

Mayo County Development Board

2002-2005 Review

&

2006-2008 Implementation Plan

March 2006

Foreword

I believe that the establishment of the County & City Development Boards (CDBs) in 2000 was one of the most significant developments in Local Government since the foundation of the State. It was the initiative that finally brought together all of the main sectors and agencies to work together in an integrated and structured manner at local level. The subsequent publication by Mayo County Development Board in 2002 of '*Le Chéile le Neart*', the 10-year Integrated Strategy for Economic, Social & Cultural Development in the county was a significant milestone. It represented the culmination of more than two years of participation and consultation with a wide variety of interest groups, agencies and organisations.

Since the launch of the Strategy in 2002 significant progress has been made in delivering on many of the actions in the Implementation Plan and many lessons have been learnt. The Strategy and the work of the Board are crucial in the context of an ever-changing social, economic and cultural environment. It is becoming increasingly apparent that it is only through working together in real partnership that meaningful change can be achieved. The Partnership concept offers agencies the best opportunity to most appropriately respond to quality-of-life issues that affect people.

It is within this context that all CDBs were asked in 2005 to prepare a review of their work to date and to agree a limited number of priorities for the 2006-2008 period. This document is the result of that review. It identifies a series of actions that will play an important role in ensuring the Board realises its long term Vision.

This document is the result of a thorough consultation process and I am grateful for the generous input of the many groups and agencies that participated in the work. The Working Groups of the Board deserve special mention for their work to date, especially given their crucial role in delivering the new actions.

I wish to thank the previous Chairs of the Board, Stephen Molloy, John Carty and Frank Chambers. They guided the Board through its formative years and earlier challenges. The staffs of the Community & Enterprise Directorate of Mayo County Council – under the direction of Mr John Coll – also deserve our wholehearted thanks.

Finally I'd like to thank all of the current and former Board members and members of Working Groups, as it is they who make the change we are seeking possible. I look forward to continuing to develop working relationships with all Board members and sectors, as we strive together to make Mayo a Great Place to Work, Invest & Visit, A Great Place to Live, & A Model of Sustainable Development.

Paddy McGuinness
Chairman

Chapter 1 Mayo CDB – Background & Context

1.1 What is Mayo County Development Board?

County & City Development Boards (CDBs) were established in 2000 following the recommendations of the Interdepartmental Task Force on the Integration of Local Government & Local Development Systems. The Boards were given statutory recognition in the Local Government Act 2001. Mayo CDB was established on 30th March 2000 and brings together local government and state agencies, local development bodies and the social partners, including the community and voluntary sector.

This report set the context for the work of the CDBs:

“Co-ordination of services at point of delivery to citizens is a challenge for public services everywhere. In Ireland a large number of separate groups and specialist agencies deal with such matters as industrial development, local development, physical planning, education, health, social services, agriculture, environment, tourism, fisheries and other sectors. These all report more or less ‘vertically’ to their parent Departments. Ensuring ‘horizontally’ integrated service delivery across these bodies at local level is therefore not easy. Neither is co-ordination with other interests – business, local development groups and local communities”.

The function of Mayo County Development Board is considered to be:

- To develop a ‘shared vision’ for Mayo for the 2002-2012 period. The publication of ‘Le Chéile le Neart’ in 2002 was the culmination of 2 years of consultation and gave effect to this 10-year vision;
- To promote inter-agency liaison and co-operation in relation to plans and policies;
- To promote partnership, co-operation and co-ordination in relation to all services delivered in the County.

1.2 Le Chéile le Neart

In July 2002 Mayo County Development Board published ‘Le Chéile le Neart’, the 10-year Integrated Strategy for the Economic, Social and Cultural Development of County Mayo. This Strategy set out a *shared vision* for the County. This envisaged that in ten years time Mayo would be:

A Great Place in which to Work, Invest & Visit, A Great Place to Live, & A Model of Sustainable Development
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1.3 Board Membership

There are 35 representatives on Mayo CDB. Figure 1 (below) gives a breakdown of Board membership.

Figure 1: Membership of Mayo County Development Board

Local Authority (10)	Local Development (6)	State Agencies (14)	Social Partners (5)
- Cathaoirleach	- 2 County Enterprise Board	- VEC	- 1 Business Pillar
- County Manager	- 2 LEADER	- Dept. Social & Family Affairs	- 1 Farming Sector
- 6 SPC Chairs	- 2 Partnership Company	- Enterprise Ireland	- 1 Trade Union
- 2 Urban Council		- FAS	- 2 Comm. / Voluntary
		- IDA Ireland	
		- Ireland West Tourism	
		- Teagasc	
		- Údarás na Gaeltachta	
		- Health Service Executive West	
		- An Garda Síochána	
		- Western Development Commission	
		- Dept. Comm, Rural & Gaeltacht Affairs	
		- County Childcare Committee	
		- Department of Education & Science	

1.4 Context

As per Circular LG 2/05, the Department of the Environment, Heritage & Local Government (DEHLG) requested that each County Development Board would carry out a review of its Strategy in 2005, three years after the publication of the Integrated Strategies. This document represents the outcome of that review and subsequent identification of priorities for the 2006-2008 period.

1.5 Methodology

The review of progress on delivering and implementing the CDB Implementation Plan carried out in 2005 offered a timely opportunity for Mayo County Development Board to review progress to date and to produce an updated Implementation Plan to cover the 2006 – 2008 period.

The process was begun by collating up-to-date and accurate information on progress made on realising each of the 320 Actions contained in the Implementation Plan. In this context, that which had not been delivered, the reasons why, and issues arising in delivering Actions influenced the approach adopted going forward.

A series of review workshops were organised for the implementation structures of the Board, as well as for the Board itself. These considered the processes engaged to deliver the Actions contained in the Implementation Plan and began working towards a new Implementation Plan and priorities under each of the Strategy's Goals.

1.6 Review Objectives

The objectives of the 2005 Review and prioritisation exercise were as follows:

- To review progress and process in implementing *Maigh Eo – Le Chéile le Neart* Implementation Plan;
- To identify key priorities for each of the Goals contained in the CDB Strategy;
- To prepare and agree a new Implementation Plan to cover the 2006-2008 period.

Chapter 2

2002 – 2005 Implementation Plan: Progress to Date & Lessons for the Future

2.1 Introduction

This Chapter focuses on reviewing the work of Mayo County Development Board over the 2002-2005 period, and presents an analysis of achievements and issues arising from that period.

2.2 2002-2005 Achievements

It is proposed that the main achievements of the County Development Board process to date include the following:

2.2.1 Action delivery

On foot of a Status Report compiled in respect of the 320 Actions contained in the 2002-2005 Implementation Plan it can be seen that 89% of Actions were progressed in some way. In some instances the Action was fully completed, whilst for others there is ongoing activity. In many instances there were valid reasons as to why other actions were not progressed. These reasons include a lack of resources (and in some cases resource cutbacks) and a need for central or government level action. In other instances it has been agreed that the strategic planning processes of member agencies would endeavour to ensure that outstanding actions would be integrated into the development of current and future operational plans.

2.2.2 Strategy Embedding

One of the most significant achievements of the CDB process to date has been the embedding of the Strategy into the plans and strategic planning processes of the CDB member agencies and sectors. This is particularly important as it ensures that the values and thrust that underpin the Board's Strategy strategically influence the work of member organisations.

There are a number of good examples of where this has occurred. The example of Mayo County Council's 2005-2009 Corporate Plan is perhaps the most significant in this regard. In this instance the CDB Strategy can be explicitly seen to influence the strategic objectives agreed by the Council, and in so doing is a testament to the potential associated with this type of strategic influencing. There are a number of other examples of best practice in this regard from the local development sector. The embedding of the strategy in the plans of local development agencies through the endorsement process has also been equally significant and important.

2.2.3 Working Relationships

Another of the most important and valuable achievements of the CDB process to date is perhaps the most subtle of all and is broadly described as a change in the relationships between sectors and agencies on the Board and on the Board's sub-structures. This change

in relationships is a direct result of the level of networking that has taken place to date and results in an important breaking down of the traditional barriers that exist between broad sectors – i.e. the beginning of the end of the ‘them and us’ mentality. This is accompanied by a greater understanding that essentially we are all grappling with the same challenges and that it is only by working together in an integrated manner that we can make progress and add value.

2.2.4 Innovative Initiatives / Actions

This section briefly outlines three key initiatives that, whilst falling broadly under social, cultural and economic headings, demonstrate the value of an integrated and co-ordinated approach. These actions have been chosen from many that demonstrate good practice. It is apparent from the work that has been carried out to date that the most significant characteristic of the projects, actions and initiatives that have been successful has been their integrated nature.

Social

One of the most significant initiatives undertaken over the last three years was the *pilot social inclusion groups* that were established in three rural areas. These groups developed an innovative approach to the identification of those most at risk of poverty and exclusion by collating local knowledge of people and their circumstances and by working with key local stakeholders and representatives of service providers to provide targeted responses as appropriate. The groups were particularly successful in bringing together a broad range of local knowledge, and other relevant expertise to identify critical cases. The work of the groups led to a more thorough understanding for all involved of the multi-faceted nature of the problems facing some of the most vulnerable members of society and of the necessity for cross-sectoral and interagency responses to these problems.

Economic

Two initiatives are selected to demonstrate the diversity of economic-type activities that have been progressed over the last number of years. One of these – a micro action – concerns efforts that have been made in relation to the establishment of a *Film Office* in the County. The office was established on a pilot basis and it is envisaged that an interagency initiative will follow as part of the 2006-2008 Plan. The economic potential associated with this initiative is significant in terms of promotion of the County, and the financial spend associated with location production. Again, this initiative depends for its success on buy-in and support from a range of agencies across a number of sectors.

The success of the West-on-Track campaign in securing the inclusion of the *Western Rail Corridor* in the Transport 21 Plan is seen as being partly attributable to the role played by all of the affected CDBs (including Mayo) in including the project in their Strategies. This use of a collective mandate is an example of a macro action that builds on the efforts of a broad alliance including CDBs, business interests and community structures.

Cultural

The 2004 *Europeade Conference and Festival* witnessed the staging in the County of a traditional folk music and dance spectacular. The initiative saw a conference held in

Westport, a major parade in Castlebar and a series of county-wide community performances. Europeade was a project that demonstrated just what could be achieved with an integrated approach that combined the efforts of among others, economic development agencies, regional and national art and cultural organisations, the local development sector, local authorities and local communities.

2.3 Issues Emerging & Challenges 2006-2008

The CDB experience and process to date has raised a number of issues in relation to the work of the Board (to date and going forward), and challenges faced. The main issues that have emerged to date are outlined below.

2.3.1 Integration

2002-2005

Many of the Actions contained in the CDB's Implementation Plan were concerned with making progress up the 'integration ladder' (see Figure 2 below). Much of the work in the early stages of the CDB process was characterised by the sharing of information and networking (once people had become acquainted with each other). This was and continues to be an empowering time for those participating in the process as they were gaining a broader understanding of the work of other agencies, thus enabling them to gain a greater understanding of the range of work being undertaken. The networking process also facilitates a breaking down of the 'them-and-us' mentality – a crucial step in moving towards collaboration.

However in terms of the process there is an obvious need to move on from networking by facilitating and promoting co-ordination and co-operation and ultimately, collaboration. There are a range of (sometimes complex) definitions of collaboration, but perhaps the most relevant and straightforward one is that which defines it as the process of working together in a group or structure (like the CDB) to plan, create, solve problems and make decisions.

There is now a need to ensure that this emphasis on increasing integration and collaboration is focussed on. This conclusion was emphasised in the Fitzpatrick/ERM Review of CDB Strategies (2003), which pointed out that "if the real benefits of service integration are to occur – avoiding overlap and duplication, providing a better service to the client, and ultimately achieving better value for money – it will be necessary to move up the integration ladder".

From the perspective of the CDB, the benefits of increased integration are considered to include:

- ✓ More efficient use of available resources;
- ✓ A co-ordinated approach to ensuring that gaps in service provision and quality are addressed;
- ✓ The 'added-value' associated with working and planning together;
- ✓ A better developed ability to respond in a meaningful way to quality of life issues.

2006-2008 Implication

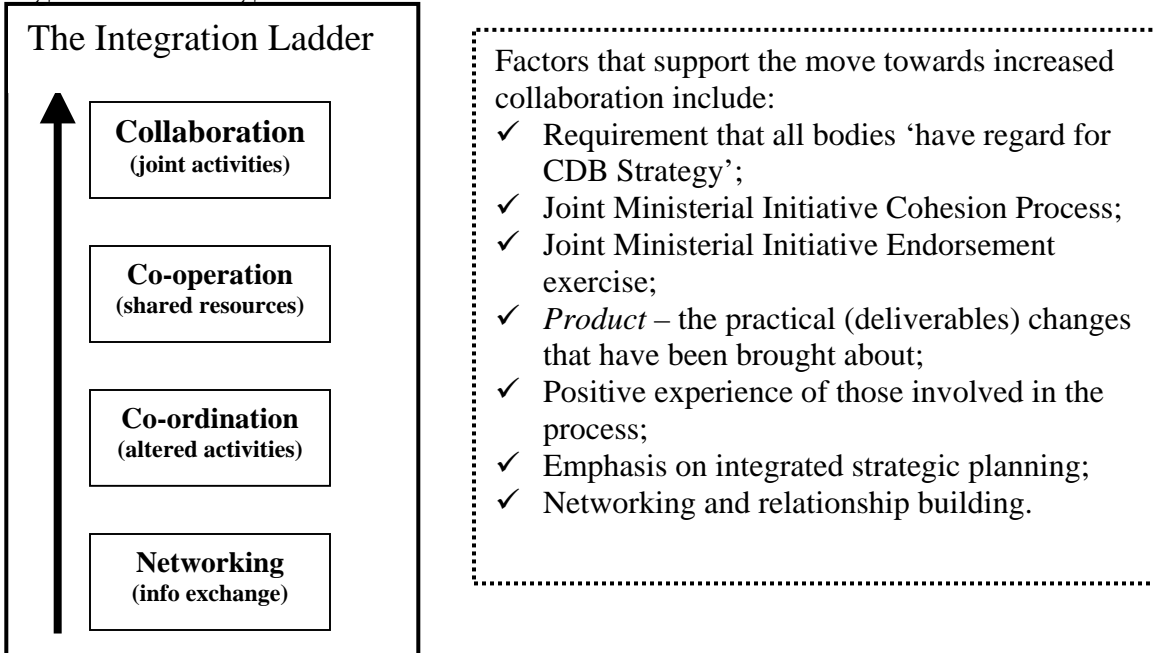
It was agreed that in terms of deciding on priorities within each of the 11 Goals of the CDB Strategy, that emphasis would be placed on those that have the potential to further the drive towards additional integration. This emphasis is demonstrated in the choice of 2006-2008 Actions.

Skills and Values

It is important to point out that collaboration and inter-agency work is not necessarily easy. Although many agencies have been working with other agencies and sectors for many years, there is nevertheless a need to be aware of the skills that are essential to integration and collaboration; these include training in facilitation, teamwork, coaching, change management and so forth.

In terms of collaboration and working together it is essential that structures (like the CDB) are value-driven. This would mean for example, that agencies and sectors are aware of and are understanding of the context within which others work, are open to innovative responses to the issues that affect people's quality of life and are committed to real integration and collaboration.

Figure 2: The Integration Ladder



2.3.2 Process v Product

2002-2005

The understanding or consensus on the precise *nature* of the work of the County Development Board has sometimes been characterised as being about a distinction between process and product. In some respects the work of the Board is characterised as being about a *process*: about changing the way sectors and agencies relate to one another; or about making progress up the integration ladder (see above).

On the other hand the work is also about *product*, in that it must result in practical changes or solutions to the issues that affect people in their day-to-day lives. In other words there are certain practical things that will need to happen if the CDB is to realise its overall Vision. The range of actions contained in the Implementation Plan are a testament to the need to ensure that there are both process and product outcomes to the entire project.

2006-2008 Implication

The current challenge is about moving from a dialogue on outputs and efficiency (a narrow product focus) to one about outcomes & solutions (merging the process & product together). It is now crucial to concentrate on the potential associated with collaboration and on the outcomes and practical differences that can be made when agencies and sectors work together. In this context, the fostering of better relationships between those working in the many agencies and sectors in the County is of crucial importance, as is a change of mindset from a spotlight on components and tasks towards relationships and processes that facilitate desired outcomes (Downey 2005).

2.3.3 Evaluation model

2002-2005

The 2002-2005 CDB Implementation Plan contained 320 Actions. This large number of actions is explained by the understanding that the first implementation plan was designed to ensure consensus and hence articulate how progress might be made across a wide range of areas. Due to the large number of actions, the type of *monitoring* that was carried out basically involved trying to keep in touch with progress on action delivery.

2006-2008 Implication

There is a need to develop an appropriate model of *evaluation* to underpin the work of the CDB. It is essential that a working method to monitor the overall impact of the Strategy be devised. This is because while it may be relatively easy to measure progress on delivering the Actions contained in the Implementation Plan, it is more difficult to assess their impact on achieving the overarching Goals and Objectives as well as the Board's agreed Vision. Some commentators (Gallagher, CCMA Paper 2005) have highlighted the merits of a 'theory-based evaluation' approach that has at its centre a diagram illustrating a chain of cause and effect relationships, which cumulatively explain the rationale of a policy or programme (like the CDB Strategy). The day-to-day work of the CDB and its associated sub-structures would therefore be better measured in terms of working on these relationships to effect outcomes that address the quality of life issues that affect people living in Mayo.

The introduction of such an approach is much more feasible in the context of a new Implementation Plan that is likely to have a much smaller number of prioritised actions. This approach needs to be explored in greater detail when a new Plan has been agreed.

2.3.4 Extension of Endorsement Process

2002-2005

A Joint Ministerial Initiative (involving the Ministries of Community, Rural & Gaeltacht Affairs; Justice, Equality & Law Reform; and Environment, Heritage & Local Government) has required the agencies within the local development sector to have their annual work plans checked to ensure consistency with the CDB Integrated Strategy. This ‘*endorsement*’ exercise has been successful in aligning the work of all the agencies within the sector with the CDB Strategy and has contributed to additional co-ordination within the sector in terms of service delivery, whilst managing to respect the organic nature of the local development sector’s strategic planning efforts.

This endorsement exercise has been complimented by the *cohesion process* which encourages local level Social Inclusion Measures Groups to develop integrated solutions to the social inclusion issues prevalent locally. In Mayo the SIMWG was successful in attracting €100,000 for the Open Space project.

2006-2008 Implication

The success of the endorsement process (facilitated by the CDB) to date now alludes to the potential associated with extending the process to other sectors. There are a number of benefits associated with the process, and it is considered that its extension to the range of statutory agencies operating in the County would allow these benefits to be rolled out.

2.3.5 Need for organisational commitment

2002-2005

It is often the case that the level of commitment or otherwise by an agency to the CDB process is determined by the extent to which a particular individual within that agency buys in to what is happening. In some cases this is then translated into a structured commitment by their respective agency or sector, but is not always the case. Good practice in relation to organisational commitment includes instances where the strategic planning process of specific agencies is heavily influenced by the CDB Strategy – the production of Mayo County Council’s Corporate Plan is a case in point.

2006-2008 Implication

There is a pressing challenge to securing *organisational* level commitment to working collaboratively with other agencies and sectors. This can happen in a number of ways, but perhaps the most significant is a commitment to embedding (see 1.2.2 above) the CDB Strategy into the strategic plans and policy making processes of the various organisations, agencies and sectors that make up the CDB.

2.3.6 Nature of social exclusion

The nature of the challenge faced by those involved in addressing social exclusion (especially in rural areas) is continually evolving. An area-based approach has characterised many of the national responses to exclusion, but it is structural rather than spatial factors that are the greatest determinants of poverty and exclusion. In this context, and given that the types of issues faced by excluded groups are becoming compounded and more multi-faceted means that the required responses also need to be multi-faceted in

nature, and require co-operation and collaboration between agencies across a range of sectors. The fact that those living in Local Authority housing, for example, are at greater risk of poverty (CPA 2005) represents a particular challenge for the Local Authorities to build relationships and collaborations across a range of sectors.

2006-2008 Implication

The experience of the Social Inclusion Measures Working Group (SIMWG) in the County to date suggests that while there are many examples of a history of co-operation between agencies and sectors in the County, further information sharing, networking and collaboration is nevertheless required. The SIMWG has played a key role in both the Endorsement and Cohesion processes and it is anticipated that the Group can continue with this valuable work. However, it is also imperative that the Group find the time to build the human and agency relationships necessary to facilitate the essential cross-sectoral responses to the issues adversely affecting the quality of life of excluded people.

2.3.7 Support from the Centre

2002-2005

The review of the CDB process (DOELG 2002) undertaken after publication of the 34 CDB Strategies concluded that CDBs are: “A new approach to the challenging topic of more ‘joined up’ government at local level in Ireland. Publication of the CDB Strategies, and the nature and content of these, is a positive omen that the model can make progress with regard to improved public service co-ordination. The county/city level cannot, however, make this progress alone. A key determinant of the ultimate success of the CDB model is the commitment, support and flexibility at central government department and agency level. The county/city cannot go very far past where the central level wishes it to go. So, for the central level, the key message of the Strategies is that the local service integration mission will ultimately be as successful or unsuccessful as central government organisations wish it to be.” (DOELG 2002, p.71)

2006-2008 Implication

Central level co-ordination and joined-up strategic planning is an essential pre-requisite for joined up service delivery at the local level. As has been pointed out on many occasions, centralised functional responses within organisational silos are no longer sufficient. This is essentially a ‘macro’ issue, however, in that it is largely outside of the control of the agencies and sectors operating in the County.

2.3.8 Macro/Micro distinction

2002-2005

Mayo County Development Board’s 2002-2005 Implementation Plan contained 320 actions and significant progress has been made on the vast majority of these. In that plan, however, no distinction was made between various types of action.

2006-2008 Implication

There is now a need for a distinction to be made between various types of action. This distinction is necessary because of the realisation that there are certain Actions that cannot be solely delivered by agencies operating at the local level. Instead these ‘macro’ Actions

require some degree of central level co-ordination, or policy change. In a centralised policy and decision making system it is often the case that decisions that relate to issues that affect local areas are made at a remove from the local area.

'*Micro*' Actions, on the other hand, are those that depend on decisions made by agencies and bodies operating locally within the County. These Actions can often be progressed by agencies co-operating with each other and by working in collaboration or by '*bending the spend*'.

The prioritised micro actions contained in the 2006-2008 Mayo CDB Implementation Plan (Chapter 5) are those that require an inter-agency approach and response in order to tackle the challenges and issues that affect people living in Mayo. It is anticipated that they will build on the levels of inter-agency co-ordination and co-operation that already exist and have been nurtured since the advent of the CDB process.

Chapter 3 Le Chéile le Neart

3.1 Introduction

In reviewing progress since 2002 and in preparing this new list of priorities, Mayo County Development Board was mindful to ensure the integrity of the agreed 10-year Integrated Strategy. The extensive consultation and participation process that was engaged in preparing the 2002-2012 Strategy set out 11 Themes under which all development in the County could be considered. At the time of agreeing the Strategy it was anticipated that a number of action or implementation plans would be necessary to cover the duration of the Strategy. This document contains the second such plan, and is informed by the lessons learnt over the course of the process to date.

3.2 Le Chéile le Neart – Agreed Goals

The following are the 11 Goals identified by Mayo County Development Board for inclusion in Le Chéile le Neart, the 2002-2012 Integrated Strategy for the Economic, Social & Cultural Development of Mayo:

Goal 1: Training and Job Creation

To attract and support industry and investment within Mayo and to ensure that the mechanisms exist to facilitate people in securing employment that utilises their talents and allows them to contribute to society in a meaningful way.

Goal 2: Necessary Infrastructure

That Mayo is equipped with the physical and other infrastructure necessary to make the County a more attractive place for investment, job creation and economic development.

Goal 3: Mayo Naturally

That Mayo is promoted and marketed in such a way as to derive optimum social, cultural and economic benefit from the unique landscape, culture and quality of life of the County.

Goal 4: Tackling Poverty and Social Exclusion

To endeavour to eliminate poverty and ensure people are afforded access to adequate resources so as to provide them with an acceptable standard of living.

Goal 5: An Inclusive Society

To ensure that all people living in Mayo feel valued, are respected as individuals, and feel part of an inclusive community and County.

Goal 6: Necessary Childcare and Youth Services

To support families, carers and other professionals in providing childcare and young people with facilities and appropriate frameworks within which they can develop in a holistic manner, for the benefit of themselves and society as a whole.

Goal 7: A Healthy and Caring Society

To build a people centred health service, which is responsive to the health and social service needs of everyone in the County.

Goal 8: Education for All

That everybody in Mayo has the opportunity to access appropriate education and training provision necessary to allow them to realise their full potential.

Goal 9: A Thriving Culture

That the cultures of all of the people of Mayo will be recognised, valued and supported to enhance the local high quality of life.

Goal 10: A Spatial Perspective

That the strengths of all parts of Mayo bring maximum benefit to everybody in the County and that the potential of the whole County is unlocked for the good of all.

Goal 11: Co-ordinated Service Delivery

That agencies with a service delivery role operate in a manner that ensures that decisions are made in a consistent, open and accountable way and that service delivery is integrated to ensure that maximum benefit is derived from available resources.

Chapter 4 Operating Environment

4.1 The Policy Context

4.1.1 Introduction

The work of Mayo County Development Board and all agencies operating in the County is influenced to a large degree by a series of outside factors and policy influences. In preparing this new 2006-2008 Implementation Plan the Board has had due regard to relevant national policies and is conscious that in a centralised policy context (with relatively weak regional structures) the relationship between the centre and the local is of particular importance.

Figure 3 (below) presents a simplified model of the relationship between the national, regional and local policy contexts. From the model it can be seen that the role played by the County Development Board is a pivotal one due to the value and importance of providing a framework for integrated development within the County boundary. The role played by the Board in promoting local level joined-up thinking and development is a crucial aspect in ensuring that the County is best positioned to carve a niche for itself in the national context.

4.1.2 Key developments since 2002

There have been a series of policy and other developments since 2002 that are of relevance for the work of the CDB over the next three years. These include:

- The publication of the National Spatial Strategy (NSS). The NSS designated the two towns of Ballina & Castlebar jointly as a ‘hub’. The location of the hub between the ‘Gateways’ of Sligo and Galway means that it can play a strategic role in acting as a driver for growth in the Mayo area. The preparation of a ‘Local Spatial Strategy’ will build on the hub to ensure that the needs of the entire County are taken into consideration;
- The decision taken by Government in relation to decentralisation, which will see the relocation of the Department of Community, Rural & Gaeltacht Affairs from Dublin to Knock Airport and the relocation of the Office of Public Works (OPW) to Claremorris. These decentralisation decisions will provide a welcome boost to the local economies in Knock and Claremorris as well as playing a vital role in raising the level of consciousness on the quality-of-life advantages of living and working in the West of Ireland in general, and Mayo in particular;
- A report by the National Economic & Social Forum (NESF) in 2003 contained a series of recommendations for local agencies in relation to supporting and developing social capital. Of specific relevance were recommendations in relation to the enhancement of active citizenship, mainstreaming social capital and the opening up of lifelong learning;
- The publication by the Western Regional Authority in 2004 of the Regional Planning Guidelines (RPGs) which provide a 20-year strategic planning framework for the development of the region;
- At national level work has already begun on the successor to the current National Development Plan (NDP). It is anticipated that this Plan can be informed by the identification by County/City Development Boards of issues that require national level

National Policy Context

National Development Plan (NDP)

National Spatial Strategy

Equal Status Act

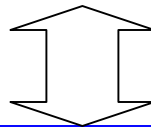
Rural Policy

Social Capital Study

National Children's Strategy

National Anti Poverty Strategy

Policies of Govt Departments e.g.

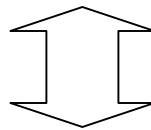


Regional Policy Dimension e.g.

Regional Drugs Strategy

BMW Operational Programme

Regional Planning Guidelines



Mayo County Development Board (CDB) Le Chéile le Neart – CDB Strategy

Local Policy Context

Plans & Policies of Local Statutory Agencies e.g.
County Development Plan (Mayo County Council)
Health Service Executive West plans
Vocational Educational Committee
FAS
etc

Plans & Policies of Local Development Sector
LEADER companies
Meitheal Mhaigheo & Local Development Programmes
Community Development Programmes

- co-ordination or policy change. The issues of this nature that are pertinent to County Mayo are outlined in Chapter 7;
- Research published by the Combat Poverty Agency (CPA) in 2005 found that the rate of Modified Consistent Poverty (a poverty index that takes account of both income and living standards) in Mayo was 50% above the national average. Indeed, only one County had a higher rate. This information reinforces the imperative of promoting a co-ordinated response among those agencies with a social inclusion remit in the County.

4.2 2006-2008 – Challenges

It is considered that the main challenges facing the Board over the 2006-2008 period include the following:

- The need for increased integration, and the associated need to secure organisational commitment to this agenda;
- The need to further support and develop the working relationships that exist and have been supported by the CDB process;
- The need to develop a suitable evaluation model to allow the work of the CDB to be more appropriately articulated and valued;
- The need to further resource and develop the work of the Board's implementation structures;
- The need to focus attention on what **we** (i.e. the agencies and sectors operating in the County) can achieve by working together. This means that we need to move beyond talking in terms of 'somebody should', to concentrating on what '**we can**'.

These challenges have played a key role in influencing the choice of priority actions for the coming three year period. The following Chapter outlines the 2006-2008 Priority Actions.

Chapter 5 2006-2008 Implementation Plan

5.1 Selection of Priority Actions

This chapter contains the prioritised actions that comprise the Mayo County Development Board's 2006-2008 Implementation Plan.

In deciding upon the actions to be delivered upon over the 2006-2008 period, Mayo CDB was conscious of the lessons that had been learnt over the course of the previous (2002-2005) Plan (see Section 3.2). Before inclusion in this new Implementation Plan, actions were checked to ensure they:

- Were *new* actions – i.e. they were not already being delivered by, or the responsibility of, a single existing agency;
- Were actions that *add value* to the existing work programmes of agencies operating at the local level;
- Were *collaborative* or inter-agency in nature – i.e. they required the combined efforts of more than one agency to ensure progress could be made on the issue;
- Were actions that contributed in moving up the *integration ladder* – i.e. they built on existing levels of networking and existing inter-agency working relationships to move towards real co-ordination and ultimately, collaborative planning;
- Were actions for which there was an agreed *co-ordinating agency*. This factor was essential in ensuring that the new Plan was not undermined by any ambiguity as regards responsibilities, and is evidence of the real level of buy-in that currently exists.

5.2 Prioritised Actions – 2006-2008 Implementation Plan

Following from the review and consultation process conducted during the second half of 2005, the actions listed below have emerged as the prioritised Actions for the 2006-2008 period.

CDB Co-ordinating sub-structure	Action	Potential <u>Co-ordinating</u> agency
Economic WG	1. Establish a local Science & Technology festival to promote greater interest in these subjects.	GMIT Innovation Centre
Economic WG	2. Develop an integrated approach to promoting the County as a place for investment and job creation including web-based promotion and the creation of a people-based welcoming initiative.	Economic Working Group
Economic WG	3. Develop a third level education linkage initiative in the areas of research & innovation with best practice from Irish and international institutions.	Westbic
Economic WG	4. Establish an 'ideas lab'.	Economic Working Group
Economic WG	5. Establish a cultural enterprise support programme.	Udaras
Economic WG	6. Develop an integrated walking strategy for the County.	MCC
Economic WG	7. Expand the Look West campaign to other towns in Mayo.	WDC
SIMWG	8. Publish web-based and updateable Audit of Social Inclusion Services for County.	SIMWG
SIMWG	9. Update and publish a Local Anti-Poverty Strategy for the County.	MCC
SIMWG	10. Devise a public awareness campaign to raise awareness in relation to access issues for people with disabilities and others with access issues.	MCC
SIMWG	11. Develop a local advocacy / informal support working group to encourage Traveller participation in training, education and employment.	Traveller Inter-Agency Working Group
SIMWG	12. Develop an Intergenerational Project aimed at the young and elderly.	SIMWG
	13. Develop and implement a Play Policy for the County.	MCC
SIMWG	14. Further develop the pilot rural areas social inclusion initiative.	MCC
SIMWG	15. Develop a campaign to promote a better understanding and acceptance of minority groups.	Equal Status Group
SIMWG	16. Articulate what is meant by the term <i>social capital</i> in a rural context and develop appropriate programmes to promote & support it.	LEADER/Partnership Company
SIMWG	17. Develop a programme of practical inter-agency supports for developing and sustaining quality childcare provision.	CCC
SIMWG	18. Establish a childcare trainer's network aimed at supporting, informing and	CCC

	developing the childcare training sector in the County.	
SIMWG	19. Develop best practice guidelines to make existing and new community & school facilities more accessible for school age and pre-school childcare provision.	CCC
SIMWG	20. Develop Integrated Action Plans for disadvantaged target groups on a phased basis.	SIMWG
SIMWG / HSE	21. Develop an appropriate model of independent living for the County that meets the care needs of the elderly and other vulnerable groups.	HSE
SIMWG / HSE	22. Further develop the integrated Men's Health Education programme & explore the potential of mobile provision.	HSE
SIMWG / HSE	23. Develop a programme to raise suicide awareness among front-line staff.	HSE
Education WG	24. Publish a working paper on the approach taken on the Erris third-level outreach project to act as a model for future provision.	GMIT
Education WG	25. Publish a working paper on the range of family literacy/learning programmes delivered throughout the Country with reference to the potential for replication in Mayo.	Home School Liaison / Giving Children Even an Break
Education WG	26. Produce & make available audit of education & training provision in Mayo to include information on access.	NEPS
Education WG	27. Organise a public exhibition by all education & training service providers	Education WG
Education WG	28. Develop a pilot active citizenship project to focus on men in rural areas.	Cosgallen CDP
Education WG	29. Further develop language & skills programmes for non-nationals.	VEC
Education WG	30. Identify the appropriate structures necessary to build on the outcomes of the Community Youth Development Programme.	GMIT
Culture WG	31. Establish an inter-agency group to promote & develop the Irish language within the County.	MCC
Culture WG	32. Develop an inter-agency point-of-contact Film Commission.	MCC
Culture WG	33. Establish a committee to work on attracting innovative events to the County & to support more subtle forms of marketing of the County – e.g. by sending Mayo groups to international events.	Culture Working Group
Culture WG	34. Develop a County Archives initiative.	MCC
Culture WG	35. Develop a Crafts Trail within the County.	LEADER/Partnership
Culture WG	36. Develop an interagency approach to the sports development and provision through the Mayo Sports Partnership (MSP).	MSP
Culture WG	37. Develop a 'Centre for Creativity' which is integrated into the work of both the	Culture Working Group

	Economic Working Group and the SIMWG.	
Sustainability WG	38. Develop and roll-out the <i>Community Futures</i> model of community planning.	CCF
Sustainability WG	39. Promote & support self-sufficiency for the County in terms of energy production.	Mayo Energy Agency
Sustainability WG	40. Produce a strategy that strengthens and promotes the development of the Mayo 'hub' in the NSS.	MCC
Sustainability WG	41. Establish a working group to explore the concept of 'Leap-frog' development.	CDB

5.3.1 Co-ordinating Agency

A co-ordinating agency has been identified for each of the micro actions contained in the 2006-2008 Implementation Plan. It is not the responsibility of this agency to deliver the action on their own, but rather to *co-ordinate* the efforts required by a number of agencies, organisations or sectors.

5.4 Ongoing Work

In addition to the prioritised list of actions outlined above, it is important to understand that the work programme of the County Development Board is underpinned by the ongoing activities of the Board's member agencies as well as the work of the many organisations and sectors that are *represented* on the Board. There are a series of other inter-agency led work programmes that are now integral to the work of Mayo CDB. These include:

5.4.1 Mayo Sports Partnership

Mayo Sports Partnership has identified four themes or goals which form the framework under which all of its work is progressed. The first of these is to increase the levels of sports participation in Mayo. The second goal is to facilitate training and education to support those involved in the organisation of sport in the club, community and school settings. Goal three is to promote a strategic, sustainable approach to the development and usage of sports infrastructure in the County, and the fourth goal is to communicate the wide-ranging benefits of sport involvement and to co-ordinate the work of the key providers of sport in the County. The Sports Partnership will launch its Strategy and Implementation Plan in early 2006.

5.4.2 Mayo County Childcare Committee

The County Childcare Committee brings together the range of agencies that have a childcare remit in the County, as well as representatives of the various types of service providers. Important elements of the work of the Committee include working to attract the funding necessary to increase the capacity of both private and community based providers, and working with all providers to address issues such as staffing, training, planning permission and improving the quality of the services provided. The Committee strives to achieve a society that cherishes the individual child as well as working to meet the needs of working parents.

5.4.3 Mayo County Community Forum

The Mayo County Community Forum is the representative structure for the community & voluntary sector in the County, which currently has in the region of 650 organisations registered with the CDB. It is comprised of three representatives from each of the seven local Fora. These local Area Fora are organised in each of the Electoral Areas in the County.

The County Community Forum plays a crucial role in feeding the views of the community & voluntary sector into a wide range of county and regional structures. The Forum provides representation onto the Council's Strategic Policy Committees, for example, as well as onto the Boards of local development sector organisations. Crucially the Forum is also represented on the County Development Board itself. This ensures that the views of local communities (both geographical and sectoral) are brought to bear on the strategic planning processes of a wide range of organisations and other sectors.

Chapter 6 Making it happen

6.1 Introduction

This Chapter documents the responsibilities of the main players in the CDB process. It also provides information on how the Board and its sub-structures actually work. This information is included so that the Board knows exactly what its role is; what is expected of individual members; and what they can expect of everyone else.

6.2 Key Roles & Responsibilities

What	Role & Responsibilities
Board¹	
Board	Provides strategic direction & management of entire process. Sets policy and agrees priorities. Co-ordinates & oversees the implementation of the Actions by means of regular status reports and updates from Chairs of Implementation Working Groups. Delegates, as appropriate, to relevant sub-structures.
Board Chairman	In conjunction with Director of Community & Enterprise (DCE) the Chair provides the Board with leadership and direction. Liaises with DCE to propose a schedule of meetings for the coming year. Agrees meeting agenda, location & time with DCE. Facilitates a broad discussion at meetings as appropriate.
Individual Board members	Represent their organisation, agency or sector at Board meetings and through the Board process. Participate in all discussions and workshops at Board level. If chairing an Imp WG, report back on progress on action delivery. Bring the resources of their own organisation to bear on the implementation process & ensure that their own strategic planning processes take due account of the various policy positions adopted by the Board as well as the commitments contained in the Board's Strategy & Implementation Plan.

¹ See Appendix 1 for a list of Board membership

Sub-structures	
Implementation Working Groups (Economic, Education, Culture & Sustainable Development Working Groups)	Meet on a regular basis to progress and co-ordinate action delivery. Each Working Group consists of representatives of the various agencies and bodies that have a role to play in delivering the Actions, as well as others who bring relevant experience or expertise.
Social Inclusion Measures Working Group (SIMWG)	Facilitates cohesion and co-ordination among the range of bodies and organisations that have an explicit social inclusion remit within the County. Promotes an integrated and co-ordinated approach to addressing the social exclusion issues that affect people.
County Community Forum	Made up of three representatives from each of the seven Electoral Areas in the County (21 members). Articulates and represents the views of the Community & Voluntary sector on a wide range of structures and bodies, including on the Board itself and on Strategic Policy Committees.
Various other fora ²	Meet as necessary to complement the work of the Implementation Working Groups and to provide expert inputs into various consultation processes. Also have a role to play in progressing action delivery. Play a key role in addressing issues that arise from time to time.
Key Staff	
Director of Community & Enterprise (DCE)	Chief Executive of CDB. Responsible for facilitating work of the Board and oversees policy & direction for work of Community & Enterprise Office and staff. Agrees Board meeting agenda, location & time with Chair of Board. Ensures that Board members are provided with all relevant information to allow them to fulfil their potential as Board members.
Community & Enterprise Administrative Officers (CEAOs)	Promote & facilitate inter-agency liaison and co-operation by being available to arrange and facilitate meetings and linkages. Facilitate the work of the various structures listed above by assisting with meetings arrangements, etc. Fulfil various duties as assigned by the Board & DCE – in terms of policy paper preparation, submissions, etc. Play a key role in facilitating the work of the Implementation Working Groups.
Other C&E staff	Available to provide various types of assistance to the Board and to its sub-structures, within available resources.

² Other fora include the Energy Forum, the Travellers Interagency Forum, Comhairle na n-Og, Disability Forum, Sports Forum, Traveller Forum, Tourism Forum, etc.

6.3 Implementation – Key Success Factors

A number of factors have been identified as being crucial in ensuring that implementation of this plan is achieved. These include:

- It is essential that there is *clarity of vision*. We all know and understand what is meant by the Board's vision of Making Mayo A Great place in which to Work, Invest and Visit, A Great Place to Live, and A Model of Sustainable Development;
- The need to have a *powerful case*. All of the agencies, organisations and sectors working in Mayo are concerned with improving the quality of life within the County. There is now a well developed understanding that in today's world, partnership and collaboration are essential to making a difference to the quality of life issues that affect people – especially those that live in rural areas. *We need to work together*;
- It is important that the agencies, organisations and sectors that comprise the County Development Board show *leadership* and assume *accountability* for what happens. Essentially this entails understanding that the CDB is not about the work of a small number of people, but is about the potential associated with a collective effort;
- Clear, open and honest *communication* is a crucial part of the mix. It is important that communication allows people the freedom to ask why, and to explain, as well as affording people the opportunity to learn from what is happening;
- The work of the Board is essentially concerned with *change*. But the nature of change is that it requires commitment and the ability to stick with it. Over time, those involved in the CDB are developing a better understanding that change is something that requires a longer-term perspective;
- No one sector or agency operating in isolation can bring about the delivery of the actions contained in this 2006-2008 Implementation Plan. Rather what is required is the further development of the Board's Implementation Working Groups. The *integrated nature and approach* adopted by these groups is crucial to successful implementation;
- All of the stakeholders in the CDB process are aware of the importance of *buy-in* to ensure that actions are delivered. This is reflected in the fact that for each of the actions contained in this Implementation Plan an agreed co-ordinating agency or organisation has been identified;
- There is a developing understanding among Board members that there is a need to *embed the changing culture* in terms of how organisations relate to each other and how they perceive their role in an ever-changing and evolving context. The organisations and sectors that comprise the Board know that this cultural change is imperative to the overall success of the CDB process.

An important part of the work of the C&E function of Mayo County Council is to foster the circumstances described above. This work is difficult to quantify, but is nonetheless essential to the success of the County Development Board process.

Chapter 7 Key Macro Actions

7.1 Introduction

This Chapter contains the list of ‘macro’ actions identified during the preparation of the 2006-2008 Implementation Plan. Whilst these actions are essential to the future development of the County, responsibility for their delivery resides outside the County. Some of them require government level resource allocation, whilst for others the issue is one of needing to change or develop the policy context to facilitate a resolution of the problem.

7.2 Identified Macro Actions

1. Deliver a regionally balanced approach to job creation, ensuring fair investment in the more marginalised and peripheral areas.
2. Increase the amount of funding available to Ireland West Tourism for promotional and marketing campaigns.
3. Prioritisation of NDP spending in the BMW region.
4. Bring forward completion dates for upgrade works to the N5 National Primary Route, with particular emphasis on the Castlebar to Westport stretch, as well as the Ballaghaderreen to Strokestown section. Provide the necessary support for the N26 Ballina to Bohola road.
5. Provide funding for the upgrading of aviation infrastructure at Knock Airport.
6. Ensure access for Mayo towns to gas being brought ashore in the County.
7. Proceed with the re-opening of the Western Rail Corridor in the short term. This is possible due to the relatively small levels of funding required for the project in the context of the entire Transport 21 programme and because there are very few planning or other barriers to be addressed.
8. Proof all operational programmes and initiatives in the NDP-successor to ensure that they do not discriminate in any way against rural areas.
9. Ensure consistency between the NDP-successor and the NSS so that areas identified as Gateways and Hubs in the NSS are those that are targeted for development under the new Plan.
10. Identify ways to support the ‘new poor’ and provide resources to roll-out the best practice model developed in Mayo to tackle hidden rural poverty.
11. Broaden the definition of the social economy so as to better realise its potential.
12. Provide support for integrated land use and other policies so as to ensure the provision of integrated transport systems.
13. Further develop anti-prejudice awareness initiatives.
14. Work towards the implementation of the Houses of the Oireachtas Joint Committee on Justice, Equality, Defence and Women’s Rights Report on Childcare (November 2005) and the NESF Report on Early Childhood Care & Education (July 2005).
15. Ensure the roll-out of the Youth Work Act 2001 (NB of appointment of Youth Co-ordinators).
16. Extend the ‘Breast Check’ service to the West.
17. Provide a Hospice in Mayo.
18. Ensure that consideration is given to transport and childcare needs in all types of educational provision.

19. Ensure that the County Arts Strategy is used as the basis for identifying priorities for funding in the County in any follow up programme to the Access Capital Programme.
20. Improve the regional and rural dimension to the Arts Council.
21. Promote integrated policy development at national level in order to make it easier to support integrated service delivery at the local level.
22. Develop job creation solutions and policies for non-urban areas.
23. Develop appropriate policies to support rural regeneration.

Appendix 1

Membership of Mayo County Development Board – February 2006

Sector	Organisation	Name	Position
Local Government	Mayo County Council	Cllr Henry Kenny	Cathaoirleach
Local Government	Mayo County Council	Cllr Paddy McGuinness (Chair)	SPC Chair
Local Government	Mayo County Council	Cllr Annie May Reape	SPC Chair
Local Government	Mayo County Council	Cllr Johnny O'Malley	SPC Chair
Local Government	Mayo County Council	Cllr Johnny Mee	SPC Chair
Local Government	Mayo County Council	Cllr Michelle Mulherin	SPC Chair
Local Government	Mayo County Council	Cllr John Cribbin	SPC Chair
Local Government	Castlebar Town Council	Cllr Brendan Heneghan	Cllr
Local Government	Westport Town Council	Cllr Margaret Adams	Cllr
Local Government	Mayo County Council	Des Mahon	County Manager
Local Development	LEADER	Seamus McCormack	Chair of LEADER Co.
Local Development	LEADER	Sinead Gaughan	Board member LEADER
Local Development	Meitheal Mhaigheo	Justin Sammon	CEO Partnership Co.
Local Development	Meitheal Mhaigheo	Patrick Kilbane	Board member Partnership Co.
Local Development	CEB	Frank Fullard	CEO
Local Development	CEB (to be filled)		
State Agencies	VEC	Joe Langan	CEO
State Agencies	Dept Social & Family Affairs	Michael O'Gradaigh	Area Manager
State Agencies	Enterprise Ireland	Victor Andrews	Regional Manager
State Agencies	IDA Ireland	Jim Murren	Regional Manager
State Agencies	Ireland West Tourism	Brian Quinn	Senior Tourism Officer

State Agencies	Teagasc	Jim Reidy	CAO
State Agencies	Udaras na Gaeltachta	Sean O'Coisdealbha	Regional Officer
State Agencies	Health Services Executive (West)	Frank Murray	Local Health Office Manager
State Agencies	An Garda Siochana	Tony McNamara	Chief Superintendent
State Agencies	Western Development Commission	Deirdre Frost	Policy Analyst
State Agencies	Dept CRGA	Breannán O'Suilleabháin	Regional Officer
State Agencies	County Childcare Committee	Vivienne Rattigan	Chair of Committee
State Agencies	Dept Education & Science	Brendan Sheehan	Regional Office Manager
Social Partners	Business Pillar	Louise McDonnell	CEO Ballina Chamber Commerce
Social Partners	Farming Sector	Seamus Heverin	Macra na Feirme
Social Partners	Trade Union	Dave Breen	ICTU
Social Partners	Community & Voluntary Sector	Mary Mulryan	County Community Forum
Social Partners	Community & Voluntary Sector	Mary Wrafter	Chair of County Community Forum