. Sean McGinty	Garda Síochána
Marcus Hufsky	Disability Federation of Ireland
Martin Henry	Teagasc
Mary Haugh	Sligo Education Centre
Mary Phair	Dept. Social & Family Affairs
Pamela Andison	RAPID Coordinator, Sligo Borough Council
Paula O'Connor Sherlock	Sligo County Community Forum
Sean O Connor	NW Regional Drugs Task Force
Sharon Boles	Sligo County Childcare Committee
Trevor Sweetman	Co Sligo VEC
Vacant	HSE

**Economic Development Sub-Committee**

<b>Name</b>	<b>Agency/Body</b>
Shaun Purcell (Chair)	Co Sligo VEC
Rita McNulty	Director of Services, Sligo County Council
Brian Scanlon	Sligo County Community Forum
Carole Brenan	Enterprise Ireland
Cllr Tony McLoughlin	Cllr, Sligo County Council
Frank Fox	Dept. Education & Science
Hugh McConville	Irish Congress of Trade Unions
Ian Brannigan	Western Development Commission
Joe McHugh	IDA
John Reilly	County Enterprise Board
Martin Henry	Teagasc
Michael Quigley	Sligo Leader Partnership Co Ltd
Michelle Yewlett	IDA
Miriam Scanlon Trill	FAS
Niall McEvoy	IT Sligo
Noelle Cawley	Failte Ireland
Paul McLoone	Failte Ireland
Peter Greene	Chamber of Commerce

### Interagency Traveller Strategy Group

Name	Agency/Body
Rita McNulty (Chair)	Director of Services, Sligo County Council
Ann Donegan	Sligo Northside Community Partnership
Bernadette Maughan	Sligo Traveller Support Group
Bridie Conway	Housing Officer, Sligo Borough Council
Enda Gilvarry	Housing Officer, Sligo County Council
Francis Byrne	FAS
Gabrielle McSharry	Dept. Education & Science
Insp. Sean McGinty	Garda Síochána
John Kielty	FAS
Jonathon May	Sligo Leader Partnership Co. Ltd
Mairead McLaughlin	Senior Social Worker
Martin Mongan	Sligo Traveller Support Group
Mary Brodie	Co Sligo VEC
Mary Phair	Dept. Social & Family Affairs
Pamela Andison	RAPID Coordinator
Sharon Boles	Sligo County Childcare Committee

### SIM - Sligo Education Working Group

Name	Agency/Body
Frank Fox (Chair)	Dept. Education & Science
Aisling Smyth	Sligo County Council (County Development Board)
Ann Donegan	Sligo Northside Community Partnership
Ann Marie Regan	Foroige
Martin Mongan	Sligo Traveller Support Group
Carol Gallagher	St Angela's College
Caroline Costello	Youth Action Project Sligo
Catherine McNelis	I.T. Sligo
David Bradley	National Education Welfare Board
Geri Bruce	Sligo Leader Partnership Co. Ltd
Michael Hedigan	Home Youth Liaison Officer
Jackie Lynch	Co Sligo VEC
Kay Rudge	Cranmore Regeneration Programme
Marcus Hufsky	Disability Federation of Ireland
Mary Hough	Sligo Education Centre
Mary McHugh	School Completion Project
Mary Phair	Dept. Social & Family Affairs
Padraig Leydon	FAS
Pamela Andison	RAPID Coordinator
Siobhan Kelly	Junior Achievement Ireland

### **Peace III Partnership Committee**

<b>Name</b>	<b>Agency/Body (Sligo County Council / Sligo Borough Council)</b>
Hubert Kearns (Chair)	Co Manager – Sligo Local Authorities
Rita McNulty	Sligo County Council – Secretary to Committee
Cllr Veronica Cawley	Sligo Borough Council
Cllr Gerard Mullaney	Sligo County Council
Cllr Patsy Barry	Sligo County Council
Michael Quigley	Sligo Leader Partnership Co. Ltd
Cara O'Neill	HSE
Jack Lynch	Co Sligo VEC
Janette Gillen	I.T. Sligo
Gerard Queenan	Farming Representative
Brian Scanlon	Community Forum Representative
Tom McGettrick	Community Forum Representative
Bernadette Maughan	Community Forum Representative
Piotr Rachwald	Community Forum Representative
Mildred Gilmore	Community Forum Representative
Alan Mitchell	Community Forum Representative
Chris McManus	Community Forum Representative

## **Appendix F** **Glossary**

ADM	Area Development Management
CDB	County Development Board
CEB	County Enterprise Board
CIS	Citizens Information Centre
CLÁR	Ceantair Laga Árd-Riachtanais
CLASP	Community of Lough Arrow Social Project
CSO	Central Statistics Office
DCMNR	Department of Communications, Marine & Natural Resources
DCRGA	Department of Community, Rural & Gaeltacht Affairs
DED	District Electoral Division
DEHLG	Department of Environment, Heritage and Local Government
DSFA	Department of Social & Family Affairs
DES	Department of Education and Science
EI	Enterprise Ireland
FÁS	Foras Áiseanna Saothair
FETAC	Further Education and Training Awards Council
HSE	Health Service Executive
IBEC	Irish Business and Employers Confederation
ICTU	Irish Congress of Trade Unions
IDA	Industrial Development Agency
IT Sligo	Institute of Technology Sligo
NDP	National Development Plan
NSS	National Spatial Strategy
RAPID	Revitalising Areas by Planning Investment and Development
SCC	Sligo County Council
SCCC	Sligo County Childcare Committee
SEC	Sligo Education Centre
SIM	Social Inclusion Measures
SLPCo	Sligo LEADER Partnership Company
SPC	Strategic Policy Committee
SSRP	Sligo Sports and Recreation Partnership
STSG	Sligo Travellers Support Group
VEC	Vocational Educational Committee
WDC	Western Development Commission