

**SOUTH TIPPERARY COUNTY STRATEGY
FOR ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT**



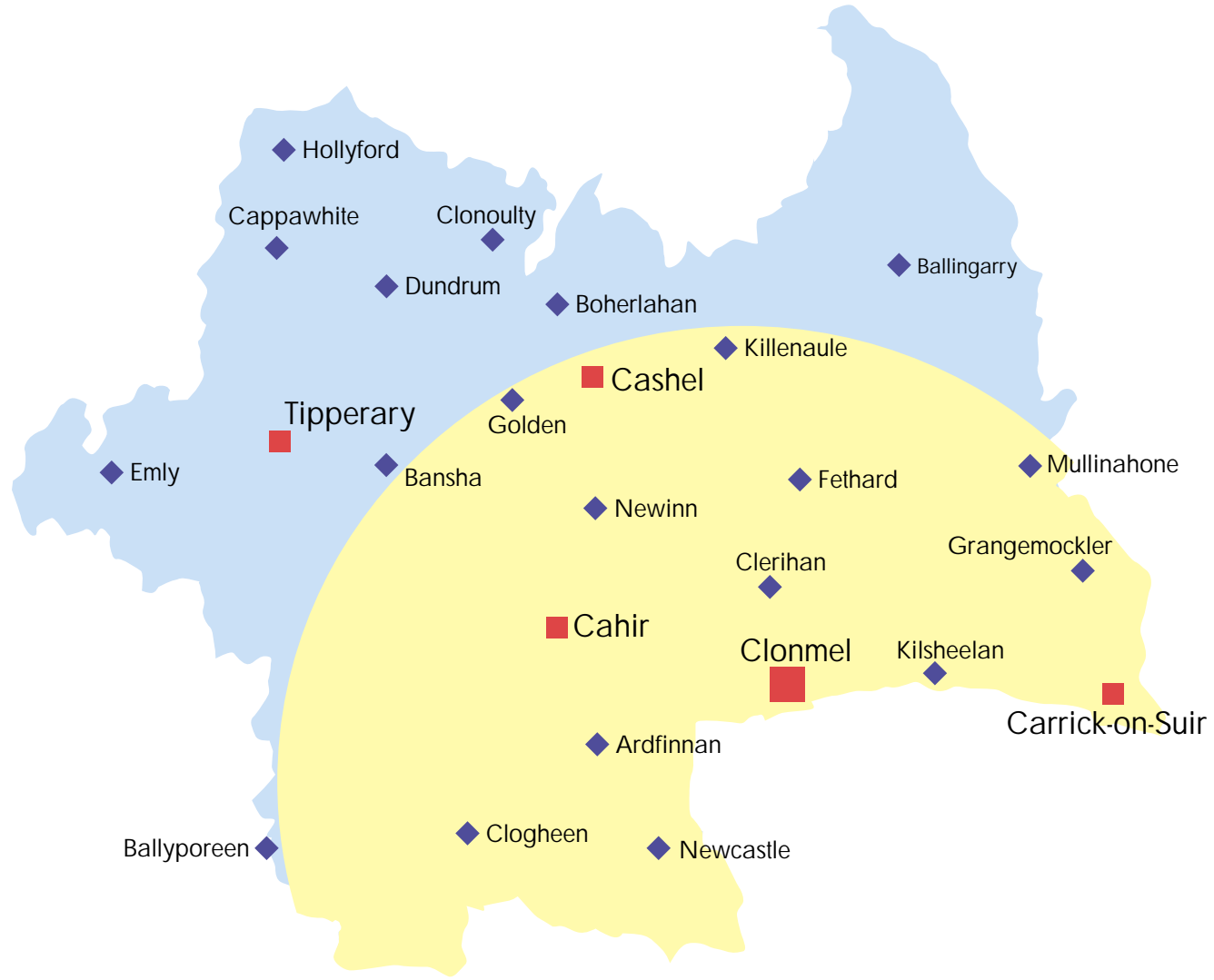
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SOUTH TIPPERARY



SOUTH TIPPERARY COUNTY STRATEGY FOR ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT

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In 2000 the Government established County Development Boards to prepare and implement county strategies that combine local programmes for economic, social and cultural development. The Government gave the following directions:

- to examine the relationship between the citizen and the services provided
- to improve the delivery of services
- to reduce duplication of services
- to provide additional services where needed

In preparing its County Strategy for the period 2002 to 2011, the South Tipperary County Development Board (CDB) paid special attention to areas where co-operation among local agencies would deliver better services to the people of South Tipperary.¹

Four Programmes form the core of the County Strategy: the Economic, Social, Cultural and Local Agenda 21 Programmes.

Economic Programme

The Economic Programme focuses on linking challenges and deficits with opportunities. South Tipperary can be divided into two economic zones.²

Clonmel - including Carrick-on-Suir, Fethard, Cashel and Cahir
This area has been successful in creating and sustaining jobs. Here, the aims of the County Strategy are:

- to fill existing job opportunities by improving the skills of the workforce
- to attract further industry and services to the area by upgrading the infrastructure

The West Tipperary and Slieve Ardagh region

This area experiences a shortage of employment opportunities due to difficulties in creating and sustaining jobs. For this catchment area, the aims of the County Strategy are:

- to develop indigenous businesses
- to attract larger industries by improving the infrastructure
- to maximise the region's proximity to economic centres outside the county

Social Programme

The Social Programme aims to achieve the following objectives:

- to enable people who feel excluded from society to participate more fully in community life. The Programme supports local agencies and community development groups in areas with high numbers of socially excluded individuals
- to attend to the needs of specific groups (such as early school leavers, people with disability, the elderly, members of the travelling community, etc) in identified sub-county areas
- to facilitate the development and implementation of county strategies for projects in childcare, children's play, etc.

Cultural Programme

Access (as a participant or as a spectator) to arts, heritage, sport and recreation impacts significantly on quality of life. Exposure to a culture that supports creative development is an important indicator of a community's or a county's well-being. In the past, the cultural sector has been fragmented. The Cultural Programme of the County Strategy will correct this problem by providing professional support officers who will collaborate to create a co-ordinated cultural environment that includes minority and ethnic cultures.

Local Agenda 21 Programme

Agenda 21 is a long-term programme geared at laying foundations for a future sustainable society. The Local Agenda 21 Programme combines the following themes:

- community development
- protection of the environment
- provision of services
- improvement of facilities

The County Development Board recognises the benefits of a co-ordinated approach to providing services and facilities in South Tipperary. A solid infrastructure ensures that all those living and working in the county have smooth access to economic, social and cultural opportunities. There is a strong correlation between social inclusion, sustainable development and the availability of facilities and services.

Priority target areas include:

- access to information and referral services
- recognition of voluntary endeavour
- transport services
- planning for more sustainable local services and facilities
- the promotion of the South Tipperary Platform

The County Development Board will establish a Management Group for each of the four Programmes. Each year the Programme Management Groups will consider additional agreed actions as new opportunities emerge and new challenges need to be addressed.

Matrices indicating specific levels of commitment by Board members to each action are available on the website: www.southtippcdb.ie. The website will also contain updated progress reports on the implementation of all the individual actions.

Background

Many of today's most pressing problems straddle traditional service boundaries and require integrated solutions.

In 2000 the Government established County Development Boards (CDB) to prepare and implement county strategies that combine local programmes for economic, social and cultural development.

The Government gave the following directions:

- to examine the relationship between the citizen and the services provided
- to improve the delivery of services
- to reduce duplication of services
- to provide additional services where needed

One of the tools developed by South Tipperary County Development Board is the Local Agenda 21 Wheel,³ which specifies the range of services and facilities required at household, village, small town, county town and regional levels.

In preparing its County Strategy, the South Tipperary County Development Board paid special attention to areas where co-operation among local agencies would deliver better services to the people of South Tipperary.⁴

A Shared Vision for the Future

South Tipperary will have an inclusive economy and an excellent quality of life. It will be a place where all families and individuals can prosper. South Tipperary will balance the demands of a vibrant economy with the demands of a healthy and sustainable environment.

South Tipperary County Development Board's Specific Visions

- The CDB delivers high quality, local public services by maximising the benefits of national and local resources.
- The CDB eliminates the inefficient duplication of services.
- The CDB provides an environment conducive to a healthy economic, social and cultural life for the inhabitants of South Tipperary.
- The CDB promotes the growth of a tolerant society that accepts cultural and ethnic diversity.
- The CDB encourages lifelong learning in the county.
- The South Tipperary Platform encourages a strong community spirit by creating the framework for co-operation among community and voluntary bodies, and by linking these bodies with other helpful sectors.
- Each organisation and sector associated with the CDB implements the County Strategy during the period 2002-2011, adding new actions as agreed.

Themes, Goals and Main Targets of the County Strategy

The intensive preparation process identified eight strategic themes as the basis of the County Strategy. These themes are combined into four Programmes as shown in Figure 1.

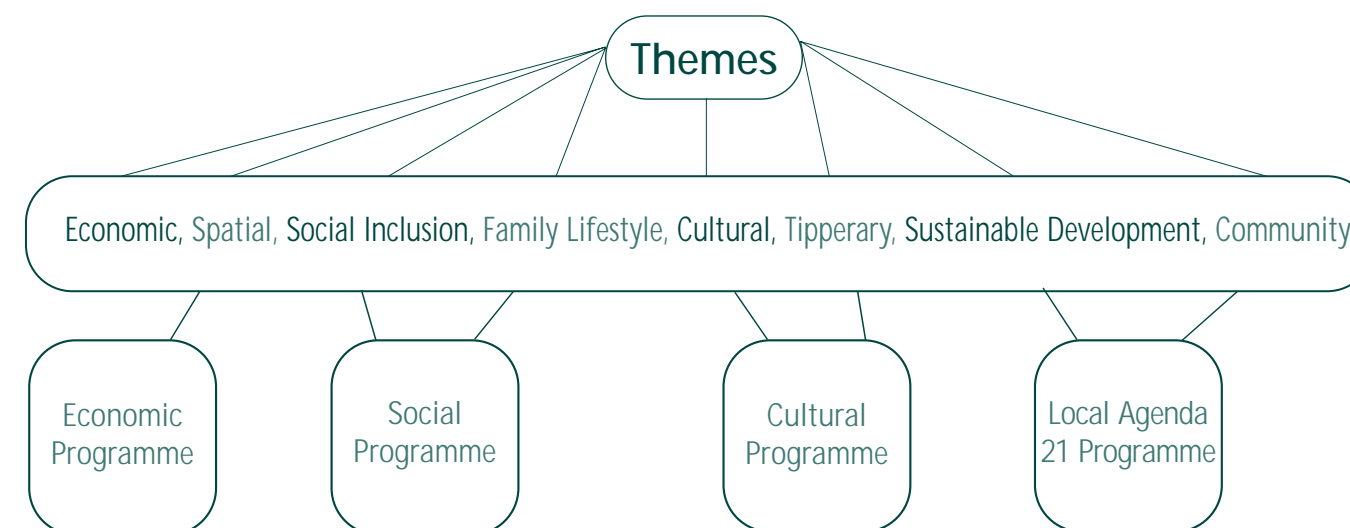


Figure 1. Themes combined into four Programmes

Themes, Goals, and Main Targets of the County Development Strategy

Theme	Goals	Main target
Economic	Increase job numbers and retain existing jobs in the county	An increase in the average per capita income in South Tipperary from 85.8% to 92% of national average
Spatial	Increase human resources and financial capital invested in South Tipperary	Production of a map comparing the annual investment in all parishes across the county
Social Inclusion	Establish integrated services to encourage social inclusion	Achievement of the targets outlined in the National Anti-Poverty Strategy
Family Lifestyle	Enhance the quality of life of people in the County	The average life expectancy in South Tipperary remains at/or above the national average
Cultural	South Tipperary enjoys a lifestyle that supports the creative development of participants and spectators	Professional support structure for culture in the County
Tipperary	Build on the pride in the County's achievements	County plans being implemented in areas such as Crafts, Food, Information and Communications Technology (ICT), Tourism
Sustainable Development	Develop infrastructures that link a range of facilities and services	Consensus on the standard of facilities and services appropriate at different spatial levels
Community	Support the work of the South Tipperary Platform	Increased involvement of community as an equal partner in development initiatives

Layout of the Four Programmes

The following structure (Figure 2) is used to describe each of the four Programmes (Economic, Social, Cultural and Local Agenda 21) in the following sections.

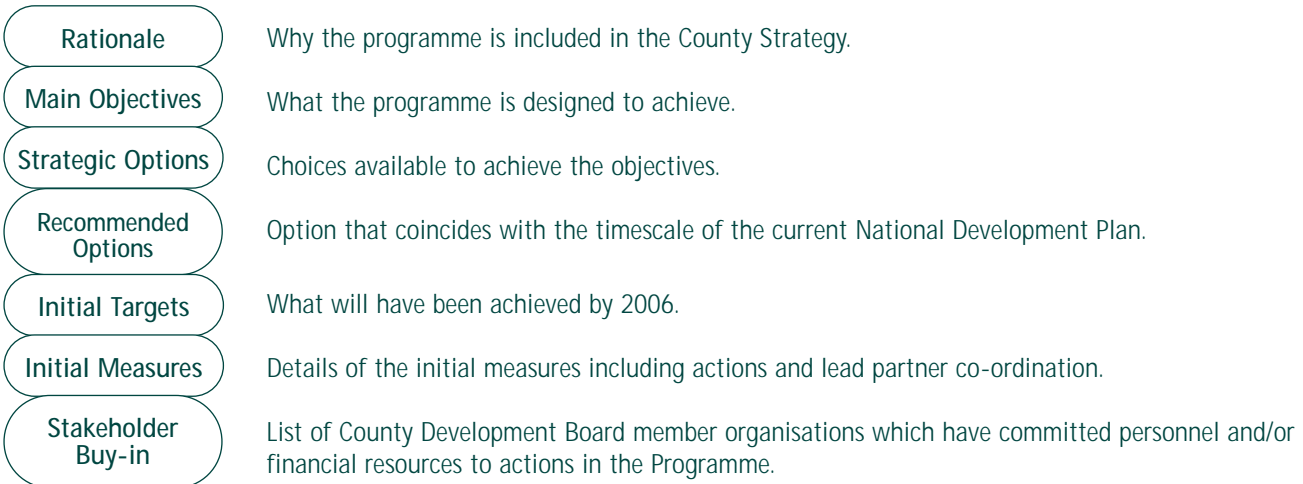


Figure 2. Layout of the four Programmes

Rationale

A principal function of economic activity is to deliver an income that will enable members of the household to enjoy a good quality of life.

Disposable per capita income in South Tipperary increased significantly in the last decades providing a higher standard of living in South Tipperary households than in the past. Figure 3 below shows the growth in disposable per capita incomes in South Tipperary, North Tipperary, the South East Region and nationally from 1991 to 1998. In South Tipperary, average disposable per capita income grew from €6,576 in 1991 to €10,156 in 1998. The disparity between South Tipperary and Ireland widened in the same period. In 1991, South Tipperary disposable per capita income was 91.5% of the national average; by 1998, this figure had fallen to 85.8%.

Per Capita Disposable Income 1991 - 1998 (in Euro)

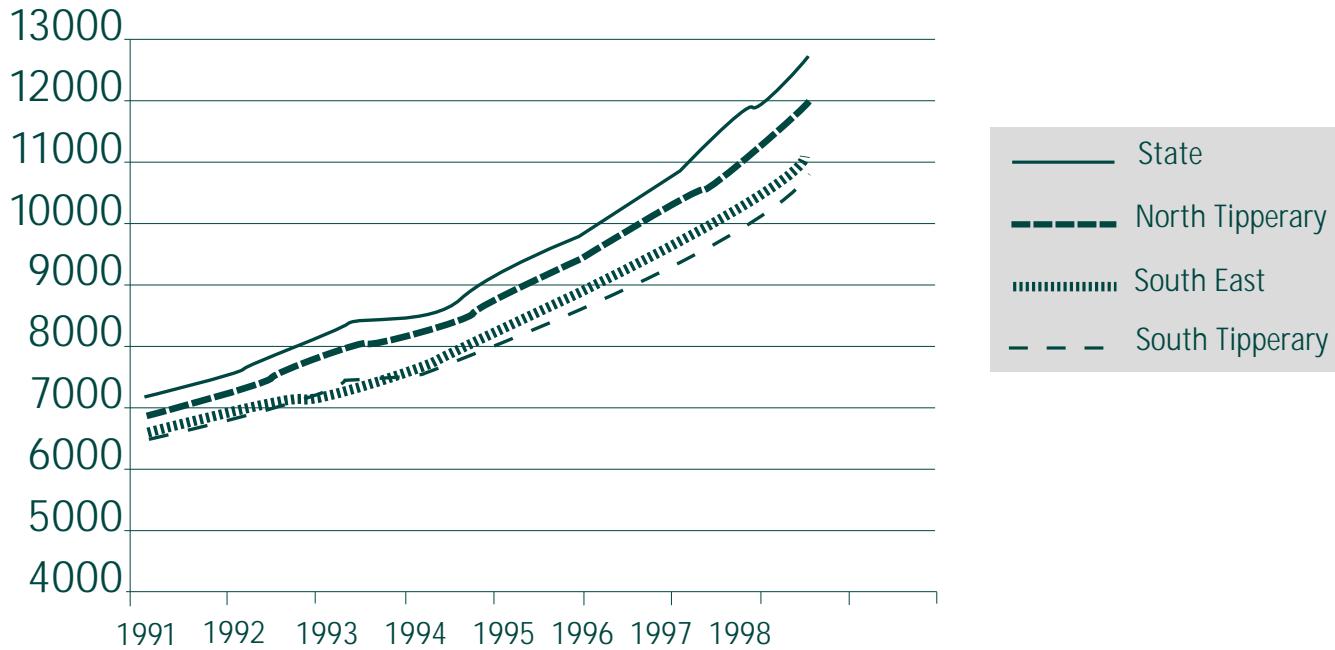


Figure 3. Per Capita Disposable Income 1991 - 1998

Income comprises earnings from work and investments and/or from social transfers (statutory entitlements such as children's allowances, social welfare payments, disability benefits, state pensions, etc.). Eighty-one percent of South Tipperary income comes from work/investments; social transfers account for the remaining 19%.

Entrepreneurs (private, public and community) generate primary income from work and investments. The wealth and jobs these entrepreneurs create in South Tipperary depend largely on four factors:

- the competitiveness of the individual enterprises
- the advantages of the specific location
- the competitiveness of the Irish economy
- the state of the global economy

A County Economic Strategy can realistically influence only the first two factors.

South Tipperary can be divided into two economic zones. The region dominated by Clonmel, and including Carrick-on-Suir, Fethard, Cashel and Cahir, has been successful in creating and sustaining jobs. The second economic zone includes those areas distant from Clonmel, such as West Tipperary and Slieve Ardagh, that have not been competitive in creating and sustaining jobs and where there is a shortage of employment opportunities.⁵

⁵ A detailed economic development analysis/rationale is available on the website: www.southtipperdb.ie - appendix 3

Main Objectives

- Build consensus on a realistic economic development policy for the County.
- Improve the competitiveness of the South Tipperary economy in attracting investment, growing businesses, increasing employment in new businesses and sustaining existing industries/services.
- Develop and enhance opportunities for continuing education for the people of South Tipperary.
- Increase the number of businesses in South Tipperary employing more than twenty workers.
- Strive towards achieving balanced development in the County.
- Gain the best economic advantage for South Tipperary by linking the County's development potential to:
 - neighbouring counties
 - the South East region
 - the island of Ireland
 - the European Union
- To optimise the economic potential of the 'Tipperary' name.

Strategic Options for Service Providers to Achieve the Economic Development Objectives

(Please note that the following options are not mutually exclusive.)

Option	Description
1	<u>The status quo approach</u> : Agencies continue to deliver their services on an individual basis to their own clients and to liaise with other agencies by request; the main towns in the county see each other as competitors; the counties in the South East view neighbouring counties as competitors.
2	<u>Matchmaking approach</u> : Service providers work together in targeting challenges and solve them by matching challenges and deficits with opportunities.
3	<u>A single point approach</u> : Centralised contact/reference point helps entrepreneurs in manufacturing and productive services. The County Enterprise Board could be encouraged to take on this role, which would involve acting as the local link for all national/regional service providers to entrepreneurs.
4	<u>Transfer of polycentric models approach</u> : Approaches to increase competitiveness of the County town and main towns.
5	<u>County Tipperary approach</u> : The marketing and promotion of sectors, products and services are carried out by County body, targeting economic sectors on a county basis, including North Tipperary.
6	<u>Regional approach</u> : Appendix 8 (on website: www.southtippcdb.ie) describes some actions that could benefit from regional co-operation.

Recommended Option

It was agreed that Matchmaking (Option 2) provided the greatest potential to add value to the South Tipperary economy in the short-to-medium term. The CDB feels that this option will encourage participants to seek imaginative solutions to the problems of linking opportunities with challenges and deficits.

Initial Targets

The County Strategy expects to achieve the following targets for the Economic Programme by 2006:

- an increase in the average disposable per capita income in South Tipperary from 85.8% to 92% of the national average
- a minimum of 20 matchmaking initiatives in operation
- an assessment of the South Tipperary economy in CDB annual reports
- an economic strategy for each town with a population greater than 1000

Initial Measures and Actions

The following are the initial measures and actions under the Economic Programme.

Measure	Title	Actions (<i>Co-ordinating Partner in the action</i>)
1.1	Management of the Economic Programme	<ul style="list-style-type: none"> • Establish a Programme Management Group to monitor the implementation of the Economic Programme (CDB). • Carry out annual review of the competitiveness of the South Tipperary economy (Economic Programme Management Group). • Assess each action taken under the Economic Programme to ensure it meets the guidelines on equality (including gender), poverty, rural development and environmental impact (Economic Programme Management Group).
1.2	Matching skills with jobs	<ul style="list-style-type: none"> • Fill available job opportunities by improving the skills of the South Tipperary workforce, including those seeking employment or working in the home. The workforce in Carrick-on-Suir will serve as a pilot project (FÁS). • Direct the under-employed rural population (including farmers) to opportunities in off-farm employment and alternative sources of income. Pilot action will be initiated in West Tipperary (TEAGASC). • Attract highly qualified people into the area by establishing a network of Human Resource Managers in the County (Guidant Ireland).
1.3	Matching entrepreneurs with opportunities	<ul style="list-style-type: none"> • Identify and support those entrepreneurs who are most likely to increase their workforce to 20 and above (Economic Programme Management Group). • Seek appropriate businesses for available enterprise space in Tipperary Town, Drangan, Ballingarry, Carrick-on-Suir, Cahir, Cashel, Clonmel, and new enterprise centres as they come on stream (Tipperary SR County Enterprise Board). • Create an inter-agency approach to support micro enterprises providing employment in manufacturing and service industries in the county (Local Development Company Network).
1.4	Matching locations with opportunities	<ul style="list-style-type: none"> • Prepare a template to assist towns who successfully receive large-scale investment (such as a major jobs announcement) to optimise the opportunity (Economic Programme Management Group). • Encourage the preparation of realistic economic strategies and plans in the main towns and in other local areas (Economic Programme Management Group). • Support the implementation of the Carrick-on-Suir Jobs Strategy (Carrick-on-Suir Town Council). • Support the implementation of the Tipperary Town Development Strategy (TIRD/Chamber of Commerce). • Support the process of finalising and implementing the Ballingarrane Master Plan (South Tipperary County Council). • Co-operate in the provision of a broadband ducting infrastructure in the main towns and between the main towns in the South East (South East Regional Authority).
1.5	Sectoral strategies	<ul style="list-style-type: none"> • Implement the County Information and Communications Technology Strategy (Economic Programme Management Group). • Implement the County Food Strategy (Tipperary LEADER Group). • Consult with the equine community on the design and delivery of a plan to promote Tipperary as an equine county (TEAGASC). • Support the development of effective links between county and regional tourism strategies (South East Regional Tourism Authority).

Stakeholder Buy-In (Economic Programme - 19 actions)

The following County Development Board member organisations have committed personnel and/or financial resources to actions in the Programme. (Number of actions).

Local Government

Carrick-on-Suir Town Council (3)
Cashel Town Council (3)
Clonmel Borough Council (13)
South Tipperary County Council (15)
Tipperary Town Council (3)

Local Development

Barrow Nore Suir Rural Development Ltd (15)
Clonmel Community Partnership (3)
Tipperary LEADER Group (13)
Tipperary (South Riding) County Enterprise Board (19)
Waterford LEADER Partnership (4)

State Agencies

Department of Social, Community and Family Affairs (1)
Enterprise Ireland (8)
FÁS (5)
Garda Síochána (1)
IDA Ireland (6)
South East Regional Tourism Authority (1)
TEAGASC (7)
Tipperary Institute (7)
Tipperary (South Riding) Vocational Education Committee (2)

Social Partners

Agricultural and Farming Pillar (4)
Business and Employers Pillar (4)
South Tipperary Platform (15)
Trade Union Pillar (1)

SOCIAL PROGRAMME

Rationale

The primary goals of social policies are to eliminate poverty and to create a secure and stable environment that will enable South Tipperary residents to enjoy a good quality of life by participating in economic, social and cultural activity. A particular objective is to assist the socially excluded in participating in the life of the community.

One of the Government's objectives in establishing County Development Boards was to co-ordinate services at the point of delivery to the citizen. The purpose of the County Social Strategy is to make access to services (public, local development, and community) easier for people. The Social Programme will apply this philosophy to help those members of the community who experience multiple forms of exclusion.

Where children, young people and their families deal with multiple disadvantage, the evidence shows that there is a need for multi-dimensional solutions to these complex situations. Alliances among various organisations (statutory and non-statutory) offer the most effective way of solving these problems. For example, international evidence shows the importance of the early years of life on the subsequent health, development and well-being in childhood, adolescence and adult life. Research indicates that early intervention services for children can produce a sustained improvement in children's health and education. Reviews of successful health strategies reveal the following common approaches:

- they target populations rather than individuals
- they have a high degree of community involvement
- they are broadly inter-sectoral with a settings approach (such as school, workplace, family, community, etc) to the delivery of services

This research was also confirmed by the National Children's Strategy, which stated that the need for more community-based play, leisure and cultural opportunities was high on the list of issues raised by young people during their consultation process.

The growing prosperity in Ireland over the last decade has substantially reduced unemployment and has enabled targets in the National Anti-Poverty Strategy to be achieved. However, despite the country's economic growth, there is significant evidence of the concentration of poverty caused by:

- failure at school
- low self-confidence
- early school leaving for low paid jobs
- long periods of unemployment through life dependence on public support for housing, welfare supplements and pensions

Disadvantage in South Tipperary is experienced mainly in the Slieve Ardagh area and urban centres with high concentrations of public housing. Isolated pockets of disadvantage also occur in rural areas served by small towns.

Social inclusion is also a challenge facing specific target groups including people with disability, travellers, elderly, asylum seekers, those living in rural areas with no access to cars and those without access to childcare.

By contrast with the economic service providers who target a wide range of clients, the social inclusion service providers deal largely with a repeat client base.

Main Objectives

- Support all children, their families and their communities.
- Encourage social inclusion service providers to change from a singular to a holistic approach in correcting social exclusion, especially in the priority target groups.
- Target the inclusion of children and families experiencing discrimination and poverty in South Tipperary communities.
- Encourage an improvement in the work environment to support a better family lifestyle.

Strategic Options for Service Providers to Achieve the Social Development Objectives

Option	Description
1	<u>Vertical approach</u> : The traditional approach of dealing with families through agencies works reasonably well when families have single-issue based needs (such as ill-health, housing or unemployment).
2	<u>Gap approach</u> : This approach is widely used at present and is generally resourced by a single agency operating alone. Provision of services is based on participation of target groups, families and communities. A partnership approach is used with the target group organisations (eg Youth Services, Centres for Independent Living). The participation of families increases when role models (eg community mothers) are presented. Community-based family support services are encouraged (eg community resource centres).
3	<u>Local development approach</u> : This is a minor variation of option 2 but builds on the partnership approach that enables agencies to pool resources and deliver family or community initiatives in a more structured way. A Local Development Company provides the technical support so that initiatives are integrated (with other initiatives and with the target communities).
4	<u>Horizontal approach</u> : Families suffering multiple deprivation and social exclusion are supported by several agencies. (This policy has been successfully tested in the Integrated Services Process Projects).
5	<u>Target group approach</u> : Priority sectors/sub-sectors (eg Elderly People, People with Disability, Traveller Community) in specific sub-county areas receive co-ordinated support from several agencies.
6	<u>South Tipperary/Regional/County Tipperary approach</u> : This option handles specific issues, for example, the setting up of a county Childcare Committee, the South Tipperary/Kilkenny/Carlow Rural Transport Group Plan, the strategy of the Regional Drugs Taskforce and the County Citizens Information Plan. (Potential aspects to be addressed regionally are detailed in Appendix 8 on the www.southtippcdb.ie website).

Recommended Option

All six strategic options may be appropriate depending on the situation. The key challenge in the County Social Strategy is to ensure that there is consensus on the appropriate option and that the required resources are available to implement it. This challenge will be addressed in the implementation strategy. The County Development Board will work with the South Tipperary Platform and other partners to promote family, community and civic inclusion.

Initial Targets

The County Strategy expects to achieve the following targets for the Social Programme by 2006:

- the achievement of the targets in the National Anti-Poverty Strategy
- average life expectancy in South Tipperary equal to or greater than the national average
- a minimum of 20 holistic initiatives in place (Options 2-6)
- more public social inclusion resources (existing or planned) applied through multi-agency initiatives
- the involvement of local development companies in new community-based initiatives resourced from the public sector
- access to good quality core services for all parents and carers of children, and the supply of information to support them in their task of child rearing at various life stages
- good quality, accessible, appropriate training in parenting
- a core support and screening service for all parents, especially during the early childhood years
- improved availability of playgrounds, walkways, cycle-paths for leisure and PE facilities in schools

Initial Measures and Actions

The following are the initial measures and actions under the Social Programme.

Measure	Title	Actions (<i>Co-ordinating Partner in the action</i>)
2.1	Management of the Social Programme	<ul style="list-style-type: none"> • Establish a Programme Management Group to monitor the implementation of the Social Programme (CDB). • Carry out annual reviews of the effectiveness of the programme and correct impediments to the participation of socially excluded individuals or groups in economic, social and cultural activity (Social Programme Management Group). • Review the implementation of social inclusion measures (National Development Plan) within the County and report annually to the CDB on culture changes among service providers (Social Inclusion Measures Group). • Assess each action taken under the Social Programme to ensure it meets the guidelines on equality (including gender), poverty, rural development and environmental impact (Social Programme Management Group).
2.2	Targeted holistic approach: Specific target groups in particular sub-county areas	<ul style="list-style-type: none"> • Help to provide equal opportunities for young people in Clonmel through support of the inter-agency strategic plan (Clonmel Community Partnership). • Preparing and implementing a strategic plan to meet the needs of people with physical disability in the Cashel catchment area (South Eastern Health Board). • Set up a strategic plan to meet the needs of elderly people in the Tipperary Town catchment area (South Eastern Health Board). • Support pilot Traveller Community actions (Clonmel Traveller Action Group and the Tipperary Town Rural Traveller Project). • Promote more inter-agency initiatives for the youth of the area; use a more informal approach to attract young people (such as those in Carrick-on-Suir, Clonmel, Cashel) and ensure their inclusion (Tipperary Regional Youth Service/Waterford Regional Youth Service). • Support the work of community development projects in areas with high numbers of socially excluded people: Knockanrawley Resource Centre, Tactic, Suir Project, Carronreddy (Tipperary Town), Spafield (Cashel), Slieve Ardagh, Tipperary Rural Travellers Project and newer inter-agency initiatives (Clogheen); pay special attention to addressing local policy issues (Department of Social, Community and Family Affairs). • Create plan to deliver an integrated family service in Carrick-on-Suir (Carrick-on-Suir Resource Centre Group). • Support the Area Implementation Teams in developing their RAPID (Revitalising Areas by Planning, Investment and Development) programmes in Carrick-on-Suir, Clonmel and Tipperary Town (CDB).
2.3	Implementation of specific strategies	<ul style="list-style-type: none"> • Implement the County Childcare Strategy (South Tipperary County Childcare Committee). • Prepare an action plan for the development of additional children's play areas in South Tipperary and respond to other recommendations in the National Children's Strategy (South Tipperary County Council). • Support the Local Action Network on Violence against Women to implement their recommendations. • Implementation of the action plan submitted by the South Eastern Health Board.

Partner Buy-In (Social Programme - 16 actions)

The following County Development Board member organisations have committed personnel and/or financial resources to actions in the Programme. (Number of actions).

Local Government

Carrick-on-Suir Town Council (2)
Cashel Town Council (1)
Clonmel Borough Council (3)
South Tipperary County Council (6)
Tipperary Town Council (4)

Local Development

Barrow Nore Suir Rural Development Ltd (3)
Clonmel Community Partnership (7)
Tipperary LEADER Group (5)
Waterford LEADER Partnership (5)

State Agencies

Department of Social, Community and Family Affairs (11)
FÁS (8)
Garda Síochána (15)
South Eastern Health Board (16)
South Tipperary County Council (6)
Tipperary Institute (6)
Tipperary (South Riding) Vocational Education Committee (7)

Social Partners

Agricultural and Farming Pillar (4)
Business and Employers Pillar (1)
South Tipperary Platform (15)

CULTURAL PROGRAMME

Rationale

Access (as a participant or as a spectator) to arts, heritage, sport and recreation impacts significantly on quality of life.

Exposure to a culture that supports creative development is an important indicator of a community's or a county's well-being. Hurling, camogie, and equestrian activities thrive in South Tipperary. The area has valuable heritage assets - the well-known Rock of Cashel attracted over 250,000 visitors in 2000. The County is also strongly associated with the performing arts, drama and crafts.

The increasing amount of time spent watching TV (now averaging over three hours per day) and spent in pubs allows less time for traditional and alternative cultural activities. In the years ahead, immigration will pose new challenges in accepting minority cultures and celebrating difference. Resolving these challenges will require a strong commitment from the community, given the difficulties the Traveller Community experienced in being accepted and having their culture respected.

The cultural environment in South Tipperary could be described as a jigsaw that needs to be put together.

Much of the cultural activity is driven by individuals and voluntary groups, many of whom operate in isolation, unaware that others face similar issues and that unity could bring strength. The survival of many groups providing cultural services often depends on luck.

All sectors consulted agreed that there is a need for co-ordination, preferably through statutory bodies.

Main Objectives

- Resource professional services to co-ordinate cultural development in South Tipperary.
- Create a culture that supports creative development (increased participation and attendances across all four sectors, arts, crafts, heritage and sport/recreation).
- Celebrate cultural difference and seek to include the culture of minority groups in the cultural provision of South Tipperary.
- Optimise the cultural potential of the 'Tipperary' name.

Strategic Options Available to Service Providers to Achieve the Cultural Development Objectives

(Please note that the following options are not mutually exclusive.)

Option	Description
1	<u>Vertical approach:</u> Support for culture most frequently comes in a disjointed pattern from professionals such as Arts Officers, Heritage Officers and Sports Officers who are employed by the statutory bodies. This vertical approach has come about because Government funding to the various councils, for example the Arts Council, Sports Council, Heritage Council, Crafts Council, is fragmented.
2	<u>Horizontal approach:</u> Professional support for culture could also be delivered by functional officers. The issues facing each of the four main components (arts, crafts, heritage and sport/leisure) are largely the same:- increasing participation, sourcing and developing volunteers, developing facilities, improving the range of cultural opportunities. A horizontal-functional approach would involve a County Cultural Team Leader who would encourage collaboration among individual officers assigned specific tasks such as 'voluntary sector support', 'facility planning and development', 'product enhancement', or 'marketing and promotion of the product'.
3	<u>County Tipperary approach:</u> Joint approach with North Tipperary in resourcing professional support for culture. Tipperary people identify strongly with the entire county. Many voluntary groups already operate at county level and some sports organisations operate county coaching plans. County Tipperary is divided into two administrative counties, which in turn are in separate administrative regions (NUTS III). The Joint Library Committee has succeeded in overcoming the administrative disadvantages.
4	<u>Target Group approach:</u> Target the inclusion of distinct minorities in the development of cultural provision in the county.
5	<u>Gap approach:</u> Address discrepancies in the provision of cultural services and facilities.

Recommended Option

In the short term (2002-2006) option 1, the vertical approach, is the preferred tactic. Options 4-5 can be more easily implemented if option 1 is in place.

Initial Targets

The County Strategy expects to achieve the following targets for the Cultural Programme by 2006:

- a wider advisory/support structure, with at least four professional cultural officers operating as a cultural team and bringing coherence and co-ordination to cultural activity in South Tipperary
- increased public budgets to support cultural activity within the County
- measurable improvement in management, coaching, and production skills
- increased involvement, as participants and spectators, in cultural activities
- increased number of niche cultural events
- implementing additional programmes in the areas of the arts, heritage, crafts, sports and recreation and tourism

Initial Measures and Actions

The following are the initial measures and actions under the Cultural Programme.

Measure	Title	Actions (<i>Co-ordinating Partner in the action</i>)
3.1	Management of the Cultural Programme	<ul style="list-style-type: none">• Establish a Programme Management Group to monitor the implementation of the Cultural Programme (CDB).• Conduct an annual review of the costs/benefits of provision of a cultural team, of outreach services and of available cultural budgets (Cultural Programme Management Group).• Promote joint cultural initiatives with North Tipperary County Development Board (Cultural Programme Management Group).• Assess each action taken under the Cultural Programme to ensure it meets the guidelines on equality, poverty, rural development and environmental impact (Cultural Programme Management Group).
3.2	Professional Support to/co-ordination of specific cultural sectors	<ul style="list-style-type: none">• Arts: Support the development and implementation of a new Arts Strategy (South Tipperary County Council).• Crafts: Support the implementation of the County Crafts Strategy (Crafts Granary).• Sports/Recreation: Build a Local Sports Partnership; prepare and implement a County Sports and Recreation Plan (Tipperary SR Vocational Education Committee).• Heritage: Support the County Heritage Officer in preparing and overseeing the implementation of a County Heritage Plan (South Tipperary County Council).
3.3	Celebration of minority cultures	<ul style="list-style-type: none">• Consult with the Travelling Community to design and deliver a plan to promote inclusion of their culture in the County (Clonmel Traveller Action Group/ Tipperary Town Rural Travellers Project).• Consult with other minority groups such as asylum seekers, refugees, migrant workers, ethnic/religious minorities, etc to design and deliver a plan to promote inclusion of their cultures in the County (The Cultural Programme Management Group).
3.4	Consolidation and expansion of quality cultural products in the County	<ul style="list-style-type: none">• Support the development and implementation of outreach services such as those provided by the Joint Tipperary Library Committee, South Tipperary Arts Centre, Regional Crafts Centre, Galloglass Theatre Company, The County Museum, ú Brú Ború and Tipperary Excel Centre (Cultural Programme Management Group).• Encourage the planning, development and consolidation of quality cultural facilities that meet a variety of needs, including a response to gaps identified by the Local Agenda 21 Programme (Cultural Programme Management Group).

Partner Buy-In (Cultural Programme - 12 actions)

The following County Development Board member organisations have committed personnel and/or financial resources to actions in the Programme. (Number of actions).

Local Government

Clonmel Borough Council (3)
South Tipperary County Council (10)

Local Development

Barrow Nore Suir Rural Development Ltd (2)
Clonmel Community Partnership (5)
Tipperary LEADER Group (11)

State Agencies

Department of Social, Community and Family Affairs (3)
FÁS (6)
Garda Síochána (1)
South Eastern Health Board (3)
South East Regional Tourism Authority (6)
South Tipperary County Council (10)
Tipperary Institute (3)
Tipperary (South Riding) Vocational Education Committee (3)

Social Partners

Agricultural and Farming Pillar (4)
South Tipperary Platform (12)
Trade Union Pillar (2)

Rationale

The United Nations Conference (commonly known as the Rio Conference or the Earth Summit), held in 1992, identifies four strategic principles for governance in the 21st Century. These principles were formalised as Agenda 21.

As a signatory of the Charter, Ireland is committed to adopting the following four principles:

- Integration of policy
- Citizen Participation
- Institutional capacity building
- Global partnership.

Agenda 21 is concerned with long-term commitments towards building a more sustainable society. Arising from the Government's response (1995 Local Agenda 21 guidelines; 1997 - Sustainable Development: A Strategy for Ireland; 2001 Revised Local Agenda 21 Guidelines), one of the main recommendations applicable at the county level is the preparation of a Local Agenda 21 plan.

The Local Agenda 21 Programme primarily concentrates on the strategic themes of:

- sustainable development
- protection of the environment
- infrastructure of services and facilities
- community development

Sustainable development has been defined as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. Major international conferences at Rio and Kyoto identified policies and targets on how sustainable development can be achieved and the environment protected. The main topics debated (see Appendix 6 on the website:

www.southtippcdb.ie) relating to the environment and sustainable development include:

- settlement planning
- balanced mix of public and private housing
- retention of the rural population
- decline of agricultural employment
- sustainable forestry
- rural transport
- waste management
- alternative energy
- water quality
- roads
- access to facilities and services
- the prevention of injury

From a County Development Board perspective there is a clear need for co-ordination to ensure that South Tipperary has a good infrastructure of facilities and services to enable access to economic, social and cultural opportunities. The management and use of facilities is critical to sustainable development. Research carried out by the Cultural Working

Group in West Tipperary and Slieve Ardagh highlights the difference in retained cultural spending in West Tipperary (€200 per capita), which has significant facilities, and Slieve Ardagh (€32 per capita).

The public purse provides some of the financing for the social and cultural infrastructure, but in an uncoordinated manner. Often, as in the case of FÁS schemes, the improved community facility is a by-product of the main aim to upgrade the skills of people who are seeking work. To complete a project, the community promoter must often apply to several agencies for funding. This involves considerable administrative duplication. The ideal solution is a co-ordinated, direct approach to the provision of social, cultural and community infrastructure tied into a 'Generation facility development plan for South Tipperary'. This solution would be feasible if levies to fund these infrastructures were incorporated into new plans prepared under Section 48 of the 2000 Planning and Development Act.

The economic, social and cultural development of the County cannot be met without continued, substantive voluntary effort. It is essential to maintain a steady flow of volunteers and to ensure that volunteers' time is spent productively. The County Strategy for Economic, Social and Cultural Development must provide opportunities to improve the skills of volunteers so that they can deliver better services and expand their personal career prospects. New legislation will create incentives for volunteers to broaden their qualifications.

The principle of community development must look beyond issues of volunteerism; it should include local involvement in community projects. A key goal of the Local Agenda 21 Programme is to plan a strategy that links facility development and service infrastructure at five levels: household, village, small town, county town and region. A major objective is to reach a consensus on the standard of facilities and services at the different levels.

A draft set of services and facilities at each level is listed in the Local Agenda 21 Wheel⁶ under the following categories:

- aspects of access
- education
- health and family well-being
- security
- enterprise
- planning
- community facilities
- tourism, culture and heritage
- retail services
- representation and community structures
- other public and professional services

Main Objectives

- Promote sustainable development and plan a strategy that links facility development, infrastructure and provision of the requisite level of services at household, village, small town, county town and region.
- Include the community sector as an equal partner when developing public policies and responses.
- Support the South Tipperary Platform.
- Sustain the existing voluntary community endeavour.
- Encourage new voluntary activity.
- Promote sustainable settlement solutions by encouraging builders of 'one-off' houses in rural areas to locate in towns and villages.
- Promote sustainable transport solutions (for both rural areas and between/within the main towns).
- Reduce energy imports.
- Reduce the number of injuries.
- Identify priorities for public and private investments.

Strategic Options Available to Services Providers to Achieve Local Agenda 21 Objectives

Option	Description
1	<u>Outreach approach</u> : This option establishes one-stop shops where all public service business is delivered at point of contact. It emphasises the use of new technology in serving the public.
2	<u>County/Regional based intersectoral approach</u> : This model already applies to several programmes at county or regional level. For example, the Three Rivers Project, Tipperary Energy Agency, Rural Transport Initiative, Finestra inter-urban mobility initiative, Regional Waste Management Plan, etc.
3	<u>Target group approach</u> : Direct resources to satisfy the service and facilities requirements of specific groups in the community. The Three Rivers Project has used this approach to target the farming pollution/nutrient management issue.
4	<u>Public-Private Partnership approach</u> : The National Development Plan favours this option to relieve blockages in the provision of key services.
5	<u>Generation planning approach</u> : Specify future requirements for services and facilities at all five levels - household, village, small town, county town and region. Assess the existing provision of facilities and services against the model template. Build consensus on priorities for the 2002-2006 period and lobby for CDB member commitment to allocate resources for agreed projects.
6	<u>State contract approach</u> : Offer the resources to employ staff in local development companies, youth services and voluntary groups that are contracted by public bodies to deliver services.
7	<u>Equitable approach</u> : Other partners on the CDB engage with the voluntary and community sector on an equitable basis to deliver services that meet the needs of the sponsoring agency and the needs of the community group. This option recognises the important contribution of volunteers.

Recommended Option

All seven strategic options may be appropriate depending on the situation. The key challenge, which will be addressed in the implementation strategy, is to ensure that there is consensus on the appropriate option and that the required resources are available to implement it.

Option 4 is the option most likely to attract significant public investment in the period 2002-2006. Blockages in the delivery of key services must be identified. This option can provide an innovative mechanism to provide additional facilities.

Option 5, based on a German model, would be difficult to deliver within the timeframe of the County Strategy (by 2011), especially as Ireland does not have a tradition of generation planning. Local authorities in Germany deliver almost all local public services (including health services, police services) so that co-ordination of services is largely within one statutory body. In this country, although statutory bodies are obliged to consult with other agencies, services are not provided from a centralised source.

The core of option 7 is to facilitate community involvement in policy development and the planning of service delivery.

If this is done well, the voluntary sector will be in a better position to deliver services (whether it is with staff or volunteers).

Initial Targets

The County Strategy expects to achieve the following targets for the Local Agenda 21 Programme by 2006:

- consensus on the standard of facilities and services appropriate at different levels
- agreement on specific targets arising from the Kyoto Protocol as they apply to South Tipperary
- increased public use of sustainable modes of transport
- a minimum of ten major 'targeted' initiatives implemented and evaluated
- increased public budgets (in particular, from development levies) to support facility development within the County
- a higher percentage of public services adopting outreach/one-stop shop approaches
- access to the Citizens Information Centre Service from all villages in South Tipperary
- more initiatives that include the community sector as an equal partner
- core funding for structured training for South Tipperary Platform volunteers

Initial Measures and Actions

The following are the initial measures and actions under the Local Agenda 21 Programme.

Measure	Title	Actions (Co-ordinating Partner in the action)
4.1	Management of the Local Agenda 21 Programme	<ul style="list-style-type: none">• Establish a Programme Management Group to monitor the implementation of the Local Agenda 21 Programme (CDB).• Conduct an annual review of requisite services and facilities at household, village, small town, county town and regional levels (Local Agenda 21 Programme Management Group).• Create a template to help public and voluntary organisations design and implement initiatives that address local problems and requirements (Local Agenda 21 Programme Management Group).• Increase the budgets available for facility provision (Pilot action - Clonmel Borough Council).• Assess each action taken under the Local Agenda 21 Programme to ensure it meets the guidelines on equality (including gender), poverty, rural development and environmental impact (Local Agenda 21 Programme Management Group).
4.2	Key Support Services	<ul style="list-style-type: none">• Support the implementation of the County Citizens Information Centre Plan and facilitate access to information/referral services from all local areas in South Tipperary (County Tipperary Citizens Information Services Steering Group).• Continue to support the inclusion of the community pillar as an equal partner on the County Development Board (South Tipperary Platform).

4.3 Multi-agency approaches to planning and delivering sustainable services and facilities

- Promote local development companies as contractors in the delivery of local services and initiatives (Local Development Company Network).
- Promote youth services as contractors in the delivery of local services and initiatives (Tipperary Regional Youth Service/Waterford Regional Youth Service).
- Provide training to the voluntary sector to improve the skills and qualifications of members. Recognise the contribution to community services provided by volunteers (South Tipperary Platform).

- Support the implementation of the Rural Transport strategy to provide viable transport choices for the rural population (Carlow, Kilkenny and South Tipperary Rural Transport Company/South Tipperary Rural Transport Network).
- Develop initiatives to provide viable transport choices that encourage inter-urban mobility within the county and within the region (South East Regional Authority).
- Support strategies that enable South Tipperary to meet its commitments in relation to waste reduction, re-use and recycling (South Tipperary County Council).
- Develop and implement a South Tipperary road safety strategy (South Tipperary County Council).
- Develop templates for integrated local area plans (economic, social inclusion, cultural, village enhancement) for (1) rural communities with expanding populations and (2) rural communities with declining populations (Tipperary LEADER Group).

Partner Buy-In (Local Agenda 21 Programme - 15 actions)

The following County Development Board member organisations have committed personnel and/or financial resources to actions in the Programme. (Number of actions).

Local Government

Carrick-on-Suir Town Council (5)
Clonmel Borough Council (7)
South Tipperary County Council (13)

Local Development

Barrow Nore Suir Rural Development Ltd (12)
Clonmel Community Partnership (6)
Tipperary LEADER Group (11)
Waterford LEADER Partnership (2)

State Agencies

Department of Social, Community and Family Affairs (7)
FÁS (1)
Garda Síochána (7)
South Eastern Health Board (6)
South East Regional Tourism Authority (1)
Tipperary Institute (10)
Tipperary (South Riding) Vocational Education Committee (2)

Social Partners

Agricultural and Farming Pillar (9)
Business and Employers Pillar (7)
South Tipperary Platform (14)
Trade Union Pillar (3)

Introduction

The success of the County Strategy depends on two factors:

- the extent to which the actions of the four Programmes are mainstreamed into the operational strategies of local and state agencies
- how the Programmes improve the delivery of existing public services

Member bodies (many under specified legislation) are required to update their current strategies and to prepare new service and business plans. These bodies must justify their new strategies and plans in relation to their impact on the County Strategy for Economic, Social and Cultural Development in South Tipperary. The County Development Board can choose to include a review of the new strategies and service plans of its member bodies in its annual report.

Programme Management Groups

A Programme Management Group, with a designated Board member as Chair, will manage each development programme.

Members of Programme Management Groups will be drawn from the Partners committing resources to the implementation of actions within each of the four Programmes. A staff member of the Community and

Enterprise Section, South Tipperary County Council, will administer each Programme Management Group.

Arising from the final consultations on the draft South Tipperary County Strategy, a number of additional inter-agency actions have been proposed (a document detailing Partner responses is available on the www.southtippcdb.ie website). The topics, which will be referred to the appropriate Programme Management Group, include:

- regional approach on energy
- education
- support for the Women's strategy/network and other groups that are forming networks
- support for the County Housing strategy
- housing choices for people with disabilities
- the addition of offenders/prisoners, homeless, drug misusers as priority target groups
- commercial mining
- links with other European regions
- micro-business support for the farming community
- access to and re-use of under-utilised facilities
- a common public and community services customer charter
- support for local environment initiatives

The Programme Management Groups will meet twice a year to consider the following issues.

Meeting	Agenda for Programme Management Groups	Output
Spring (Before end of May each year)	<ul style="list-style-type: none"> • Review of agreed actions of previous year • Partner proposals for new actions that require resources from other stakeholders 	<ul style="list-style-type: none"> • Report to the County Development Board on implementation of actions • Partners seeking resources from own organisations to implement the action in the following year
Autumn (Before the end of November each year)	<ul style="list-style-type: none"> • Responses from Partners in relation to resource requests • Agreement of new actions to be incorporated into the County Strategy (for the following year) • Inspection of each new action to ensure it meets the latest guidelines on equality (including gender), poverty, rural development and environmental impact • Review of progress report on actions being implemented • Brainstorming of, and responses to, new opportunity areas within the Programme 	<ul style="list-style-type: none"> • Recommendations from the Group to the County Development Board to amend the County Strategy to include new agreed actions • Proofing report • Environmental Impact Statement • Progress report to the CDB • Identification of a potential Co-ordinating Partner who will carry out investigation and prepare proposal

Implementation of Actions

Committed Partners will be responsible for implementing the actions and for adequately resourcing the co-ordination and training functions required to deliver the action successfully. If co-ordination and capacity building is inadequately resourced, the action is likely to fail (failure being defined as 'cannot be sustained over the required period of time') unless the action is simple and straightforward.

New measures or actions will not be recommended to the County Development Board until the relevant Partners have agreed to allocate the required co-ordination and capacity building resources. Co-ordinating Partners have committed sufficient resources for each of the initial actions listed in the four Programmes above.

Regularly updated progress reports on the implementation of each action will be available on the www.southtippcdb.ie website.

Role of the South Tipperary County Development Board in Implementation, Monitoring and Review of the County Strategy

The Annual Report of the County Development Board will notify Partners of approved amendments, additions, and completed actions in the County Strategy.

The County Development Board will appoint an independent evaluator to give an overall appraisal of progress of the County Strategy.

The County Development Board will carry out a major review of each programme annually.

As required by the Local Government Act 2001, the Chief Officer of the Board will be an employee of South Tipperary County Council.

The South Tipperary County Development Board will meet five times a year to consider the following issues:

Inputs	Meeting	Main Agenda Items	Output
Reports from: Working Groups Evaluator	February	<ul style="list-style-type: none"> • Recommendations on amendments to the County Strategy • Overview on progress of the County Strategy • Issues arising from equality (including gender), poverty, rural and environmental proofing of the actions. 	<ul style="list-style-type: none"> • Amended County Strategy circulated (in annual report) • Annual Report
New strategies and plans from: CDB members	April	• Spatial/Economic Watch – review of investment index	• Recommendations to the service providers and National Task Force
Local bodies	June	• Community Watch – progress report from the South Tipperary Platform	• Recommendations to the service providers and National Task Force
Regional actors	September	• Social Inclusion Watch – progress report on the Social Inclusion Measures	• Recommendations to the service providers and National Task Force
National bodies			
European Union	November	• Cultural Watch – progress report on the cultural development of the county	• Recommendations to the service providers and National Task Force
OECD			
United Nations			

Policy issues that Impact on Implementation

Data and indicators:

One of the limitations in preparing the County Strategy was the age of available data (much based on the 1996 census). The County Development Board must agree indicators for simplified gathering of data on economic, social and cultural progress in the county on an annual basis. The Task Force on the Integration of Local Government and Local Development Systems is currently trying to achieve consensus at government department level on the provision of annual data by administrative county. The Task Force is mindful of the necessity to guarantee the security of confidential information from county and sub-county sources.

Integration with new national policies:

The County Development Board recommends that future Executive Summaries outlining new policies and strategies should be circulated to members. If necessary, the Chief Officer can include comment on the implications of new strategies. These implications will be addressed by the Board. Recommendations on the addition of new measures and actions can be made to the appropriate Programme Management Group. The South Tipperary County Strategy may need to be revised when the National Spatial Strategy is finalised. Imbalances in population growth and population decline within the county have caused widespread concern among local community activists and the recommendations within the National Spatial Strategy may provide an opportunity to resolve these imbalances.

Additional representation on the County Development Board:

The County Development Board currently has 29 members. The public services not fully represented on the CDB include:

- regional authorities
- public transport
- primary education
- post-primary, non-vocational education
- telecom companies
- energy utilities

Efforts will be made to encourage these stakeholders to become members of the appropriate Programme Management Group.

Administrative division of County Tipperary:

The detailed research carried out for the National Spatial Strategy places South Tipperary firmly in the South East functional area.

High dependence of development on the voluntary sector:

Despite the fact that the voluntary sector delivers a substantial proportion of the County's service and facility infrastructure, it is responsible for raising its own funds. Structured funding that would direct a proportion of the income taxes paid by the South Tipperary workforce (€157.45 million in 1998) to the community sector would be welcomed.

The process of preparing the County Strategy incorporated environmental, equality, poverty and rural impact statements, largely in the absence of guidelines in relation to proofing mechanisms. However, more substantive guidelines on equality proofing, poverty proofing and rural proofing have become available in recent months.

Environmental Impact

Investments generated by the South Tipperary County Strategy will impact on the environment. To minimise harmful results, large investment projects will undergo an environmental impact assessment at planning permission stage. The Cultural Programme may prevent environmental decline by focusing on heritage and improving the condition of historic buildings. The Local Agenda 21 Programme directly targets the environment and seeks sustainable solutions. This Programme can also impact indirectly on the physical environment by improving community capacity to engage in environmental initiatives.

Impact on the environment will be an important indicator in the evaluation of many of the actions in the County Strategy. Progress reports on each action will be available on the website www.southtippcdb.ie. These progress reports will include information on the environmental impacts. The environmental outcomes will be reported in the County Development Board Annual Reports from 2003.

Equality Proofing

The Equality Authority issued an equality-proofing template for County Development Boards. The Employment Equality Act 1998 and the Equal Status Act 2000 prohibit discrimination on the grounds of:

- gender (main focus of National Development Plan measures)
- marital status
- family status
- sexual orientation
- religious belief
- age
- disability
- race (including membership of the Traveller Community)

Equality outcomes will be an important indicator in the evaluation of many of the actions in the County Strategy. Progress reports on each action will be available on the website www.southtippcdb.ie. These progress reports will include information on the participation of the nine target groups listed above and the equality outcomes being achieved. Equality outcomes will be reported in the County Development Board Annual Reports from 2003.

Poverty Proofing

The Combat Poverty Agency formulated the following questions that need to be answered when poverty-proofing policies (including strategies).

Does the South Tipperary County Strategy for Economic, Social and Cultural Development:

- prevent people from falling into poverty?
- reduce the level of poverty?
- have no effect on poverty? And if so, what options might be identified to produce a positive effect?
- increase poverty?
- contribute to the achievement of the National Anti-Poverty targets?
- reach its proposed target groups?

Poverty reduction outcomes will be an important indicator in the evaluation of many of the actions in the County Strategy. Progress reports on each action will be available on the website www.southtippcdb.ie. These progress reports will include information on the outcomes being achieved relating to the key questions raised by the Combat Poverty Agency. The poverty outcomes will be reported in the County Development Board Annual Reports from 2003.

Rural Proofing

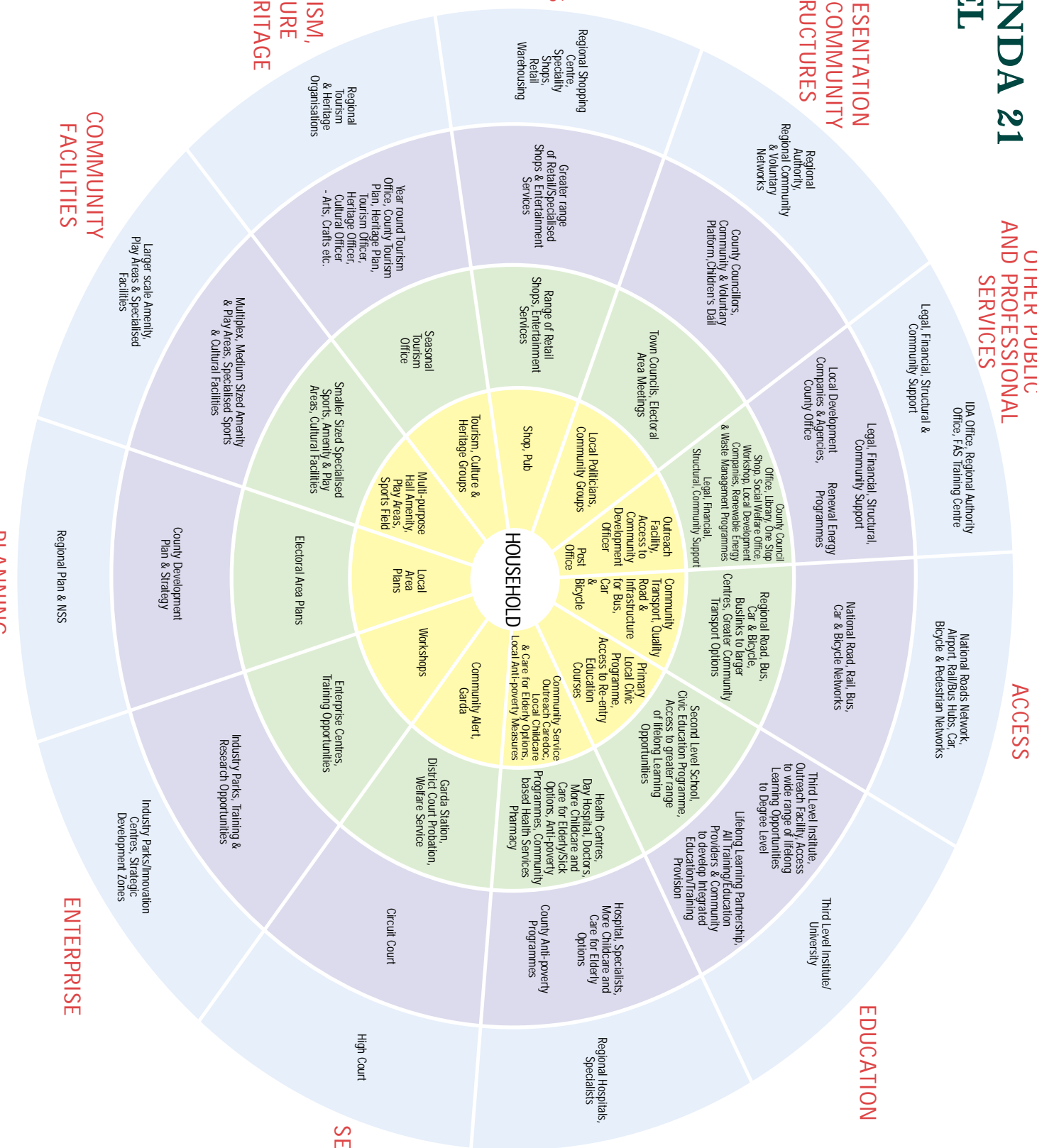
Area Development Management Ltd (ADM) produced a draft four-step guide to rural proofing:

- preparing a rural exclusion policy statement
- rural proofing plan
- rural impact assessment
- rural proofing review

South Tipperary County Development Board established a Rural Development Advisory Group in April 2000 as part of its commitment to tackling rural social exclusion. The County Strategy takes the needs of people experiencing rural exclusion into account by offering a range of targeted actions, many of which emanated from the Advisory Group.

Rural impact outcomes will be an important indicator in the evaluation of many of the actions in the County Strategy. Progress reports on each action will be available on the website www.southtippcdb.ie. These progress reports will include information on the achievement of the outcomes recommended in the ADM draft document. The rural outcomes will be reported in the County Development Board Annual Reports from 2003.

Further details of the proofing guidelines are available on the website: www.southtippcdb.ie.



- Ms Mary Fitzgerald, Superintendent, Garda Síochána
- Mr Seamus Moore, General Manager, Community Services, South Tipperary Community Care Area, South Eastern Health Board
- Mr Donal Mullane, Chief Agricultural Officer, TEAGASC
- Ms Mary O'Halloran, Tourism Officer, South East Regional Tourism Authority
- Regional Executive, IDA Ireland (to be appointed)

- 4. Social Partners Sector**
- Mr Ricky Fitzgerald, Clonmel Chamber of Commerce (Business Pillar nominee)
 - Mr Michael Hanly, Chairman, South Tipperary IFA Rural Development Committee (Farming Pillar nominee)
 - Mr Pat Neill, ATGWU (Trade Union Pillar nominee)
 - Ms Bridget O'Keefe, South Tipperary Platform (Community and Voluntary Sector nominee)
 - Nominee South Tipperary Platform (to be appointed) (Community and Voluntary Sector nominee)

Acknowledgement to retired Board members

South Tipperary County Development Board also wishes to acknowledge the contribution of the following Board members who retired prior to the finalisation of the County Strategy.

- Local Government Sector
- Cllr Niall Dennehy, South Tipperary County Council
 - Cllr Paddy Downey, Cashel Town Council
 - Mr Edmond Gleeson, Former County Manager, South Tipperary County Council
 - Cllr Denis Leahy, Tipperary Town Council
 - Cllr Susan Meagher, South Tipperary County Council
 - Cllr Tom Wood, South Tipperary County Council

- State Agency Sector
- Mr Len Bell, Enterprise Ireland
 - Mr Pat Loftus, IDA Ireland
 - Mr Pat Moroney, Tipperary (South Riding) Vocational Education Committee
 - Mr John Slattery, Tipperary (South Riding) Vocational Education Committee
- Social Partner Sector
- Mr PJ Dooley, Co-ordinator, Clonmel Community Partnership
 - Mr Tim Shanahan, South Tipperary Platform

SOUTH TIPPERARY COUNTY DEVELOPMENT BOARD MEMBERS (APRIL 2002)

Chair: Cllr Denis Bourke, Cathaoirleach, South Tipperary County Council

1. Local Government Sector

- Cllr Jack Crowe, Chair, Transportation and Infrastructure Strategic Policy Committee, South Tipperary County Council
- Cllr Pat Norris, Chair, Economic Planning and Development Strategic Policy Committee, South Tipperary County Council
- Mr Edmond O'Connor, Deputy County Manager, South Tipperary County Council

Cllr Brendan Griffin, Chair, Physical Planning and Environment Strategic Policy Committee, South Tipperary County Council

Cllr Denis Landy, Chair, Housing Policy and Social Strategic Policy Committee, South Tipperary County Council

Cllr Barry O'Brien, Chair, Corporate and General Affairs and Cultural Development Strategic Policy Committee, South Tipperary County Council

Cllr Martin O'Brien, Clonmel Borough Council (Urban Authorities Nominee)

2. Local Development Sector

- Mr Tommy Cooke, Chair, Barrow Nore Suir Rural Development Ltd
- Mr John Devane, Manager, Tipperary LEADER Group
- Mr Toss Hayes, Chief Executive, Tipperary (South Riding) County Enterprise Board

Ms Maureen McNamara, Board Member, Tipperary (South Riding) County Enterprise Board

Mr Pierce O'Loughlin, Board Member, Waterford LEADER Partnership

Co-ordinator, Clonmel Community Partnership (to be appointed)

3. State Agency Sector

- Mr Oliver Clancy, Community Services Manager, FÁS
- Mr Pádraig Culbert, Chief Executive, Tipperary Institute.
- Mr Mick Cummins, Regional Manager, Department of Social, Community and Family Affairs
- Mr Michael Dee, Regional Economic Development Manager, Enterprise Ireland

Ms Mary Finnegan-Burke, A/Chief Executive Officer, Tipperary (South Riding) Vocational Education Committee

