

Review of County Strategy

And

Action Plan 2009-2012

Adopted By: The Kerry County Development Board

On: 3rd April, 2009

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Introduction & Acknowledgements

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This review and action plan has been prepared at a time when we are all coping with the challenges of economic recession. The review process has highlighted the need for a continuing multi-agency response to building on the strengths of Kerry and dealing with the many challenges facing the county at this time. Once adopted this plan will form the basis of the County Development Board's Work Programme for the period 2009-2012. Responsibility for furnishing progress reports and achieving outputs will remain with the named agencies.

I wish to record my appreciation and thanks to all those who worked in partnership on projects and initiatives to bring about change in the past three years. I also wish to thank the following for their work on the review and drafting plans:

The lead agencies: Kerry County Council, Kerry Education Services, Health Service Executive, and the Community & Voluntary Forum.

The sub group **chairs:** Mr. Tom Curran, Ms. Oonagh Fleming, Mr. John Breen, Ms. Hilary Scanlon, Ms. Caroline Doyle, Ms. Jenny O'Reilly, Mr. Charlie O'Sullivan, Mr. Bill Morrell, Mr. Robert Carey, and Mr. John Pierse.

Project Managers: Ms. Noreen O'Mahony, Ms. Deirdre Kearin, Ms. Aoife McCormack, Mr. John Doody, Ms. Siobhan Griffin.

Ms. Anne Marie FitzGerald, Ms. Caitriona O'Leary, Ms. Mairead Downey and Ms. Julianne Templeman who provided administrative support.
The Board members and all those who participated in sub committees on preparation of the Draft Actions set out in this document.

Successful outcomes will depend on the commitment and partnership between the agencies and individuals involved. This partnering for progress was never more important than in the current economic climate.

Cllr Tom Fleming,
Chairman

John Breen,
Director of Service

Overview and Plan

1. This review has been prepared in response to the Department of Environment, Heritage and Local Government circular LG11/08.
2. Consideration has been given to a range of national, regional and local reports/plans. In addition to Census figures, current **trends in economic activity** and employment have been studied. The Boards multi-agency sub-groups have reviewed their areas of work in accordance with the guidelines and put forward proposals in respect of theme areas requiring collaboration as set out in appendix one. It is noted that expectations in regard to resources and employment creation may not be realised in the context of the current economic downturn but every effort will be made to progress development strategies and ensure that disadvantaged groups continue to be a high priority of the Board.
3. While we are a distance from the **level of integration** achievable in countries where a wide range of services (such as policing, health, housing, education, welfare, environmental and other infrastructural services) are provided by the one agency, positive steps have been taken. Relative to; the life of the Board (over seven years), funding and statutory powers, much has been achieved. Progress has been made in terms of; developing networks, trust, understanding, elimination of certain perceptions and preparation of collaborative strategic plans. Other 'added value' aspects include the development of confidence to think bigger about strategy and the ability to secure funding / other supports.

4. The understanding which is developed through face to face meetings of personnel at the pinnacle of each agency (through Board meetings) is replicated at middle management through some of the Board's sub-committees, task groups and implementation teams. The integrative work of different sectors has helped enhance the actions of individual agencies.
5. With the exception of one or two members, there has been a high level of **attendance at Board meetings**, with members contributing to relevant debate. Henceforth, minutes of Board meetings will contain a record of attendance at meetings from 1st January 2009. The Board will, during the first year of this plan, review its operating procedures. In the interest of facilitating the greatest possible spread of participation at Board meetings it is proposed that portion of meetings be devoted to a workshop format.
6. Members make regular **presentations to the Board** on the work of their representative organisations. In the period 2009-2012, presentations will put a greater emphasis on work which requires co-operation by two or more agencies, highlight any overlaps, identify gaps in provision of services and make specific requests where the support of another organisation would enhance the delivery of a service. Outside agencies, such as the ESB, have also made presentations to the Board.
7. The appointment of an **Executive Committee** (Management sub-group) has helped draw up relevant agenda matters, give directions to the Board, facilitates decision making and minimise the need for irregular meetings of the County Development Board. The full Board meets at least four times each year. Members will bring relevant Agenda items to the S E O, Community &

Enterprise one month in advance of Board meetings, particularly where there are new policies or initiatives introduced which will have a significant effect on the working and delivery of service in the County.

8. For the most part, meetings have been **chaired** by the Mayor of the Council with each bringing their professional experience to the Board. While acknowledging the right of the Council's Corporate Policy Group to nominate the Chair, it is felt that having the Chair take office for a longer period would give greater continuity.
9. The Chief Officer of the Board, Mr. John Breen, Director of Services, together with the staff of the Community & Enterprise Department of Kerry County Council provides the main **administrative and technical support** to the Board. It is noted that given the current financial constraints and the resultant emphasis on mandatory work, this support may be constrained. However, it is also noted that this is the time of greatest need for social inclusion measures, support to the disadvantaged and economic development.
10. A link has been established with the Kerry **Joint Policing Committee** and a process is being put in place to facilitate a similar link with the Joint Policing Committees in Tralee, Killarney and Listowel.
11. Having deliberated on the work of the Board over the past three years it is noted that sub-committees have been formed in respect of **thirteen priority areas**. Progress varies from group to group. All are at different stages of identifying issues, developing or implementing plans. It is agreed, they are the right partnerships for the right reasons and should be encouraged to continue

with the work plans they have initiated. In addition to the formal structures the relevant sub-committees / groups will form informal networks as the need arises. Successful outcomes will depend on explicit and real **commitment from all** agencies.

12. It is noted that, in some instances **implementation** takes place at a very early stage - before a draft plan reaches approval stage in that; when staff 'on the ground' meet formally and identify gaps or overlaps they immediately take steps towards making the necessary adjustments. It is proposed that the relevant lead organisation submit a progress report one month in advance of each quarterly meeting of the Board and should when necessary present to the executive or full Board meeting.

13. It is agreed that members will outline their need in regard to **training** with a view to having a special development/ training day within the first year of this Action Plan.

14. The Board is committed to continuing its efforts to integrate service delivery and it is agreed that the actions set out in Appendix 1 will form the main work plan of the Board over the next two and a half years. It is further agreed that, in addition to ongoing monitoring and evaluation, funds be secured to facilitate a comprehensive review of all strategies and actions in 2111.

Appendix 1

Action Theme Areas 2009-2012

Priority 1	Agriculture
Objectives	To update and implement the Agricultural Strategy adopted by the Board
Actions	<p>Increase the number of trained young people in farming (6)</p> <p>Development of forestry co-operatives (4)</p> <p>Develop lifelong learning programmes (4)</p> <p>Research and develop farm markets (5)</p> <p>Develop market for alternative energy sources (8)</p> <p>Develop walk-cycle ways through recognition of land ownership (5)</p> <p>Review implementation of actions (32) on a quarterly basis</p>
Stakeholders	<p>Lead partner: Agriculture/Farming Sector</p> <p>Other:</p> <p>Chairperson: Vacant</p> <p>Project Manager: Lead Agency</p>

Priority 2	Enterprise and Foreign Direct Investment
Objectives	Identify, priorities and co-ordinate key enterprise drivers in the County
Actions	<p>Promotion: Continue to promote Kerry as a destination of first choice.</p> <p>Develop marketing audio-visual and web page</p> <p>Product: Examine feasibility studies in specific project areas e.g. farmers markets, Broadband and E-Towns.</p> <p>Economic Climate: Identify labour market trends</p> <p>Economic Hub Strategy: Develop Economic Hub Strategy</p>

	Review implementation on a quarterly basis
Stakeholders	<p>Lead partner: Kerry County Council</p> <p>Other: Kerry County Enterprise Board, Shannon Development, IDA Ireland, Enterprise Ireland, Local Development, Chamber of Commerce, IBEC, ITT, Údarás na Gaeltachta</p> <p>Chairperson: County Manager, Mr. Tom Curran Kerry Enterprise Action Team</p> <p>Project Manager: Ms. Noreen O'Mahony</p>

Priority 3	Tourism (including Cultural Tourism)
Objectives	To review and implement an Action Plan for Tourism
Actions	<p>Branding – Development of a website</p> <p>Access – Signs and Lay Bys</p> <p>Environment – List beaches suitable for particular water sports and establish feasibility of introducing walking information guides/litter pickers</p> <p>Product development: Arts/Tourism Flagship project</p> <p>Review implementation on a quarterly basis</p>
Stakeholders	<p>Lead partner: Kerry County Council</p> <p>Other: Tourism Strategy Group Members</p> <p>Chairperson: Mr. John Breen</p> <p>Project Manager: Ms. Noreen O' Mahony</p>

Priority 4	Education and Training / The Learning Forum
Objectives	<p>Finalise establishment of the Learning Forum.</p> <p>Effectively co-ordinate consultation on the planning and delivery of education and training in Kerry so as to maximize utilisation of these services.</p>
Actions	<p>Implementation of work programmes in respect of the following groups:</p> <p><i>Options for Adult Task Group</i> <i>Parenting & Family Learning Task Group (above)</i> <i>The Learning Forum sub-committee</i> <i>Future skills strategy Task Group</i> Review implementation on a quarterly basis</p>
Stakeholders	<p>Lead partner: Kerry Education Service</p> <p>Other: Being finalised</p> <p>Chairperson: Rotating Learning Forum</p> <p>Project Manager: Ms. Deirdre Kearin</p>

Priority 5	Equality and Social Inclusion
Objectives	To achieve greater co-ordination in social inclusion measures in the county.
Actions	<p>Implementation of the work programme of SIM & it's subgroups:</p> <p>Integration Task Group: Finalise & implement Integration Strategy</p> <p>Equality Task Group: Develop and apply an Equality Impact Assessment tool Form a panel of trainers to deliver equality training</p> <p>Radio & Media Task Group Develop a training module for Community & Voluntary groups.</p> <p>SIM Monitoring & Review Task Group review implementation on a quarterly basis</p>

Stakeholders	<p>Lead partner: SIM</p> <p>Other: Department of Education & Science, Meitheal Forbartha na Gaeltachta, Kerry Community & Voluntary Forum, Kerry Local Authorities, South Kerry Development Partnership, RAPID, North & East Kerry Development, Kerry Diocesan Youth Service, Department of Social & Family Affairs, South Kerry Development Partnership, Tralee Women's Resource Centre, South West Kerry's Women's Network, Kerry Network of People with Disabilities, IRD Duhallow, An Garda Síochána, Kerry Education Services, FÁS, Health Service Executive, Kerry County Childcare Committee, Kerry Traveller Development Project, Partnership Trá Lí, Kerry County Enterprise Board</p> <p>Chairperson: Ms. Oonagh Fleming</p> <p>Project Manager: Vacant</p>
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Priority 6	The Older Person
Objectives	Finalise and implement plan for integrated accommodation and services for the Older Person
Actions	<p>Develop a protocol for working with voluntary providers of social housing (5)</p> <p>Review schemes for housing adaptations (4)</p> <p>Enhance co-operation between HSE and KCC to identify gaps in housing needs assessments (3)</p> <p>Promote closer co-operation in management of cases involving vulnerable clients (3)</p> <p>Review implementation of actions (15) on a quarterly basis</p>
Stakeholders	<p>Lead partner: HSE</p> <p>Other: Kerry Local Authorities, Voluntary Housing</p> <p>Chairperson: To be confirmed</p> <p>Housing Needs of Older People Taskforce</p> <p>Project Manager:</p>

Priority 7	Travellers
Objectives	To implement the Interagency Traveller Strategy adopted by the Board
Actions	<p>To improve health of Traveller community (12)</p> <p>Quality and choice of accommodation (12)</p> <p>Meaningful participation in education (16)</p> <p>Employment (7)</p> <p>Discrimination and Equality (10)</p> <p>Review implementation of action plan on a six monthly basis (in addition to an annual interagency seminar).</p>
Stakeholders	<p>Lead partner: C & E Dept, KCC</p> <p>Other: HSE, KES, FÁS, An Garda Síochána, Housing Dept (KCC), KTDP, TTC, Dept of Education & Science, Visiting Teacher Services, KCVF, KDYS, RAPID, N&EKD Teo, SKDP, KCCC, Irish Travellers Movement & Open Door Network.</p> <p>Chairperson: Ms. Caroline Doyle</p> <p>Kerry Interagency Traveller Strategy Group</p> <p>Project Manager: Mr. John Doody</p>

Priority 8	Health Education & Promotion (Family Learning)
Objectives	To implement strategic plan on Parenting & Family Learning as adopted by the Board
Actions	<p>Steps to ensure appropriate training of facilitators (2)</p> <p>Support transition from primary to post-primary education (2)</p> <p>Develop single electronic information point for parents and service providers (1)</p> <p>Develop and apply an evaluation framework for courses (3)</p> <p>Review implementation of actions (8) on a quarterly basis</p>
Stakeholders	Lead partner: Kerry Education Service

	<p>Other: Kerry County Council, Kerry County Childcare Committee, Dept. of Social & Family Affairs, Family Resource Centres, Local Development Companies, Dept. of Education & Science, HSE and Home, school, community liaison scheme.</p> <p>Chairperson: Ms. Jenny O'Reilly, KES</p> <p>Project Manager: Ms. Deirdre Kearin</p>
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Priority 9	To develop and implement a walks policy for the County
Objectives	To work with ILC Consultants to finalise a Countywide walks policy
Actions	<p>Have policy finalised and presented to the Board</p> <p>Take steps to implement the agreed policy</p> <p>Review implementation on a quarterly basis</p>
Stakeholders	<p>Lead partner: Kerry County Council</p> <p>Other: Kerry Local Sports Partnership, North Kerry Walks, Kerry Way, Dingle Way, Beara Way, Meitheal Forbartha na Gaeltachta, MERGO-Walk Ireland Southwest and Fáilte Ireland.</p> <p>Chairperson: Mr. Charlie O'Sullivan County Walking Groups Committee</p> <p>Project Manager: Roads & Transportation Dept, KCC</p>

Priority 10	Estate Management and Community Safety
Objectives	To complete and implement an Estate Management and Community Safety Policy for Local Authority estates
Actions	<p>The development of a policy framework including Actions/Recommendations based on best practice from both the RAPID areas and from Co. Kerry.</p> <p>Include a practical toolkit for the development and management of Residents Associations</p> <p>Review implementation of actions on a quarterly basis</p>

Stakeholders	<p>Lead partner: Community & Voluntary Forum</p> <p>Other: Kerry Local Authorities, RAPID support organizations, Gardaí, Tralee CDP, Local Development Companies, HSE, Resident Groups, KDYS and KES.</p> <p>Chairperson: Mr. Bill Morrell</p> <p>Project Manager: Ms. Siobhán Griffin</p>
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Priority 11	Community Participation/Consultation
Objectives	Finalise preparation of and implement Community Engagement Strategy for Kerry County Council.
Actions	<p>Set up a Community Engagement Co-ordination Group to implement agreed work plan including:</p> <p>Prepare Community Engagement calendar</p> <p>Record previous consultations</p> <p>Prepare pre-consultation planning form and Community Engagement database</p> <p>Develop toolkit and training for staff, community groups and others involved in consultation</p> <p>Review implementation on a quarterly basis</p>
Stakeholders	<p>Lead partner: Community & Voluntary Forum</p> <p>Other: Local Authorities, Local Development Companies, KDYS, KES & Community Networks</p> <p>Chairperson: Mr. John Breen</p> <p>Community Engagement Co-ordination Group</p> <p>Project Manager: Ms. Siobhán Griffin</p>

Priority 12	Environment and Spatial Development (Social Plan)
Objectives	Implement the Tralee-Killarney Hub Social Strategy
Actions	Participation in Social Infrastructure Planning (6) Facilities & Services (7) Health & Welfare (3) Education & Training (4) Transport (4) Review implementation of actions (24) on a quarterly basis
Stakeholders	<p>Lead partner: Kerry County Council</p> <p>Other: Department of Education and Science, FÁS, HSE, IBEC, Institute of Technology Tralee, Kerry County Childcare Committee, Kerry County Development Board, Kerry Community Transport, KDYS, Kerry Education Service, Kerry Local Sports Partnership, Killarney Town Council, North Kerry Together Ltd, Partnership Trá Lí, South Kerry Development Partnership, Sliabh Luachra Local Development, Tralee Town Council and Tuatha Chiarraí.</p> <p>Chairperson: Mr. Robert Carey Kerry Hub Social Strategy Group</p> <p>Project Manager: Vacant</p>

Priority 13	Sustainable Energy
Objectives	Support the Wood-Chip Forestry Project
Actions	Review implementation on a quarterly basis
Stakeholders	<p>Lead partner: Kerry Enterprise Action Team</p> <p>Other: South Kerry Partnership, North & East Kerry Development Teo, Forestry Service, Teagasc, Coillte</p> <p>Chairperson: Mr. John Pierse</p> <p>Project Manager: Ms Noreen O'Mahony</p>

Appendix 2

Progress Report on Action Areas 2005-2008

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Priority Area: - Agriculture (to include fisheries and aquaculture)

Actions	Lead Partner
1.1 - Establish an integrated structure linked to the CDB to develop a strategy to support part time farmers . The strategy to include such areas as Education and Training; recognition of current skills of farmers etc	Agriculture/Farming Sector
1.2 - Establish an integrated structure linked to the CDB to develop a strategy to support full time farmers . The strategy to include such areas as Branding; development of tourism product etc.	Agriculture/Farming Sector

Priority No. 1 Structure established and Strategy adopted by the Board. Submissions on Farming and Fishing made to two Joint Oireachtas Committees.

Priority Area: - Enterprise & Foreign Direct Investment

Action	Lead Partner
2. Strategy for Development of Enterprise & Foreign Direct Investment	KEAT (Kerry Enterprise Action Team)

Priority no 2; K.E.A.T. Action plan 2009-12 Invest in Kerry drafted

Priority Area: - Tourism (to include cultural tourism)

Action	Lead partners
3. - Establish a structure linked to the Kerry County Development Board to develop and implement a county tourism strategy	Kerry County Council

Priority No. 3 Structured established and draft plan considered by the Board

Priority Area: - Education and Training

Action	Lead Partners
4. - Establish a Kerry Education and Training Forum (KETF) with adequate resources	Education and Training Sub Committee

Priority No. 4 this group has been established and renamed: the Learning Forum. Working on a framework for development of a strategy.

Priority Area: - Equality and Social Inclusion

Action	Lead Partner
5.1 - Develop and use a social inclusion proofing template	SIM Policy Task Group
5.2 - Establish a working group to develop a strategy which will assist the integration of immigrants into the community	Social Inclusion Measures Work Group

Priority No.5 Template being prepared. Strategy for Integration and Diversity being finalized. SIM have also prepared booklet for Community groups *Going on Radio* and hosted a Networking seminar.

Priority Area: - The Older Person

Action	Lead Partners
6. Develop a best practice model of integrated	Health Services Executive

accommodation and services for the older person.	Voluntary Housing Association Kerry Local Authorities.
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Priority No. 6 The HSE and Kerry County Council (Housing Department) have identified Issues – plan to be prepared

Priority Area: - Travellers	
Action	Lead partners
7. Develop a Traveller Strategy which will bring coherence and organisation to the agencies involved with Travellers in the County and enhance Social inclusion in the County	Social Inclusion Measures Work Group

Priority no 7; Kerry Interagency Traveller Strategy 2007-10 (endorsed by the Board). Implementation is under way.

Priority Area: - Health Education and Promotion(Family Learning)	
Action	Lead Partners
8. Establish a mechanism for the co-ordination and delivery of parenting / family learning courses at regular intervals in all communities on an on-going basis with particular emphasis on a second parenting course for parents prior to first child starting secondary school. Programmes should be a permanent feature of family welfare promotion	Kerry Education Service

Priority No. 8 Strategy developed and adopted by the Board

Priority Area: - Sports and Recreation	
Action	Lead Partners
9. Develop a countywide walks and cycle path policy and programme	Kerry Local Sports Partnership Kerry Local Authorities

Priority No.9 Walks Strategy being drafted by the Kerry Walking Groups Committee

Priority Area: - Estate Management and Community Safety	
Action	Lead partners
10. Review the estate management and community safety policy developed by the Tralee RAPID Programme and the Ballylongford Integrated Services Project and apply and develop lessons and processes learnt in other areas of the county.	Kerry County Community and Voluntary Forum

Priority No.10 Plan being finalised.

Priority Area: - Community Participation/Consultation	
Action	Lead partner
11. Develop and implement a Community Participation/consultation Policy for Kerry County Council using the lessons learned in the Tralee RAPID and other Models	Kerry County Community and Voluntary Forum

Priority No.11 Plan being drafted

Priority Area: - Environment and Spatial Development (Social Plan)	
Action	Lead Partner
12. Establish a structure to identify, develop and implement an integrated infrastructural social and cultural plan to promote the successful development of	Kerry County Council

the Tralee/Killarney Linked Hub	
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Priority No.12 Structure established, issues identified and draft plan has been considered by the Board.

Priority Area: - Sustainable Energy	
Action	Lead Partner
13. Strategy for Development of Sustainable Energy	KEAT (Kerry Enterprise Action Team) & Agriculture Task Group

Priority No.13 Action plan 2009-12 Invest in Kerry drafted

End