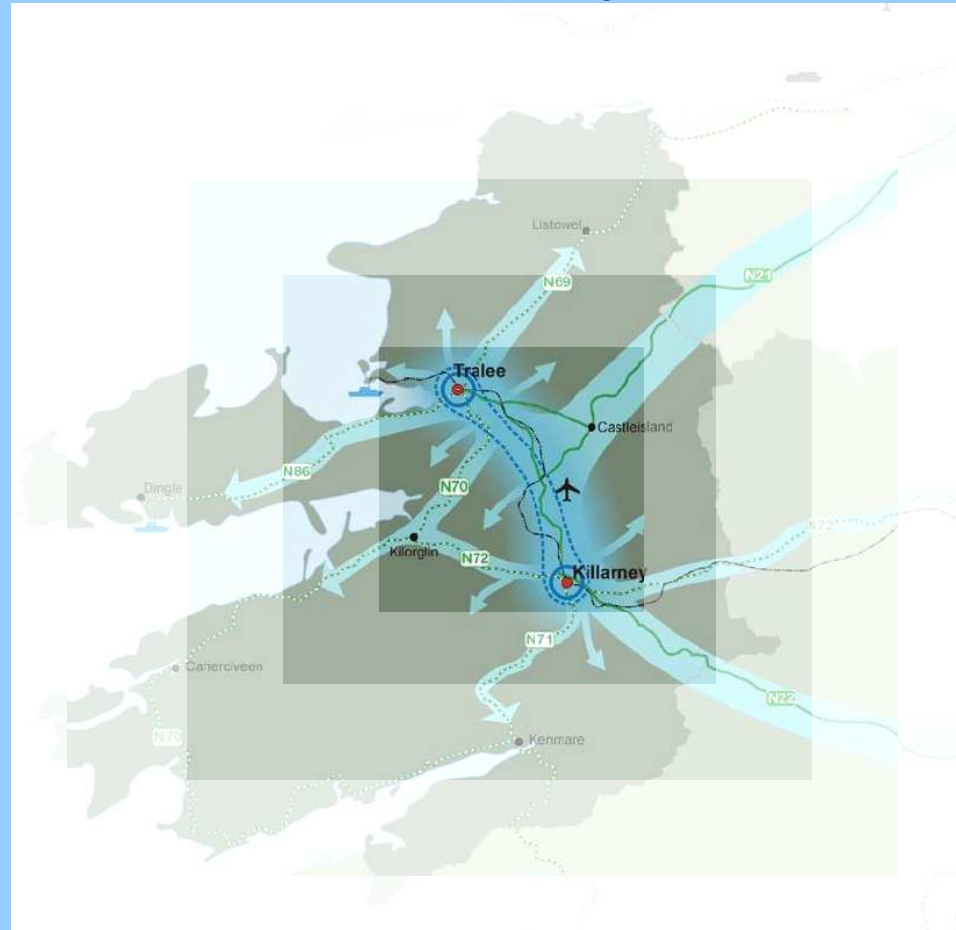


Tralee-Killarney Hub



Strategy for the Implementation of Social Change in Kerry Hub

January 2009

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This plan will enhance both governance and quality of life for those in the Kerry Hub across the areas outlined below. Subsequently many of the successful approaches piloted here can be utilised throughout the county.

Key Impact Areas

Participation in Social Infrastructure Planning

Expected Impact 1: Local Communities and Stakeholders are informed of, and enabled to participate effectively in, the area planning process

Outcome 1.1 Agencies are participating in area planning in a recognised formal process

Outcome 1.2 Hub Communities are participating in the planning process

Facilities and Services

Expected Impact 1: Better served hub villages and towns through access to appropriate range of sustainable facilities and services

Outcome 1.1 Communities are supported to improve access to sustainable services and facilities in the Hub Area

Outcome 1.2 Community services and facilities are used to maximum potential to ensure sustainability

Health and Welfare

Expected Impact 1: Awareness of, and active participation in, Primary Care Teams (PCTs) by Hub Communities

Outcome 1.1 Guidelines developed for community participation with PCTs

Education and Training

Expected Impact 1: Education & training programmes planned based on forecasted skill requirements in the Hub

Outcome 1.2 New or more accessible training provided in the Hub to address skill shortages

Expected Impact 2: Hub Communities have appropriate access to lifelong learning opportunities

Outcome 2.1 Increased access to lifelong learning opportunities for adults, communities and vulnerable groups

Transport

Expected Impact 1: Increased access to public and social services through better co-ordination of sustainable transport

Outcome 1.1 Agencies are committed to implementing a sustainable transport strategy for the Hub Area

Outcome 1.2 All agencies integrate transport provision (where applicable) into service delivery

Monitoring and Evaluation

The implementation of the Social Strategy will be monitored by the Social Strategy Monitoring Group on an ongoing basis. This will be done through specific reporting on work programmes to the Monitoring Group, an annual external Review to ensure continued progress and relevance.

All monitoring will be undertaken with the participation of Hub Communities.

Building strong, inclusive communities requires organisations that operate in the Kerry Hub to work collaboratively to bring social change.

This collaboration is important to ensure the best provision and access to facilities and services such as transport, health and welfare services and education & training opportunities. Strong, inclusive communities also require opportunities to interact and form a sense of place and belonging and to make a contribution. This Strategy recognises that improved social infrastructure planning and delivery is underpinned by civic and community involvement.

Tralee & Killarney were designated as a linked Hub under the National Spatial Strategy. The preparation of this Strategy was identified as a priority by Kerry County Development Board in 2005. Kerry County Council was requested by Kerry County Development Board to lead on the development of the Strategy. An inter-agency Task Group, with 25 members, was formed in 2007 and in all 17 meetings were held in 2007 and 2008.

This Strategy recognises that in order to build and grow sustainable communities leadership, collaboration and dedicated combined resources are required. In this way the Strategy offers a new way of delivering services in Kerry, a new way for organisations to combine limited resources to ensure that better services are being delivered to the communities in the Hub.

This Strategy will impact on communities living in the Hub in a number of ways and will provide communities with opportunity to be involved in and to make a contribution. As a result of this Strategy local communities and stakeholders will be informed of, and enabled to participate effectively in, the area planning process. This Strategy will result in there being better served hub villages and towns through access to an appropriate range of sustainable facilities and services.

Tom Fleming
Chairperson
Kerry County Development Board

By working together on this Strategy there will be increased access to public and social services through better co-ordination of transport. The ability to lead a healthy life with adequate support services is key. Hub Communities will actively participate and be aware of the Primary Care Teams delivery of health services in their area.

A caring community coupled with a competitive economy is an important feature of this Strategy. The ability to be employed in a newly restructured economy is key for the future of the Hub. The implementation of this Strategy will result in the planning of education & training programmes based on forecasted skill requirements in the Hub. On the other hand Hub Communities will have appropriate access to lifelong learning opportunities, so that all learning needs can be met.

Key to the achievement of this Strategy is the need for a designated body to provide ownership and a means of monitoring implementation. This Strategy agrees the establishment of the Social Strategy and a number of Task Groups to ensure implementation.

In order to drive development in the regions, the NSS requires that areas of sufficient scale and critical mass be built up through a network of gateways and hubs.

The Social Strategy Task Group contains all key stakeholders in the delivery of services in the Kerry Hub area. All state agencies, community representatives, NGOs, and Local Government are represented. When the group first looked to refine and clarify its task a few points emerged which ultimately shaped the strategy produced here.

Firstly it was clear that there was no new funding available for this strategy, and the Hub needed to look at existing resources to the area. Secondly, there was no desire to produce another document with a list of well intentioned but unrealisable strategies. Thirdly, it was clear from looking at areas in Kerry such as Lixnaw and Furies, that social and infrastructural planning could become more forward thinking, sustainable and integrated. Finally it was agreed that the citizens' role in terms of their ability to influence the services they require and the processes which determine these services, including the planning process, needed to be more meaningful. Therefore it was agreed that a new list of "strategies" which were desirable was not required. Instead a new way of doing business applied to a small number of key priority areas, leading to better social services. This new approach would require supporting citizens to have greater participation, and it would require more flexibility and collaboration between the range of agencies and other stakeholders.

Robert Carey
Chairperson
Kerry Hub Social Strategy Group

This strategy has become even more important since the downturn in the economy and the associated contraction in public service spending, as the need to use the resources we have more effectively becomes more acute. The strategy is also in tune with recent national developments, as the recent report "*Transforming Public Services – Citizen Centered, Performance Focused*", emphasises many of the points which underpin the Kerry Hub Social Strategy, including the role of the citizen in what, where and how services are delivered, and an objective to "*attain the highest possible rate of sustainable development*".

This plan will enhance both governance and quality of life for those in the Kerry Hub Area, and subsequently many of the approaches piloted here can be utilised throughout the County. The challenge for all involved is to show the leadership and make the changes required for its successful implementation.

Relationship to Other Initiatives

The Kerry Hub Social Strategy Task Group emphasised the need for the Strategy to build upon and relate to other planning processes. In this regard the development of this Strategy will inform the development of the following Strategies for the Tralee – Killarney linked Hub:

Economic Strategy

The Kerry Enterprise Action Team (KEAT), a sub group of the County Development Board committed to developing an economic strategy for the Hub area. In doing so it will include a database of available skills, a database of available professional qualifications, research on companies presently operating in the hub area, and commentary on the economic advantages of the Hub as a location for enterprise. Research and development, and the formulation of a strategy based on sound research which will position the Hub to take advantage of its present qualities to attract both indigenous and foreign investment. A successful economic strategy requires strong social infrastructure.

Housing Strategy

The Housing Strategy, as an integral part of the County Development Plan, sets out a framework for the delivery of social and affordable housing from all new developments on residentially zoned land. The strategy aims to deliver 20% of all private development in the form of social or affordable housing as the demand for housing requires. There is a blanket 20% provision across the towns of Tralee and Killarney and all areas of the county which are zoned residential. The provision of such housing is entirely dependant on private development being advanced, and the delivery and buoyancy of this programme is dependant on the progression of private housing developments. The Council is committed to continually monitoring the situation to ensure that any change in circumstance which may affect the delivery of housing through this mechanism is reflected in amendments or adaptations of the Housing Strategy as adopted. Particular importance is attached to ensuring that the market for affordable housing remains strong and that external factors such as limitation of credit facilities are addressed.

National Spatial Strategy

The National Spatial Strategy (NSS) is a coherent national planning framework for Ireland for the next 20 years. The NSS aims to achieve a better balance of social, economic and physical development across Ireland, supported by more effective planning. In order to drive development in the regions, the NSS proposes that areas of sufficient scale and critical mass will be built up through a network of gateways and hubs. It's about people, places and potential. Making the most of our cities, towns and rural places to bring a better spread of opportunities, better quality of life and better places to live in.

The South West (Counties Cork and Kerry) will contribute to balanced regional development through acting as a national/international gateway, supported by the Mallow hub and the Tralee-Killarney linked hub. Enhancing the contribution of the South West to balanced regional development will be critically dependent on the development of Kerry. This will be driven by combining the complementary strengths of Tralee and Killarney as a hub and building on their track record and established residential, employment, retailing, education, transport and services functions.

Introduction & Background

Legislative Context

Kerry County Development Board was established in accordance with Section 129 of the Local Government Act, 2001. In this Act of the Oireachtas one of the functions of the Board is outlined *‘to enable bodies and interests, whose functions affect the economic, social and cultural development of the county ... to provide the maximum benefit each of them can to such development, both individually and collectively.’* This Section recognises that the Board is to promote the co-ordination of activities and co-operation *‘so as to optimise resources and combined effort for the common good of the community.’*

Under this Section of the Local Government Act 2001, Kerry County Council was requested by the County Development Board to bring together the relevant bodies and interests that operate in the Kerry Hub so as to optimise resources and collaborate for the common good of the communities in the Hub.

This Strategy is a clear example of how organisations and interests are formalising the nature of their co-ordinated and collaborative effort in order to ensure maximum benefit to the communities and to the organisations and interests themselves.

In leading this process and by committing to its future in the implementation of this Strategy, Kerry County Council is operating under Section 69 which states that in performing its functions *‘a local authority shall have regard to ... the need for co-operation with, and the co-ordination of its activities with those of other local authorities, public authorities and bodies ...so as to ensure efficiency and economy in the performance of its functions.’*

This Strategy, in agreeing to impact strategically upon ‘participation on social planning infrastructure’ is operating under Part 13 of the Local Government Act. This Part of the Act outlines the role of local authorities and the local community and how the local authority may take steps *‘to consult with and promote effective participation by the local community in local government.’*

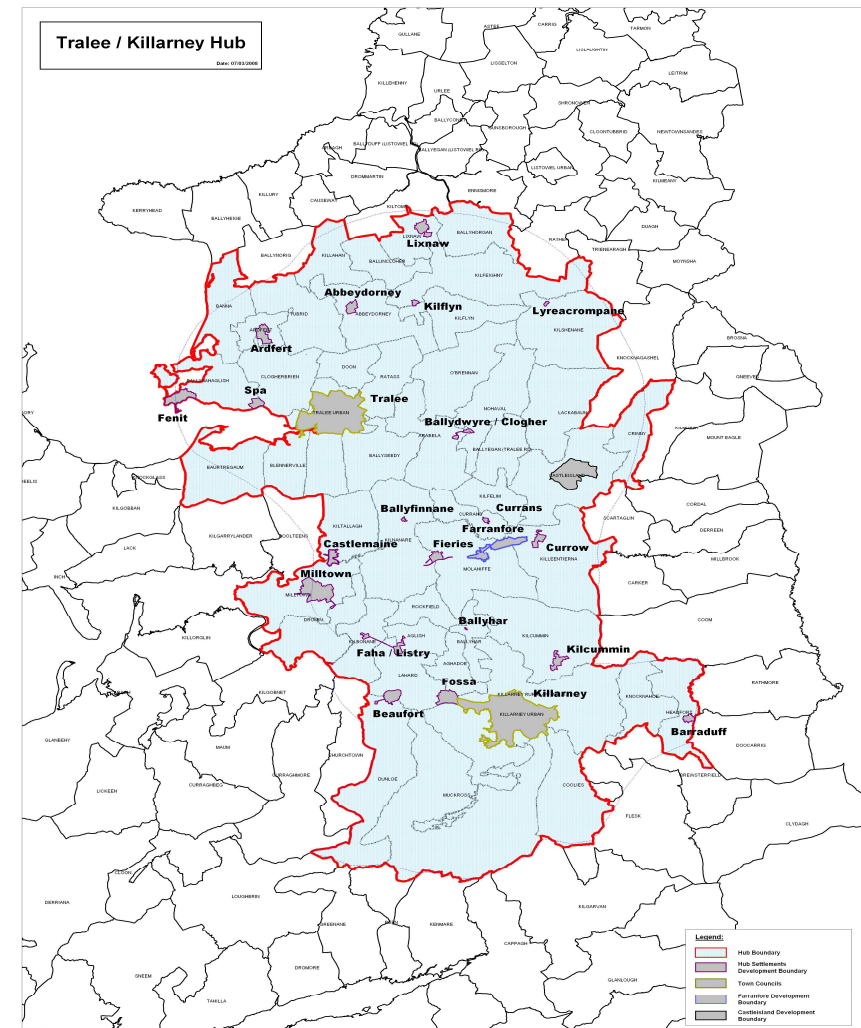
The Tralee and Killarney Hub Area

Under the National Spatial Strategy¹, the South West (counties Cork and Kerry) will contribute to balanced regional development. The development of Kerry will be critical in its achievement. This will be driven by combining the complementary strengths of Tralee and Killarney as a hub and building on their track record and established residential, employment, retailing, education, transport and service functions.

To support the revitalisation of areas in the South West, Tralee and Killarney will act as a linked hub. Kerry County Council has defined the Tralee-Killarney Hub Area as outlined in the map. For the purposes of developing a social strategy the main settlement areas of the hub include Tralee and Killarney with Farranfore on its axis. The other settlement areas included are considered impact areas around the Hub.

Access to services, or social infrastructure, has a significant effect on where people live and the quality of life that they experience. The size of a settlement and demand from the local population determine to a large extent the level of service provision which can be supported. Higher order services such as third level education facilities and hospitals need a much higher level of population to support them and are therefore generally located in the larger settlements. Smaller settlements such as rural villages need more essential daily access to services such as a primary school, a post office and a shop.

These communities use the adjacent larger towns for less essential, or less frequently used, higher order services. In effect these settlements provide a complementary service role. It is important to identify the functional areas and complementary roles of the settlements throughout the county in order to be aware of the needs of local communities and to identify areas where consolidation and strengthening of services is required. This will assist in ensuring that a network of viable service centres is maintained for the population throughout the Hub Area and guide infrastructural investment decisions in establishing and maintaining this network.



¹ The National Spatial Strategy 2002-2020 (www.irishspatialstrategy.ie)

Social Planning

Social planning is about planning for people. It is the process of investigating and responding to the social needs and aspirations of all the people who live and work in our community. Social planning contributes to improving the social well-being, liveability, cultural diversity, health and welfare of communities.

Social planning should therefore be undertaken by all agencies providing services within a community.

At local government level the purpose of the social planning requirement is to:

- Improve the ability of local government to take into account the range of needs within their communities when they are formulating their management plans.
- Assist local government to provide or advocate for appropriate and accessible services and facilities for the benefit of communities.
- Increase the community's ability to monitor local government efforts to address the needs of local communities over time.

Developing a Social Strategy for the Kerry Hub Area is intended to have the following outcomes:

- Focus social planning work by building consensus and setting priorities.
- Identify opportunities for collaboration and partnership in addressing social issues.
- Identify new community development initiatives in order to improve quality of life.
- Serve as a guide and resource for government, community groups and service providers in both programme planning and service delivery.

The strategy will also incorporate an implementation framework to assist in the achievement of the proposed goals and suggested strategies, as well as a monitoring and evaluation framework to review and report on progress toward their achievement.

The development of a Social Strategy will also help to achieve the following:

- Increased use of Social Planning by relevant agencies, particularly when local plans and funding priorities affecting the Hub are determined.
- Increased collation and access to relevant and appropriate data held by all agencies to enhance understanding of local communities and changing needs.
- Improved co-ordination between different agencies involved in funding or providing services for our communities.
- Reduced duplication of effort in terms of community consultation and processes that identify local needs and issues.
- Providing a model for how local government and state government might collaborate more effectively on social planning issues.

Developing a Social Strategy

The Social Strategy Task Group is a task group of Kerry County Development Board and was established to ensure effective implementation of the Environment and Spatial Development Priority Area Action 'Establish a structure to identify, develop and implement an integrated infrastructural social and cultural plan to promote successful development of the Tralee/Killarney Linked Hub.'

The goal of the Task Group was two-fold:

1. To identify strategic areas for collaborative effort pertaining to social development in the Kerry Hub
2. To develop new ways of planning in order to optimise resources and achieve key social objectives in the designated area

Its primary focus was to develop a strategy to strengthen active engagement of citizens in the local community, to promote community development, to create social inclusion and develop social infrastructure within the Kerry Hub Area.

Scope of Social Strategy

The strategy that emerged is defined by the following factors:

- It is limited to those areas of social, cultural and community needs within the Tralee Killarney Hub Area as agreed by the Social Strategy Task Group.
- It is informed by a range of consultative processes with the community, the non-government and government sectors and Council.
- It is informed by evidence, such as demographic and other data.
- It supports a multi-agency approach to responding to social, cultural and community needs.
- It will be implemented by the Kerry County Development Board Council as well as by other key community and social planning partners and Kerry County Development Board.

Key Priority Impact Areas

The Social Strategy is being developed using a Results Based Planning Process. The following Strategic Priority Impact Areas have been agreed with the task group:

1. Participation in Social Infrastructure Planning
2. Facilities & Services
3. Health & Welfare
4. Education & Training
5. Transport

Research & Analysis

The first phase of the Strategic Planning Process was to undertake an analysis of the current situation and to gather some baseline data from which to develop a strategy and plan.

For the purposes of the Social Strategy this involved a demographic and socio-economic profile of the Hub area and researching current level of service provision and identifying any existing needs analysis within the Hub Area.

Methodology

The methods used to collect and analyse information included:

- Review of 2006 Census results for DEDs within the Hub Area
- Review of data (list of services, audits, existing profiles, plans etc.) from participating agencies
- Review of local, regional and national policies, strategies and plans
- Review of other initiatives within the Hub (Housing Strategy, Economic Strategy, RAPID Plan, County & Local Area Plans, etc)

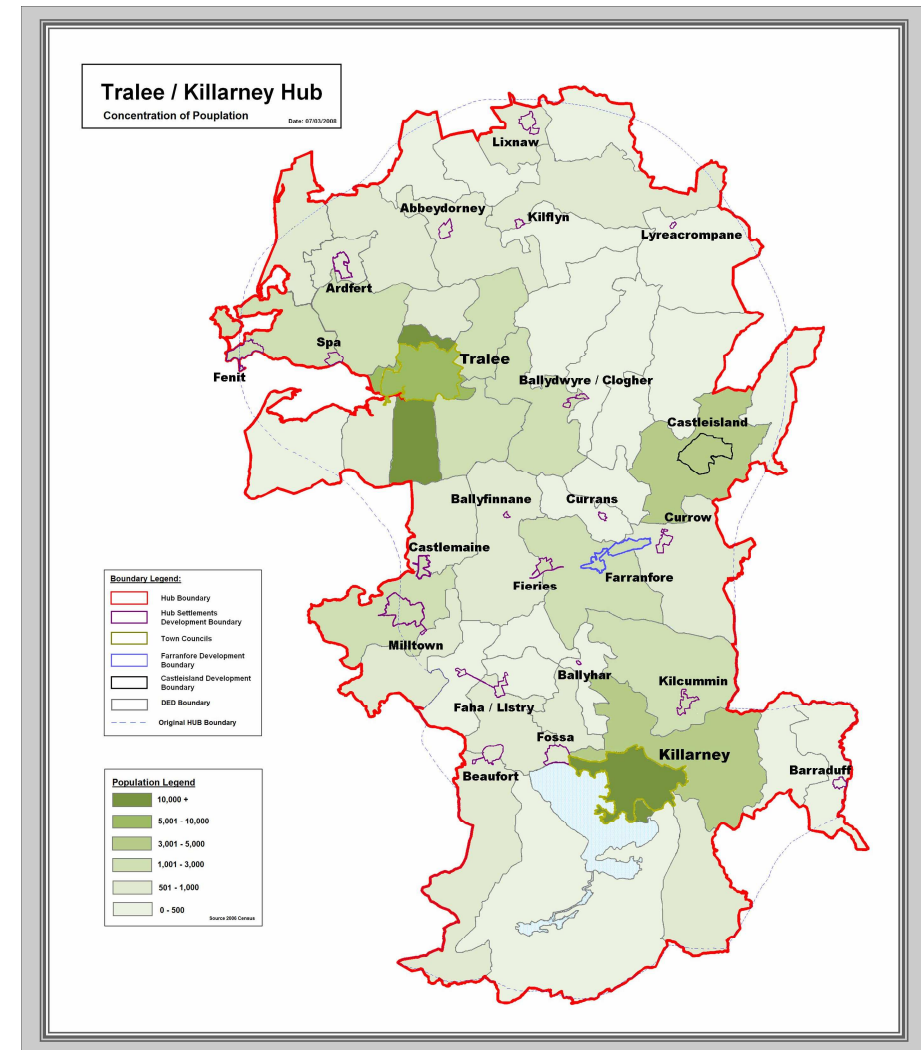
Research Constraints

The following constraints limited the scope of the research:

- Difficult to filter Hub specific data as some data calculated at a county wide or area basis
- Information is fragmented as there is no standard or format of collecting data between agencies
- Different definitions of geographic working areas
- Hub area is overlapping the operational areas of most organisations
- No comprehensive needs analysis was previously undertaken. Needs analysis are usually undertaken with specific projects or programmes and are sometimes area specific (e.g. needs of one estate in an urban area but similar analysis not carried out for other estates in the area)

The results of the analysis carried out are available from the Kerry County Development Board. Each Strategic Impact Area within the following Implementation Plan begins with a rationale drawn from that analysis.

Hub Area – Concentration of Population



Implementation Plan

Strategic Impact Area: Participation in Social Infrastructure Planning

Currently, interagency work in Kerry remains at the project level rather than organisational or service planning and delivery. The objectives and purpose of the Social Strategy Group mirror the general purpose of the CDB to coordinate, and ensure no gaps or overlaps in services planning and provision.

There are a number of key challenges and issues that arise from the geographic area and boundaries of the Hub itself that will affect all types and levels of planning, including social infrastructure. The Kerry Hub does not correspond to the National Spatial Strategy linked Hub nor the Kerry Economic Hub, but rather takes into account a wide impact area as well. Hence, the Hub covers different area types than outlined under the spatial strategy classification. While it is clear that continued population growth and development will impact on certain Hub towns & villages outside Tralee & Killarney, it is less clear how certain small villages or development nodes will be impacted and how they can contribute to balanced Hub development.

Currently the Hub area contains;

- Forty-nine District Electoral Divisions
- Portions of three electoral areas: Tralee, Killarney, Listowel
- Four towns, thirteen smaller towns & villages and seven small villages & development nodes as identified by KCC in the Tralee/Killarney Hub Settlements Local Area Plan
- Three local authority, planning & housing areas: Kerry County Council, Tralee Town Council & Killarney Town Council
- Five Local Development Sector, managing and operating the Local Development Social Inclusion Programme and 2 companies managing the LEADER programme within Hub areas
- Four HSE Primary Care Networks

- Three administrative areas for Kerry Education Service
- Various administrative areas for the Department of Education & Science (Area Development Plan for North Kerry)

The above is but a sample of the large and varied amounts of administrative, statutory, and community and voluntary sector bodies involved in both the planning and delivery of social infrastructure in the Hub area which houses less than 70,000 residents. Additionally, many plans have been developed for land-use planning alone:

- County Development Plan, The Kerry Hub: Development Strategy and Land Use Plan for Tralee- Killarney, separate Tralee, Killarney, Castleisland, Farranfore plans and separate again Tralee/Killarney Hub Settlements local area plans

It is critical that the Social Strategy Group, Kerry County Development Board and Kerry Local Authorities take a cooperative and integrated approach to planning that crosses all administrative boundaries and places the overall Hub community at the centre of planning.

From the analysis undertaken, prior to developing this social strategy, it was identified that there is currently a lack of clarity around the planning processes between agencies and within the wider community. Some consultation is taking place to meet statutory requirements but this is done on ad-hoc basis with the impact of the consultation difficult to measure. There is also no evidence of any formal uniform planning toolkit being used across agencies. This section of the strategy addresses these issues and identifies a number of expected outcomes to be achieved.

Strategic Impact Area: Participation in Social Infrastructure Planning

Expected Impact 1.: Local Communities and Stakeholders are informed of, and enabled to participate effectively in, the area planning process

Outcome 1.1 Agencies are participating in area planning in a recognised formal process

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Clarity of area and agency planning processes exists between all agencies	Lack of clarity around area and agency planning consultation process	Agencies are fully aware of the area planning process and their level of inter-agency participation	A CDB Infrastructure Planning group is established to oversee an annual process. A bi-annual inter-agency guide is circulated outlining key planning processes, dates and events	Staff Time: Community Enterprise Dept. With full support of CDB agencies	Lead: CDB to establish sub-group	Commence Jan 1 st 2009 Completed March 31 st 2009
A formal interagency consultation process is in place for agency participation in area planning	Some ad hoc consultation between agencies	Agencies are engaged in joint participation in area planning	A formal interagency consultation process is formulated and agreed by all agencies A formal process is agreed between the planning department and the planning subgroup for the results of consultations to be submitted	Staff Time: Community Enterprise Dept. With full support of CDB agencies Staff Time: Forward Planning Section	Lead: CDB Infrastructure Planning Group with Forward Planning Section of Council CDB Agencies	Commence Jan 1 st 2009 Completed June 30 th 2009

Outcome 1.2 Hub Communities are participating in the planning process

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Communities are aware of the planning process and how they can participate	Lack of awareness of planning processes in communities Community input into local area plans and county development plan is low	Communities are participating in area planning	A bi-annual guide is publicised outlining key planning processes, dates and events Information and training events on community participation in area planning	Staff Time: Community Enterprise Dept. Local Development Sector, Community & Voluntary Forum Funding for Guide	Lead: CDB Infrastructure Planning Group With Local Development Sector and existing Community Networks	Commence Jan 1 st 2009 Completed December 31 st 2009 Ongoing

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Communities have access to planners on planning issues	Statutory requirements are met but a standardised approach has not been agreed	Community priorities are incorporated into area plans by planners and additionality is measured	Support is provided to communities to determine their priorities for area plans A formal process for prioritising community issues is agreed between communities and the planning department	Staff Time: Local Development Sector Forward Planning Dept. Community & Voluntary Forum	Lead: Local Development Sector With Community Forum and Planning Dept	Commence Jan 1 st 2009 Completed June 30 th 2009
Communities have access to public representatives on planning issues	Access based on local relationships, no formal process for access currently	Communities' views are represented in planning processes	A formal process for community engagement in the planning process is agreed with public representatives prior to the adoption of plans A formal reporting process is supported for feedback from public representatives subsequent to plans being adopted	Staff Time: Local Development Sector Forward Planning Dept. Community & Voluntary Forum, KCC and Elected Members	Lead: Local Development Sector With Community Forum and Councillors	Commence Jan 1 st 2009 Completed March 31 st 2009 Ongoing
A Social Planning Toolkit is developed and used by Social Strategy Agencies	No social planning toolkit used presently	An agreed Social Planning Toolkit is adopted by all agencies	Collation of results of agreed processes for Community Engagement, Agency Consultation and Public Representative access with KCC Community engagement Strategy Research other models of social planning Documenting and presenting a recommended Social Planning Toolkit	Staff Time: Community & Voluntary Forum, IT Tralee	Lead: Community & Voluntary Forum and IT Tralee With all other agencies	Commence Jan 1 st 2009 Completed December 31 st 2010

Strategic Impact Area: Facilities and Services

The Kerry Hub has an expected population goal of 44,000-46,000 by 2020 according to the NSS and the Tralee-Killarney Hub is on target to meet this population growth, but the growth will have to be focused more to the urban areas in order to develop a critical mass for social service provision and infrastructure.

The demographic situation has implications for public and private service delivery and there is a trend towards service concentration in urban centres. The reduction of population in areas already sparsely populated increases the unit cost of service delivery to such areas and weakens the investment potential for private sector economic development.

Policies and strategies that address planning for social infrastructure are dependant on the fact that different types of social infrastructure are appropriate to different points within urban and rural structure. There is a strong relationship between the size of settlement and the levels of services that areas are able to support. For example, smaller communities need strong community infrastructure like pubs or shops, post office, a multi-purpose hall and primary school. It is unclear what the threshold to sustain this level of community infrastructure is but experiences in the Hub suggest that certain types of community halls or centres typically found in small villages place a large financial burden on communities.

Currently there is a lack of data on the types of facilities and infrastructure available in each area. It is also difficult to determine what facilities are viable and how well facilities and services are managed.

There has been some work done by Kerry County Childcare Committee in relation to childcare facilities, and Kerry Local Sports Partnership in relation to sports facilities however it is difficult to get analysis of other social and community facilities and services being provided.

This section outlines the strategy that will lead to better served hub villages and towns through access to appropriate range of facilities and services and how they are used to maximum potential and ensure sustainability.

Sustainability, in this context, can refer to usage of facilities, financing, management and environmental impact.

Strategic Impact Areas: Facilities and Services

Expected Impact 1: Better served hub villages and towns through access to appropriate range of sustainable² facilities and services

Outcome 1.1 Communities are supported to have greater leverage and improved access to sustainable services and facilities in the Hub Area

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
A system for prioritising appropriate and sustainable services and amenities to be agreed and used to inform Local Area Plans and local agencies, based on agreed rationale	No benchmarking criteria exists currently	Agreed criteria for minimum services and facilities used in Community Planning	Consultation undertaken with communities and agencies on appropriate facilities for communities in the Hub Area A working group is set up with community and agency participants to finalise criteria	Staff Time: Sub Group Agencies Funding: Sub Group Agencies	Lead: CDB Infrastructure Planning Group with Planning Dept, Local Development Sector, the C&V Forum and Planning SPC IT Tralee, Kerry LSP	Commence Jan 1 st 2009 Completed December 31 st 2009
Conduct an analysis of facilities and services in the hub area	Information on facilities and services sporadic and inconsistent (KLSP audit and Social Strategy Analysis made available during current process)	A clear analysis of community services and facilities in the Hub Area	Collate KLSP audit, Social Strategy Analysis and additional research on Facilities and Services Identify gaps in services and facilities Identify extra capacity among current services and facilities Identify sustainability of services and facilities in relation to environmental impact	Staff Time: Local Development Sector Leader Funding Council GIS	Lead: Local Development Sector IT Tralee KCC Corporate Affairs with Each agency collecting information	Commence Jan 1 st 2009 Completed December 31 st 2009
Provide interagency supports to communities to address gaps identified in facilities audit	Some inter-agency support for service delivery in certain areas No hub wide approach	Co-ordinated Inter-agency support for facility development and service delivery in the hub area	Provide support with: Feasibility Studies Needs Analysis Planning Applications Funding Applications Partnership Arrangements Environmental Impact Awareness	Staff Time: Local Development Sector and Other Agencies mentioned	Lead: Local Development Sector with Support agencies	Commence Jan 1 st 2010 Ongoing

² Sustainability can refer to usage of facilities, financing, management and environmental impact

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Increased opportunities for social connectivity for older people to support independent living	Some opportunities exist currently, but no co-ordinated approach	Increased numbers of older people are in supported independent living with reduced levels of isolation	Conduct an audit of current social activities for older people in the Hub Area Work with older peoples networks etc already active in the Hub Area to co-ordinate activities and address gaps Review home support programmes for older people	To be discussed	Lead: Local Development Sector with HSE	Commence Jan 1 st 2010 Completed March 31 st 2011 Ongoing
Outcome 1.2 Community services and facilities are used to maximum potential, and to ensure sustainability						
Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Existing facilities are used to their full potential through partnerships, joint usage and marketing.	Some informal arrangements for joint usage of facilities. Joint usage promoted by LDCs	Sustainability of community facilities increased due to increased usage	Undertake consultation with Management of community facilities to gauge potential for partnership working Identify and Facilitate partnership arrangements between community facilities	Staff Time: Local Development Sector And Other Agencies mentioned	Lead: Local Development Sector With C&V Forum, KES and Dept of Ed.	Commence Jan 1 st 2009 Ongoing
Co-ordinated supports are made available to management of community facilities	High level of support available from a number of agencies without a co-ordinated approach	Management of community facilities have access to a co-ordinated programme of supports	Audit of current supports available to management of community facilities in the Hub Area An interagency programme of supports is devised, marketed and delivered to management of community facilities in the hub area	Staff Time: County Childcare Committee And Other Agencies mentioned Funding from All Agencies	Lead: County Childcare Committee with Local Development Sector, Leader, KES, Local Sports Partnership, HSE community Work Dept and C&V Forum	Commence Jan 1 st 2009 Completed October 31 st 2009 Ongoing

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Guidelines are available for effective management and operational procedures of community facilities (LEADER Toolkit and other existing guidelines)	Some guidelines currently available among individual agencies. No universally recognised and promoted guidelines.	Community groups have access to a universally agreed set of guidelines for effective management of a community facility in the Hub Area, including Environmental Sustainability	Research undertaken on good practice guides for effective management of community facilities. A good practice guide for effective management of community facilities is devised, promoted and distributed to community facility management in the Hub Area A set of workshops are devised and delivered to Community Facility Management to reinforce the guide	Staff Time: County Childcare Committee And Other Agencies mentioned Leader Funding	Lead: County Childcare Committee With Local Development Sector, Local Sports Partnership, HSE community Work Dept and C&V Forum	Commence Jan 1 st 2009 Completed October 31 st 2009 Ongoing

Strategic Impact Area: Health and Welfare

While Health & Welfare is one of the strategic themes that requires the expert services of health care professionals and funding and planning by the HSE, it is also a cross-cutting theme across all aspects of communities' lives in the Hub area. This cross-cutting element, along with the existence of a new primary care team approach already in practice in Kerry and developing in the Hub area, as well as a new statutory emphasis on 'access' under the National Disability Strategy, provide an area prime for integrated and innovative approaches to project planning and service provision.

The 2001 Health Strategy promotes "a team-based approach to service provision which will help to build capacity in primary care and contribute to sustainable health and social development". This approach will be focused on primary care, which the Strategy defines as the first point of contact that people with the health and personal social services in Ireland. The primary care model consists of an interdisciplinary team made-up of primary care providers who serve population groups of about 3,000-7,000 in a geographic area.

The Primary Care Teams are made up of general practitioners, nurses/midwives, health care assistant, home help, physiotherapist, occupational therapist, social worker, and administrative support. These teams are part of a wider primary care network.

While there are four Primary Care Networks in the Hub area the teams are at different stages of development. As of September 2008, the Tralee and Farranfore/Castleisland teams have completed area profiles and begun work as teams while the Killarney area is in the earlier stages of planning. The primary goal is to get primary care practitioners to work together through a holistic, patient-centred approach to planning services that should not require a large amount of additional resources.

The challenge and process is similar to integrated social planning aimed for by the social strategy group because it requires a shift in planning and implementation for practitioners that is associated with extra work and the need for extra staff or resources.

This section addresses how awareness and active participation in Primary Care Teams by Hub Communities can be achieved.

Strategic Impact Areas: Health & Welfare

Expected Impact 1: Awareness of, and active participation in, Primary Care Teams (PCTs) by Hub Communities

Outcome 1.1 Guidelines developed for community participation with PCTs

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Publicity strategy in place for information on PCTs	Some publicity currently available. No universal participation in publicising PCTs	Communities will be aware of Primary Care Teams and their remit in their area	Publicity materials will be distributed in community facilities and services. Presentation will be made at community fora meetings across the hub area. Public information meetings will be held in community across the hub area	Staff Time: HSE And Other Agencies mentioned	Lead: HSE Support by Local Development Sector	Commence Jan 1 st 2009 Completed March 31 st 2009
Priorities agreed for each PCT area	Some PCT areas have priorities set at present	Agencies and communities are clear about the PCTs priorities for each PCT areas	Provide capacity building supports to communities in preparation for setting priorities Consultations will be conducted with agencies and communities to devise locally determined priorities PCTs will be made aware of current services within communities, including regular face to face meetings with service providers. A list of priorities is publicised and distributed in each PCT area	Staff Time: HSE And Other Agencies mentioned	Lead: HSE With Local Development Sector and Community Networks	Commence Jan 1 st 2009 Tralee PCTs Completed March 31 st 2009 Castleisland PCTs Completed June 30 th 2009 Killarney PCTs Completed December 31 st 2009

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Use an agreed mechanisms for electing community reps onto PCTs	No agreed mechanism for community representation at present	Community representatives will participate in PCTs to shape service delivery	A mechanism for electing community representatives onto PCTs will be devised through consultation with agencies and communities.	Staff Time: HSE And Other Agencies mentioned	Joint Leads: HSE (Community Work Dept) and Local Development Sector with C&V Forum and Local Community Networks	Commence Jan 1 st 2009 Completed March 31 st 2009

Strategic Impact Area: Education and Training

The Hub Strategy recognises the importance of Education and Training in driving social and economic development, and the need for appropriate skill levels among its population to support innovation.

The Hub analysis identified the need for a co-ordinated approach to adult education and skills development, including potential progression from informal or community based learning opportunities to structured and accredited learning.

There are many agencies providing community based learning opportunities in a vast range of topics, from literacy and numeracy and information technology, to capacity building and personal development for community volunteers. However there is not an integrated and collaborative plan for community education which utilises all the skills and resources of the adult educators.

The analysis also recommended that forecasted skill requirements should be considered when planning education and training programmes in the Hub Social Strategy, especially within the ITT, as many relate to professions requiring higher levels of academic qualifications and training.

- Engineering and technical level skills are required
- IT, Healthcare and Transport type skills are also in short supply
- In the field of Research & Development there is a shortage of PhD and non-PhD researchers
- Language skills and chefs (Tourism)

This section of the strategy outlines how community education and skills forecasting will be addressed.

Strategic Impact Areas: Education and Training

Expected Impact 1: Education & training programmes planned based on forecasted skill requirements in the Hub

Outcome 1.1 Complete skills analysis available to education and training providers

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Forecast skills requirements in Hub Area relating to sustainable economic development, in line with the National Skills Strategy	No comprehensive skills projections available at present	A clear indication of future skill requirements in the Hub Area	Analysis of existing skill base in the Hub area Analysis of future skill requirements based on economic projections, including the Sustainable (Environmental) Local Economy Analysis of gaps and skill shortages	To be Presented to Learning Forum and Agreed	Proposed Lead: FÁS Supported by Learning Forum and IT Tralee	Commence Immediately Completed January 31 st 2009

Outcome 1.2 New or more accessible training provided in the Hub to address skill shortages

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
An interagency education and training plan is developed for economic up-skilling in the Hub Area for the creation of Human Capital	No such plan exists currently	Skill requirements for economic development in the Hub Area are met	Change existing education/training modules to suit skill shortages Develop new training & education modules to address predicted requirements Explore local opportunities, such as tourism education	To be Presented to Learning Forum and Agreed	Proposed Lead: FÁS Supported by Learning Forum and IT Tralee	Commence Jan 1 st 2009 Completed August 31 st 2009 Annual

Expected Impact 2: Hub Communities have appropriate access to lifelong learning opportunities

Outcome 2.1 Increased access to lifelong learning opportunities for adults, communities and vulnerable groups

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Determine current level of access to lifelong learning for communities	No collective data currently available	A clear picture of Lifelong Learning Access in Hub Area	Conduct an audit of Lifelong Learning and Life Skills Opportunities in the Hub Area, including Accredited and non-Accredited courses Identify gaps and duplication in provision	Staff Time: IT Tralee	Lead: IT Tralee	Commence Immediately Completed January 31 st 2009
Planned inter-agency approach to Community Education using a community development	Some course available at present, but no co-ordinated approach	Lifelong Learning opportunities are available across the Hub area	Develop and organise a suite of Lifelong Learning and Life Skills courses in the Hub area Prioritise new or additional courses or outreach services based on access analysis above Publicise list of courses available across the Hub area Conduct an Analysis of Community Education needs	Staff Time: KES, Local Development Sector	Lead: KES With Learning Forum, IT Tralee, KDYS, HSE, Local Development Sector and Community , FAS , KCT and C&V Forum	Completed 31 st June 2009

Strategic Impact Area: Transport

The problems of economic dependency, isolation and unequal opportunity are compounded by distance from services and amenities. The absence of an adequate transport service in many areas makes it difficult for people to avail of training and education, employment, and local social, health and retail services. Thus, the provision of transport is a major priority for those living in rural areas especially in the context of a tendency towards service concentration in larger centres.

Under Transport 21 the Government has set out a policy to “*ensure an integrated and sustainable approach to the development and delivery of public transport services.*”

According to the Department of Transport’s *Statement of Strategy*, the development of the public transport system has two primary transport objectives. Firstly, it is intended to provide an alternative to the private car by increasing public transport use, aiming at decreasing environmental side-effects of private car use and reducing congestion. Secondly, the public transport system aims to provide access for people who do not own or have ready access to private vehicles, thereby contributing to social inclusion goals.

To achieve these objectives there must be firstly an available mix of private and public transport provision and secondly an integrated approach in the provision of public transport services.

Kerry Community Transport Ltd delivers the Rural Transport Programme in Kerry and a large proportion of their transport services and routes serve the Hub area or bring people into the Hub area to access services and facilities.

Kerry Community Transport has in its past and current strategic documents identified the need for a County-wide transport strategy which includes all services providers.

This section outlines how this strategy can be achieved.

Strategic Impact Areas: Transport

Expected Impact 1: Increased access to public and social services through better co-ordination of sustainable transport

Outcome 1.1 Agencies are committed to implementing a sustainable transport strategy for the Hub Area

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Identify gaps and overlaps in transport services in the Hub Area	Comprehensive data available on current services, not collated for all agencies	A clear analysis of transport services in the Hub Area for all agencies	Agencies provide a comprehensive list of all transport services they currently provide. Identify opportunities for transport services with reduced environmental impact Identify Gaps and duplication in services Make recommendations for partnership arrangements.	Staff Time: All agencies	Lead: Roads and Transportation Dept. With KCT, HSE, Gardai, Dept. of Ed, and KES Transport SPC	Commence Jan 1 st 2009 Completed June 30 th 2009
An Interagency transport strategy will be developed	No integrated strategy for transport exists currently	Current transport resources in the Hub Area are used to maximum effect	All agencies providing transport will participate in negotiations to agree partnership arrangements for transport delivery A Hub Area transport strategy will be developed in line with above identification of gaps and duplication, and recommendations made	Staff Time: All agencies	Lead: Roads and Transportation Dept. With KCT, HSE, Gardai, Dept. of Ed, and KES Transport SPC	Commence Jan 1 st 2009 Completed December 31 st 2009
An Interagency Operational Model will be piloted and evaluated	No interagency model for transport delivery currently. Examples available from other locations	An interagency model will be tested and lessons learned with a view to broader implementation	A defined area within the wider Hub Area will be identified for the pilot A plan for the co-ordination and delivery of services for a set timeframe will be devised An evaluation will be conducted at the end of the set timeframe to determine the effectiveness of the model	Staff Time: All agencies	Lead: Roads and Transportation Dept. With KCT, HSE, Gardai, Dept. of Ed, and KES Transport SPC	Commence Jan 1 st 2010 Completed December 31 st 2010

Outcome 1.2 All agencies integrate transport provision (where applicable) into service delivery

Intended outputs	Output Baseline	Output Indicator	Indicative Activities	Inputs	Who	When
Transport costs included in all operational budgets and funding applications	No universal approach to transport costs presently	All services are planned with transport considerations	<p>A template will be provided to assist agencies/groups in determining project transport costs for service delivery</p> <p>Support provided to community groups on funding applications</p> <p>Lobbying to include transport costs in service delivery</p>	Staff Time: KCT And Other Agencies mentioned	<p>Lead: KCT)</p> <p>Support provided by County Childcare Committee Local Development Sector HSE community Work Dept., C&V Forum</p>	<p>Commence Jan 1st 2009</p> <p>Completed March 31st 2009</p> <p>Ongoing</p>

Delivery Structures

Delivery Structures

The Kerry County Development Board is an independent structure created in 2000 to promote cooperation and coordination of local planning and service delivery amongst state agencies, Local Development Sector, local government and the community and voluntary sector.

The success of any strategy depends crucially on the extent to which institutional arrangements provide overall direction, coherence and support for implementation of the constituent elements of the strategy. The role of the County Development Board will be to facilitate development and provide effective horizontal and vertical co-ordination between 'top-down ' and 'bottom-up' policies at Hub and County Wide level.

In order to ensure delivery of the Social Strategy, a structure has been agreed between all the organisations and agencies participating.

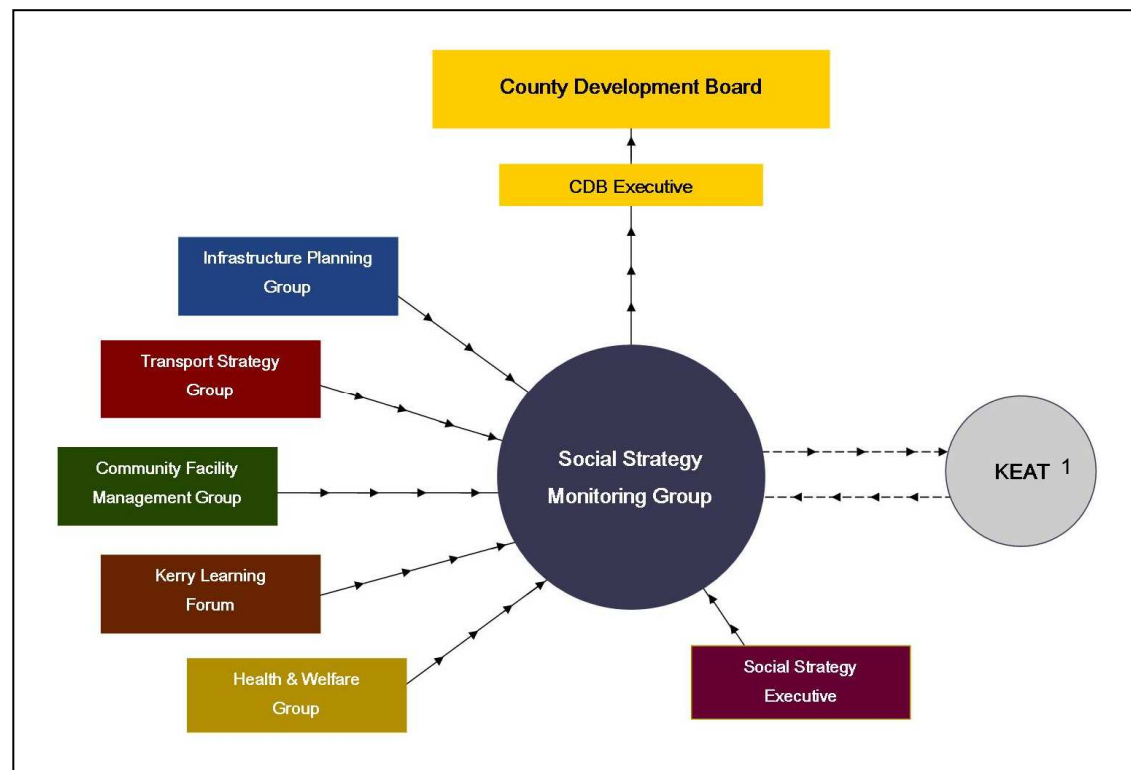
Structure of the Social Strategy Working Groups

There will be five Social Strategy Working Groups, including existing structures which are best placed to deliver key elements of the Social Strategy. The five are:

- Infrastructure Planning Group
- Transport Strategy Group
- Community Facility Management Group
- Kerry Learning Forum
- Health & Welfare Group

The Social Strategy Executive will act as a steering group for the Strategy and will be populated by the Chairperson from each of the Working Groups.

Below is graphical representation of the structure.



1. Kerry Enterprise Action Team

Communication and Reporting

The Social Strategy Working Groups will have the following reporting structure:

- Each organisation Representative will report to their relevant Working Group on work conducted by that organisation towards the achievement of the Work Programme.
- The Chair(s) of the Working Group(s) will report to the Social Strategy Monitoring Group on progress.
- The Social Strategy Monitoring Group will report to the County Development Board Executive, who will in turn report to the County Council.
- Organisational Representatives will report internally to their own organisation on the progress of the Social Strategy.

Working Group Membership

The Social Strategy Working Groups membership will be drawn from the core organisational representatives who make up the Social Strategy Group. Members will be nominated on an annual basis.

It will be possible to bring in the other, relevant people with expertise, into the Working Groups in order to get the work done. This will be done by Formal Nomination, agreed by the Working Group and ratified by the Social Strategy Monitoring Group.

Work Programme

Each Social Strategy Working Group will develop a work programme based on the Indicative Activities as set out in the Social Strategy. The work plan will be specific, measurable and time bound.

To ensure they are met, each Output within the plan has been assigned a Lead Agency and a number of Support Agencies. The roles outlined are agreed by all participating agencies and organisations.

The Role of a Lead Agency

The role of the Lead Agency in the Outputs agreed in the Social Strategy is one of project management and work plan delivery. This

- To co-ordinate actions.
- To set agreed timelines for actions.
- To get commitment of other agencies, by making contact or meeting with them.
- To assign resources and expertise in the area of work and in inter-agency project management.
- To be accountable for work completion by reporting back of the progress of the Working Group to the Monitoring Group.
- To convene meeting and handle all paperwork.

The Role of a Support Agency

The role of the Support Agency in the Outputs of the Social Strategy is to

- Attend meetings in a regular and punctual manner.
- To provide resources and expertise in the area of work, including finance and people.
- To make forward commitments to work programmes.
- To bring relevant information.
- To implement and inform internally to their own organisation.

Values of Inter-Agency Working

Each agency makes a commitment to working collaboratively, and with the shared use of resources, while implementing internal change consistent with the developments of the Social Strategy.

The Social Strategy Group, and its Working Groups, will work in an inclusive and respectful manner in the interests of the implementation of the Social Strategy.

Monitoring and Evaluation

The implementation of the Social Strategy will be monitored by the Social Strategy Monitoring Group on an ongoing basis. This will be done through specific reporting on work programmes to the Monitoring Group.

The Social Strategy Group will conduct an annual external Review of the Strategy to ensure continued progress and relevance.

The Social Strategy Group will also develop a Monitoring Strategy that will evaluate the impact of the Social Strategy in the long term.

Acknowledgements

The preparation of this Strategy would not have been possible without the commitment and dedication of the Kerry Hub Social Strategy Task Group, whose members are listed below. The support of the Community & Enterprise Department in Kerry County Council, in particular Ms. Aoife McCormack and Ms. Máiréad Downey was paramount in ensuring the Strategy development. Tribute needs to be paid to Mr Robert Carey who chaired the meetings and Mr Tom O'Leary and Mr John Loughrey of O'Leary & Associates Training & Consultancy who conducted the research and facilitated the Strategy development.

Mr. Robert Carey (Chairperson), North & East Kerry Development Ltd.
Ms. Aoife McCormack, (Facilitator) Community & Enterprise Department, Kerry County Council
Ms. Helen O'Sullivan (Vice Chairperson), IRD Duhallow
Mr. Tom O'Leary, O'Leary & Associates Training and Consultancy
Mr. John Loughrey, O'Leary & Associates Training and Consultancy
Ms. Colleen Hennessy, O'Leary & Associates Training and Consultancy
Mr. John Breen, Director of Housing and Community & Enterprise Departments, Kerry County Council
Mr. Michael McMahon, Director of Planning Department, Kerry County Council
Mr. Donal Murphy, Forward Planning Department, Kerry County Council
Mr. Tom O'Donnell, North & East Kerry Development Ltd.
Ms. Michelle Anne Houlihan, Kerry Education Service
Dr. Colm O'Doherty, Tralee Institute of Technology (representing IBEC)
Ms. Carmel Walsh, Kerry Community Transport
Ms. Córa Carrigg, Kerry Local Sports Partnership
Ms. Deirdre Kearin, Kerry Education & Training Forum
Mr. Dominic Sullivan, Department of Education & Science
Mr. Eamonn O'Reilly, Manager, North & East Kerry Development Ltd.
Mr. John Moriarty, Tralee Institute of Technology
Mr. John Pierse, South Kerry Development Partnership
Ms. Kathryn O'Donnell, Kerry County Childcare Committee
Mr. Michael Mills, Assistant Planner, Killarney Town Council
Ms. Peggy Horan, Health Service Executive
Ms. Rose O'Connor, Kerry Diocesan Youth Service
Mr. Seamus O'Hara, North & East Kerry Development Ltd.
Ms. Geraldine O'Sullivan, Kerry Volunteer Service
Ms. Siobhán Griffin, Kerry Community & Voluntary Forum
Mr. Teddy O'Connor, Tralee Town Council

Membership

Social Strategy Group Members

- Department of Education and Science
- FÁS
- Health Service Executive
- Irish Business Employers Confederation
- Institute of Technology Tralee
- Kerry County Council
- Kerry County Childcare Committee
- Kerry County Development Board
- Kerry Community Transport
- Kerry Diocesan Youth Service
- Kerry Education Service
- Kerry Local Sports Partnership
- Killarney Town Council
- South Kerry Development Partnership
- Tralee Town Council
- North & East Kerry Development Ltd
 - North Kerry Together Ltd
 - Partnership Trá Lí
 - Sliabh Luachra Local Development
 - Tuatha Chiarraí

Membership



Glossary

CDB	County Development Board
DED	District Electoral Division
DES	Department of Education and Science
FÁS	Training and Employment Authority
HSE	Health Service Executive
ICTs	Information and Communication Technologies
ITT	Institute of Technology Tralee
KCC	Kerry County Council
KCCC	Kerry County Childcare Committee
KCT	Kerry Community Transport
KDYS	Kerry Diocesan Youth Service
KEAT	Kerry Enterprise Action Team
KES	Kerry Education Service
KLF	Kerry Learning Forum
KLSP	Kerry Local Sports Partnership
NKT	North Kerry Together
NSS	National Spatial Strategy
PCT	Primary Care Team
PTL	Partnership Trá Lí
SKDP	South Kerry Development Partnership
SLLD	Sliabh Luachra Local Development
SPC	Strategic Policy Committee

