

Foreword

Monaghan County Development Board was formed in 2000, and produced its 10-year Strategy for the Economic, Social and Cultural Development of Monaghan in March 2002.



The document represents over one year of work by over one hundred people attached to over sixty organisations, all of whom have the development of Co Monaghan as their goal. The County Development Strategy put, for the first time, the dreams and aspirations of all of us into one common framework, and has become the blueprint to which we refer when we are designing new programmes and responses to the county's needs.

Much has changed in County Monaghan since the Strategy was launched three years ago, and this review provided an opportunity to take new circumstances into account. Likewise, the CDB itself has not stood still. We are a young organisation and we are constantly changing and improving how we conduct our business. When the Dept of the Environment, Heritage & Local Government asked us to carry out a review of our Strategy in January 2005, we had already started to look at ourselves, our structures, what was working and what wasn't; reviewing the Strategy was the logical next step to our review process.

The production of this review document has once again brought all of those original organisations together to look at their Strategy and consider whether it is doing what they had hoped it would achieve. The review process has provided CDB partner organisations with the opportunity to broaden their understanding of what the partnership approach of the CDB is all about. The review has enabled many organisations to deepen their commitment to the CDB process, and has brought renewed focus and purpose to all our efforts.

We have selected twenty one priority actions on which to concentrate the efforts of the CDB for the next three years. I believe that by adopting a partnership approach to these actions, we can expect many more changes in Co Monaghan over the years ahead, and I look forward to being part of that process. I would like to thank on behalf of the Board the staff of the Office of Community & Enterprise in Monaghan County Council, who provide the administrative support to the Board. I would also like to thank the members of the Board and its sub-groups for their hard work and dedication to our vision of Monaghan as an inclusive, outward-looking, progressive county, which enjoys a diverse, vibrant economy, a sustainable environment and a high quality of life for all.

Pat Treanor

Chair Monaghan County Development Board

“O Monaghan hills when is writ your story
A carbon copy will unfold my being”

Patrick Kavanagh, Selected Poems



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Information Officer Training for Community Forum Groups

Chapter 1:

Introduction

1.1 What are County Development Boards?

County/City Development Boards were introduced in 2000 in each City and County Council area (34 in all) as part of the reform of local government. The purpose of the CDB's is to provide a local platform through which all the players involved in developing the county can agree a common framework for all development of the county for a ten year period, and can work together in partnership to achieve their common goals.

The Department of the Environment, Heritage and Local Government¹ sets out the purpose of a County Development Board (CDB):

"A County/City Development Board operates under the aegis of each County or City Council. The Boards bring together all players locally – the public sector agencies, the social partners, local government and local development – to seek common cause in developing their counties and cities, in planning for the future with better co-operation and co-ordination and to operate in a more integrated way."

The CDB structure brings together for the first time the local authority, the state agencies, the local development organisations and the key Social Partners under the one structure.

The key task of the CDB partner organisations is to work in partnership with each other to secure the future economic, social and cultural development of the county. The main challenge in this process has been for organisations which are structured and funded in a multitude of ways to find common areas where collaboration is possible.

The Board was given statutory recognition in the Local Government Act 2001. The importance of the CDBs to local service integration is reiterated in the 2000-2006 National Development Plan; in the 2002 Programme for Government; and in the Statement of Strategy of the Department of the Environment, Heritage and Local Government.

1.2 Monaghan CDB

Monaghan County Development Board was set up in 2000. Over the five years since its inception, individual members have at times changed, but the organisations signed up to the CDB process have remained the same.

¹ Department of the Environment, Heritage and Local Government (2004), "Local Government and the Elected Member"



"A County/City Development Board operates under the aegis of each County or City Council. The Boards bring together all players locally – the public sector agencies, the social partners, local government and local development – to seek common cause in developing their counties and cities, in planning for the future with better co-operation and co-ordination and to operate in a more integrated way."

The organisations, and their representative(s) as at the end of 2005 are:

SECTOR	ORGANISATION	REPRESENTATIVE
Local Authority	Town Councils Representative	Cllr. PJ O Hanlon
Local Authority	Chair, Housing and Corporate Affairs SPC, Monaghan County Council	Cllr. Sean Conlon
Local Authority	Mayor, Monaghan County Council	Cllr. Pat Treanor
Local Authority	Chair, Planning, Economic Dev & Water Services SPC, Monaghan County Council	Cllr. Heather Humphries
Local Authority	Chair, Community and Enterprise & Cultural Services SPC, Monaghan County Council	Cllr. Jackie Crowe
Local Authority	Monaghan County Manager	Declan Nelson
Local Authority	Chair, Roads and Environmental Services SPC, Monaghan County Council	Cllr. Robbie Gallagher
Local Development	County Monaghan Partnership	Gabriel O Connell
Local Development	County Monaghan Partnership	Sharon Murphy
Local Development	Cavan Monaghan Rural Development Co-op	Allen McAdam
Local Development	Cavan Monaghan Rural Development Co-op	Tommy Maguire
Local Development	Monaghan County Enterprise Board	John McEntegart
Local Development	County Childcare Committee	Teresa McGoohan
Social Partner	Business Pillar	Vincent Turley
Social Partner	Community Forum	Breege Lenihan
Social Partner	Community Forum	Malachy Marron
Social Partner	Farming Pillar	Seamus Traynor
Social Partner	Trade Unions	Peter McAleer
State Agency	Health Service Executive	Martin Collum
State Agency	Department of Education and Science	Frank O Brien
State Agency	Enterprise Ireland	Rosemary Sexton
State Agency	Industrial Development Authority	Pat Doherty
State Agency	North West Tourism Authority Ltd	Noelle Sheridan
State Agency	Vocational Education Committee	Larry McCluskey
State Agency	Teagasc	Cyril Carty
State Agency	Department of Social and Family Affairs	Paddy McKeever
State Agency	FÁS	Jim Wadden
State Agency	An Garda Síochána	Chief Supt Colm Rooney

The CDB is serviced by the Community & Enterprise division of the local authority. The Office comprises the Director of Services, Adge King, and two Community & Enterprise Development Officers, Carol Lambe and Bernie O Rourke, together with administrative back-up staff.

The Office of Community and Enterprise is based in the Motor Tax building on Market St in Monaghan town. Monaghan CDB is funded by Monaghan County Council with support from The Department of Environment, Heritage and Local Government.



Sean Conlon



Pat Treanor



Heather Humphries



Jackie Crowe



Declan Nelson



Robbie Gallagher



Gabriel O Connell



Sharon Murphy



Allen McAdam



Tommy Maguire



Teresa McGoohan



Vincent Turley



Breege Lenihan



Malachy Marron



Seamus Traynor



Peter McAleer



Frank O Brien



Rosemary Sexton



Pat Doherty



Noelle Sheridan



Larry McCluskey



Cyril Carty



Paddy McKeever



Jim Wadden



Chief Supt
Colm Rooney

Martin Collum, John McEntegart, PJ O Hanlon.



1.3 Monaghan CDB Strategy 2002-2012, 'Our People, Our Place'

"Our People, Our Place" was published in April 2002, and marked the culmination of eighteen months of development and consultation. It contains over 300 actions grouped under twelve key themes as follows:



1. Environment
2. Social Inclusion
3. A Healthy & Safe Community
4. Infrastructure
5. Education
6. Arts & Culture

7. Tourism
8. Employment & Training
9. Monaghan, a Border County
10. Agriculture & Rural Development
11. Sports & Leisure
12. Business Development & Job Creation

The Strategy is based on the CDB's agreed Vision for Monaghan in 2012:

"Monaghan is an inclusive, outward-looking, progressive county, which enjoys a diverse, vibrant economy, a sustainable environment and a high quality of life for all."

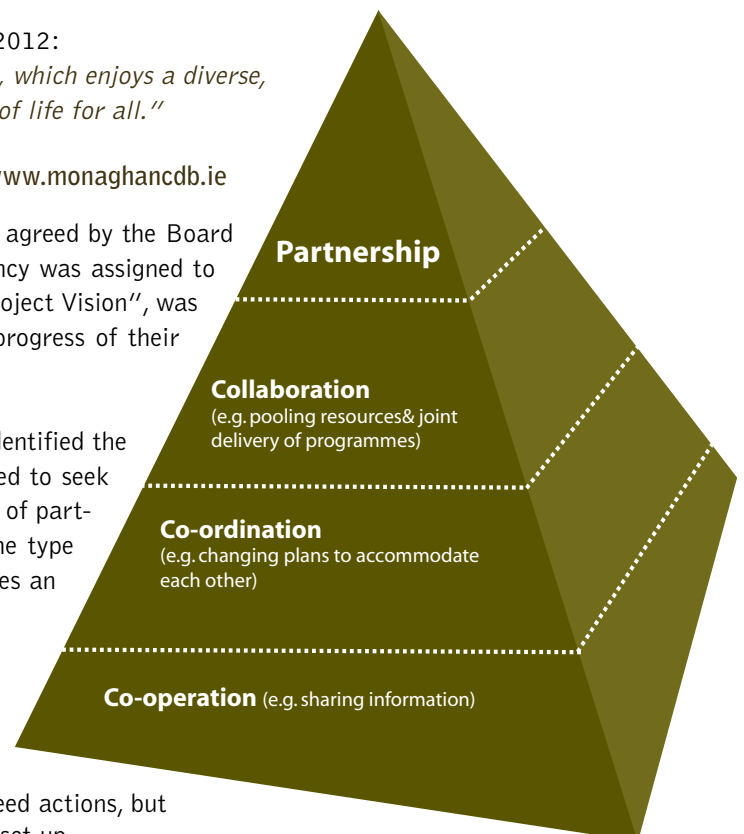
The Strategy is available for downloading from the CDB's website, www.monaghancdb.ie

An initial plan concentrating on delivering 120 of these actions was agreed by the Board for the first three years of the Strategy (2002-2005). A Lead Agency was assigned to drive progress on each action, and a web-based tracking system, "Project Vision", was put in place to facilitate the agencies in providing updates on the progress of their actions.

In addition to the 'what' of the Strategy, "Our People, Our Place" identified the importance of the 'how' to the county. Organisations were challenged to seek new ways of working together to deliver their services. Three degrees of partnership were identified in the Strategy. The aim is to move from the type requiring the least amount of partnership towards that which requires an integrated collaborative approach.

Fig. 1: The partnership hierarchy on which the CDB process is based.

This review comes at the end of that first 3-year Action Plan, and provides an opportunity to examine not only the progress on the agreed actions, but also to look at the partnership process five years after the CDB was set up.





1.4 Purpose of Review

In January 2005, the Dept of the Environment, Heritage & Local Government requested that all City and County Development Boards review their 10-year strategies during 2005. In particular, this review should result in:

- *The selection of a limited number of key priorities and actions on which the CDB will concentrate over the following three years;*
- *A focus on integrative actions aimed at a more joined-up approach to local service delivery involving relevant agencies; and*
- *A clearly defined implementation work programme for 2006-2008".*

The Review has a two-pronged aim:

- 1 *To review progress on the Strategy's actions to date, and to learn from what has worked well, areas which have not progressed etc.*
- 2 *To ascertain whether the CDB partner organisations are now working more closely together in delivering services in Co Monaghan.*

The review of the CDB's work has helped the Board to re-focus on what they wish to achieve together, on the roles of each member and on the structures associated with the CDB and their purpose.

The Board has learned a lot about what does and what doesn't work over the first three years of delivering the Strategy, and has come through the Review with a renewed commitment to working together to achieve progress in key development areas for the county.

1.5 Process of preparing the Review

Following the request from the Department of the Environment, Heritage & Local Government to conduct the review, the CDB submitted a proposal to the Dept for conducting the review.

Prior to being asked to review their Strategy, the CDB had carried out a re-focusing exercise in September 2005. This was followed by a joint session with the Board and the Working Groups in December 2005, at which the mechanics of how the Board was working was discussed and the learning written up. This work fed into the review of the structures and processes (Element 4 of the Review), which was conducted at the Board meeting in December 2005

The key elements of the Review were identified as:

1. Updating of Baseline Data

- a. To update the data which informed the CDB in preparing the Strategy in 2001
- b. To incorporate additional data now available from local, regional and national plans and strategies.
- c. To consider the impact of the new data on the Strategy actions

2. Updating the Operational Environment

- a. To take into account the implications of EU, national and regional policies published since the Strategy
- b. To consider the effect of changing environmental circumstances on the Strategy

3. Review of Strategy Actions

- a. To document the progress made by Monaghan CDB towards achieving the aims and objectives and targets defined in the 2002 Strategy
- b. To assess the progress made in achieving the actions laid out in the 3 year Action Plan
- c. To identify key priority issues, arising from the information gathered in 1,2,and 3.
- d. To select priority actions which will aid in achieving the agreed priority issues.

4. Review of Board's Effectiveness

- a. To review the Board's structures and processes and identify areas for improvement
- b. To assess the extent to which the CDB has added value to the work of member organisations and the work of other organisations with responsibility for the County
- c. To assess the extent to which the CDB enhanced partnership working and facilitated synergy and co-ordination in the County
- d. To review the Board's role in monitoring and evaluating the Strategy

5. Development of Detailed Workplan for 2006-2008

- a. To document the lead and support agencies for each priority action
- b. To agree detailed action paths for each prioritised action
- c. To set targets, outcomes and results for each action
- d. To produce 3-year Workplan for 2006-2008



The schedule of work undertaken in revising the Strategy is outlined below.

DATE	ELEMENT	MEETINGS STRUCTURES	OTHER	OUTPUT
FEBRUARY	<ul style="list-style-type: none"> • Agreement to undertake Review • Discuss methodology of Review • Agree terms of reference for Baseline Data review • Agree Terms of Reference for Review of Strategy actions 	CDB Board meeting	Review discussed at Community Forum management meeting	Terms of Reference for Data Review & Strategy Actions Review
MARCH	<ul style="list-style-type: none"> • Secure buy-in of Working Groups to the Review • Draft work programme for Review • Review data to be collated in Baseline Data Review 	4 x Working Group meetings	Community Forum - Review of data relevant to community sector SIM – Review of social inclusion data	Final data set for Baseline Data Review
APRIL	<ul style="list-style-type: none"> • Appoint Researcher to conduct review of Baseline Data • Appoint Consultant to advise on review • Agree work programme for conducting the review • Agree process for reviewing structures and processes • Agree process for reviewing actions within strategy • Agree criteria for selecting priority actions 	CDB meeting		Work Programme finalised & forwarded to Dept Template for process review agreed Template for action review agreed Set of criteria for selecting priority actions agreed
MAY & JUNE	<ul style="list-style-type: none"> • Undertake Review of Baseline Data • Undertake Review of progress in implementing Strategy to date 	Interviews conducted with 50-60 stakeholders		Report on Baseline Data Report on progress of Strategy actions
JUNE	<ul style="list-style-type: none"> • Review documents & policies impacting on operating environment • Review structures & processes of the CDB 	Joint SIM & Working Groups meeting	Community Forum to advise on significant developments in community & voluntary sector since 2002. operating environment Report on effect of structures & processes on work of CDB	Production of Position Papers for each of the twelve themed areas in the Strategy Report on implication of policies on



DATE	ELEMENT	MEETINGS STRUCTURES	OTHER	OUTPUT
JULY	<ul style="list-style-type: none"> • Consideration of draft baseline data report • Consideration of structures and processes report • Consideration of review of actions report • Consideration of policies strategies report • Agree selection criteria for priority actions 	CDB meeting		Final report detailing the agreed impact of the information contained in the 4 reports on the 2002 Strategy's set goals, objectives and actions & identifying the Priority Issues for Co Monaghan moving forward
SEPTEMBER	<ul style="list-style-type: none"> • Selection of priority actions • Agree process for developing 3 year Work Programmes for each action • Agree structure of final report 	CDB meeting	Review of selected Actions by SIM, Comhairle na nÓg Community Forum	List of Selected Priority Actions Template for Work Programmes Chapter headings for final report
OCTOBER & NOVEMBER	<ul style="list-style-type: none"> • Consider monitoring & evaluation of prioritised actions • Consider Draft Work Programme for 2006-2008 • Consider submission to the Dept 	Working Groups	Forum & SIM to review draft Work Programme	Agreed process & criteria for monitoring & evaluation Final work programme
DECEMBER	<ul style="list-style-type: none"> • Adoption of Work Programme • Adoption of Submission to Department 	CDB meeting		Review finalised, work programme finalised & forwarded to Dept.

Illus 2: Schedule of work for completion of Review

The following documents were put together during the Review, and will inform the CDB moving forward:

1. Updated audit of baseline data, including geo-coded information.
2. Report on progress to date in implementing the strategic actions. This includes a commentary on the key successes and difficulties associated with the implementation of the Strategy actions.
3. Report on the efficacy of the CDB structures & processes and proposals for improving its processes and structures moving forward.
4. Report reviewing the operational environment of the CDB, the effect of new policies and strategies, and the present state of the quality of life of the people of Monaghan. The report comments on the implication of these on the Monaghan Strategy.
5. Position Papers for each of the twelve thematic areas contained in the Strategy. Each position paper was prepared with assistance from CDB members. The papers give an overview of the current operational environment for their sector and comment on future trends and influences, making recommendations for future CDB activity.
6. Report identifying key issues for Co Monaghan over the next three years, the actions prioritised to deal with these issues, together with a three-year Work Programme for each action.

Summaries of Reports 1-5 are included in this document, but the main focus of the document is on the Work Programme for the prioritised actions (Report no. 6 above). All the Reports are available in full on www.monaghancdb.ie



Chapter 2:

Key Changes to Operating Environment since 2002

'Our People, Our Place' was written in 2001, and published in early 2002. It drew on statistics from the 1996 Census, as the Census planned for 2001 had been cancelled due to the foot & mouth emergency.

This meant that the original Strategy was developed on nine-year old statistics, at a time when Ireland was changing at its most rapid rate ever. One of the key elements of reviewing the Strategy therefore was to examine the most recently available data for changing trends which might affect the county. This was carried out in spring 2005.

There have also been significant changes in the national, EU and international operational environment since 2002. The implications for Co Monaghan of these also needed to be examined. These were addressed through the production of 'Position Papers' on each of the twelve Strategy themes. These Position Papers, along with the updated statistical data, informed the Board and Working Groups as they selected the priority actions for the next three years.

The following is a summary of the key findings from:

- Baseline Data Update report 2005
- Position Papers report Oct 2005

These reports can be found in full on the CDB website, www.monaghancdb.ie

2.1 Key trends from Census 2002

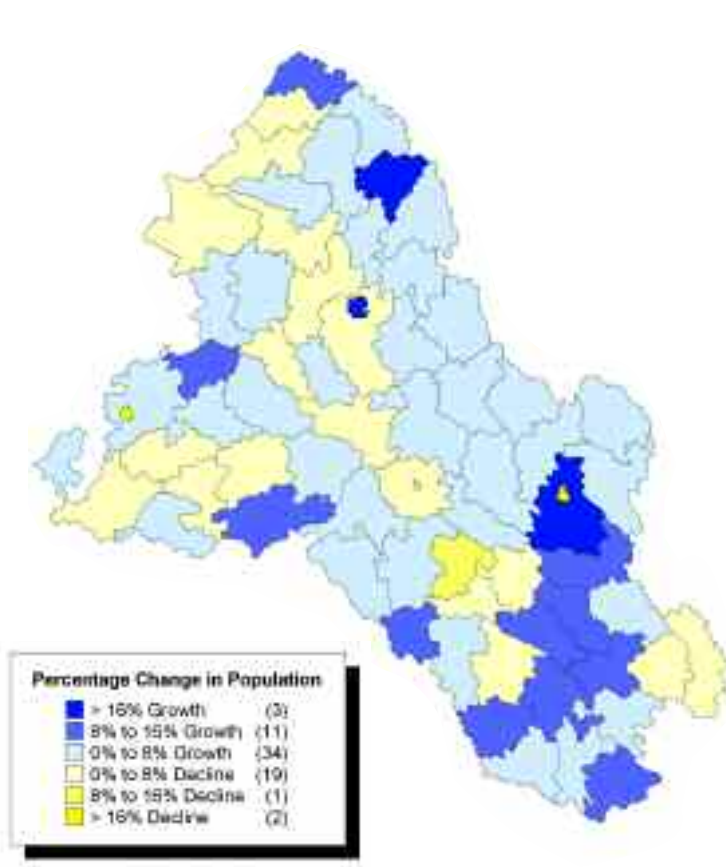
All data is sourced from Central Statistics Office, Small Area Population Statistics 2002, unless otherwise stated.

Population profile

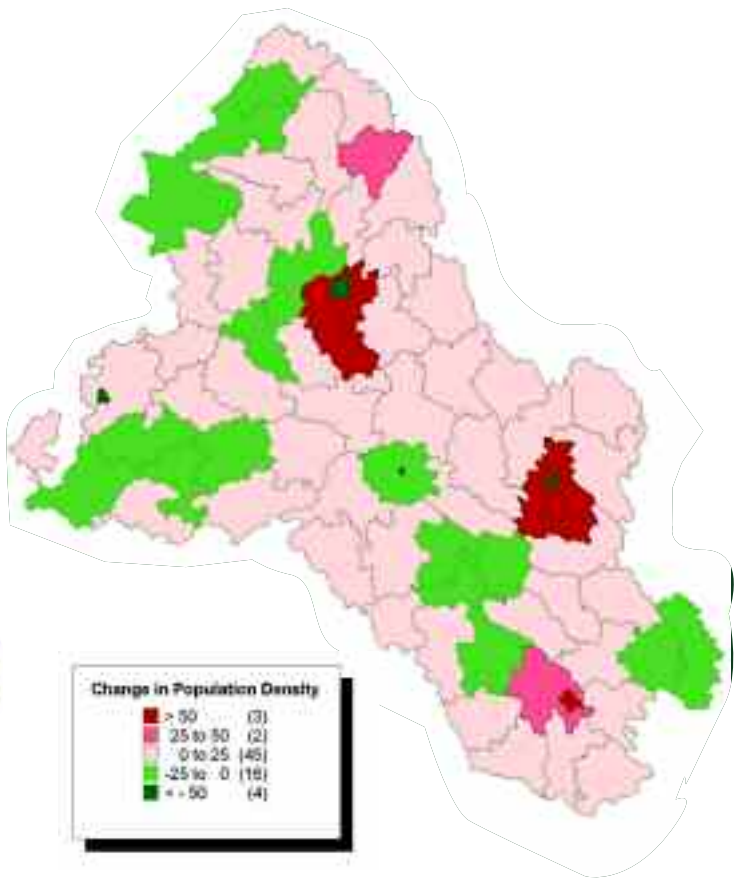
The population of Co Monaghan increased by 2.5% from 1996 to 2002. This was significantly less than national increase of 8%, being the lowest increase in the country. However, this is against the background of an expected population decrease over this time period for the county. The national population projections produced in 1996 estimated that the population of the border region would reach 390,000 by 2020. The 2002 Census revealed that the population had already exceeded this expected growth (Actual 2002 432,386). Similarly, projections for Co Monaghan have been exceeded. Co Monaghan was expected to experience a declining population, dwindling to 47,326 by 2021.



Map 1 : Key to District Electoral Divisions in County Monaghan



Map 2 : Percentage Change in Populaton by DED



Map 3 : Percentage Change in Populaton Density by DED

Within the county, the areas experiencing the highest rate of population growth are:

- Monaghan Urban 2,032 (+39.9%) (hub town)
- Castleblayney Rural
- Emyvale

Population decline is mostly found in rural parts of the county, but both Castleblayney Urban and Clones Urban registered a lower population than in 1996.

Key demographic changes

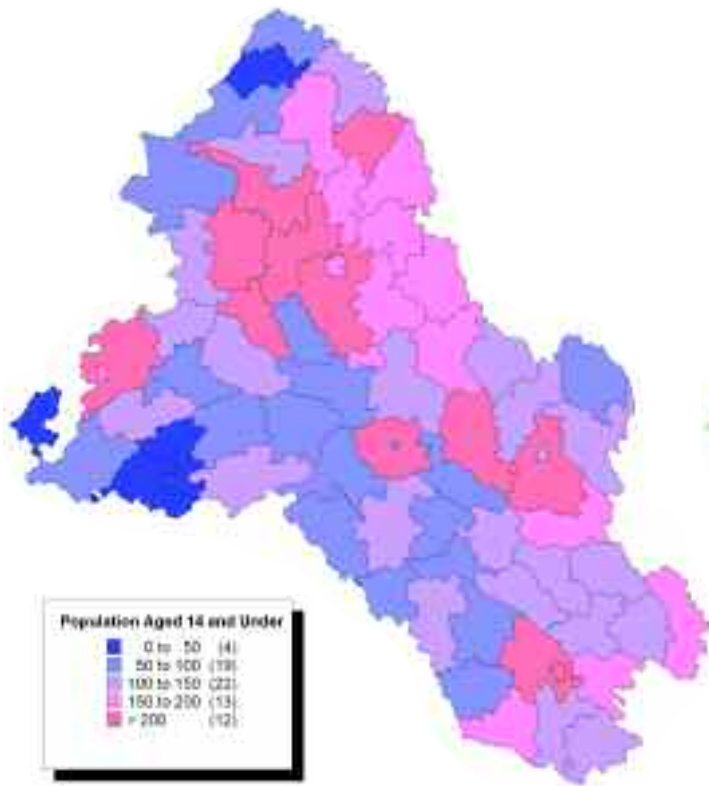
Monaghan is a county characterised by dispersed settlement patterns. Only 27.9% of people live in urban areas. While this is an increase from 23% in '96, it is still well behind the national figure of 59.6%.

Key changes in the demographic profile of the county are:

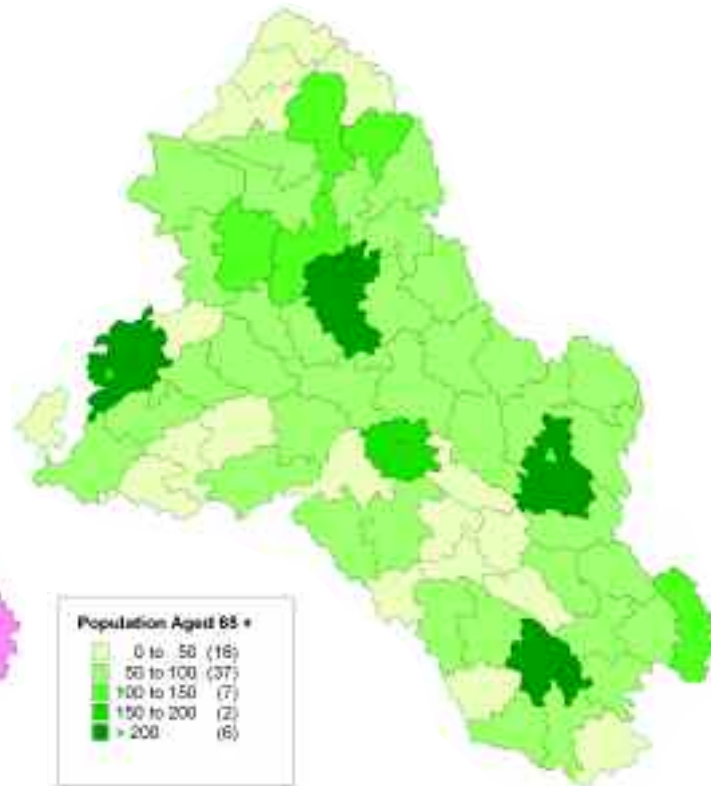
- Significant numbers of older people are living alone
- The number of persons per household is dropping
- The number of planning applications is rising:

• 2000	1395
• 2001	1169
• 2002	1044
• 2003	1125
• 2004	1536

The dispersed nature of the population presents unique challenges in the delivery of services.



Map 4 : Number of People aged 14 and under by DED



Map 5 : Number of People aged 65 and over by DED

Deprivation Levels

The Haase Pratschke Index of Deprivation takes various indicators of poverty (eg farm size, age dependency, no. of local authority owned houses) and combines them into one 'score' for each District Electoral Division in Ireland (there are 70 DED's in Co Monaghan). The scores range from -50 (the most deprived) to +50 (the most affluent). In addition to scoring each DED, Haase Pratschke also compares each DED to the national average, thus giving a 'Relative Deprivation' score.

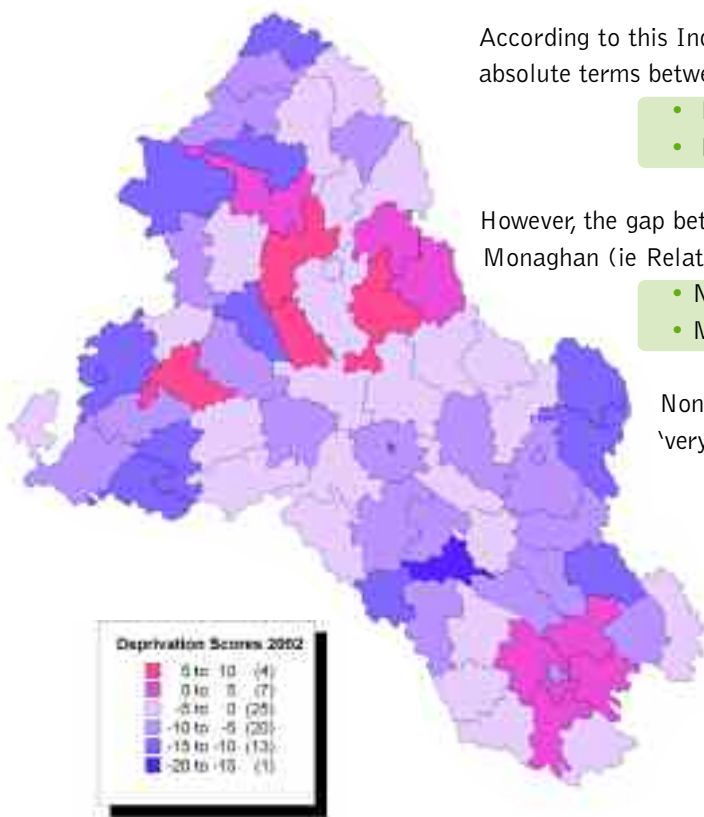
According to this Index, the county experienced an improvement in deprivation in absolute terms between 1996 and 2002:

- National +17.4
- Monaghan +11.2

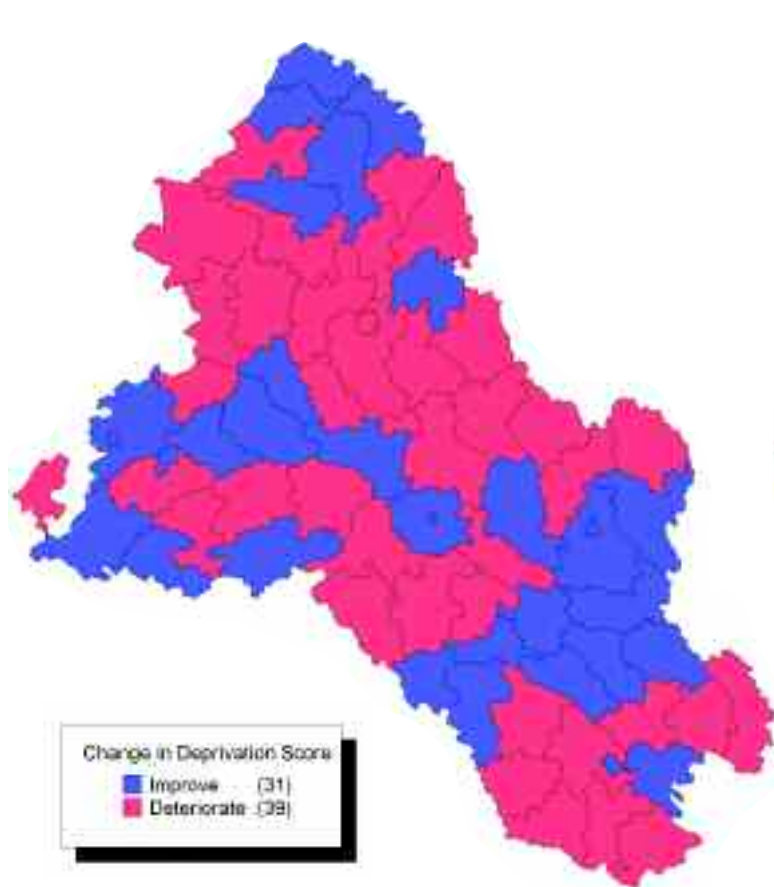
However, the gap between the situation nationally and the situation in Monaghan (ie Relative Deprivation) widened by 65%.

- National 2.2
- Monaghan dropped by 65% to -4

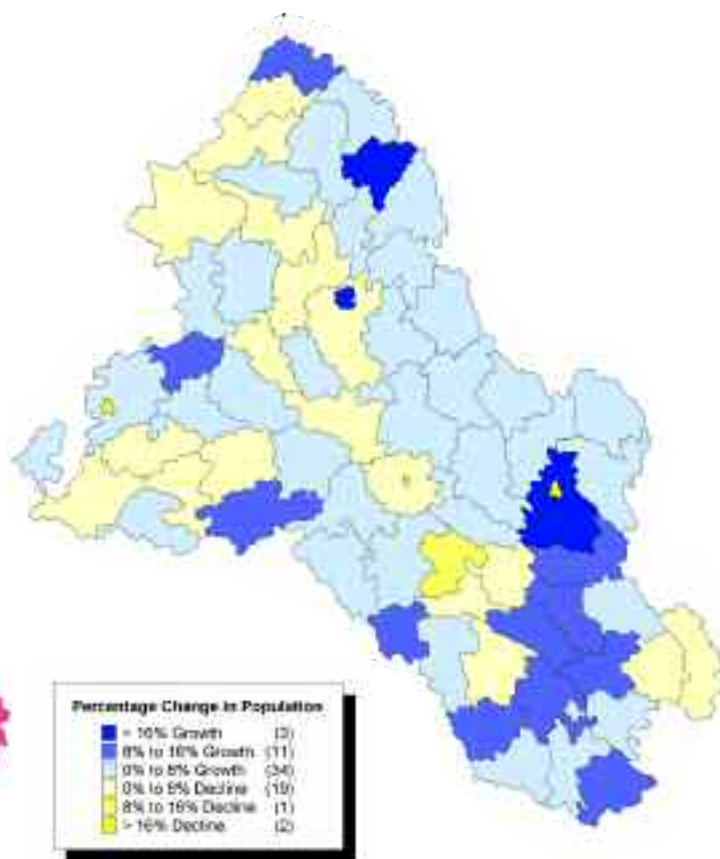
None of the county's 70 District Electoral Divisions were classified as 'very deprived' or 'very affluent' by the Haase Pratschke index.



Map 6 : Relative Deprivation Scores 2002 by DED (Haase Pratschke)



Map 7 : Change in relative deprivation 1996-2002



Map 8 : Number of private households with no car

Hidden Poverty

A key concern regarding deprivation figures is the 'hidden' nature of rural poverty, especially given the widespread use of this data in designing national responses to poverty, such as the 'disadvantaged schools status'. The dispersed nature of disadvantage in Co Monaghan often does not fit the criteria of national anti-poverty programmes and the county is at risk of losing out.

Key groups at risk of poverty in Co Monaghan are:

- Disabled people make up 8.2% of Monaghan's population - 46% of these are over 65
- There are 2,104 Carers
- 274 Travellers (229 in 01) live in Co Monaghan, 42% of whom are under 14
- 5.2% of Monaghan's population are non-nationals (biggest single change in population profile)
- There are 155 asylum seekers in the county (140 in 01)
- 1,715 households are led by a lone parent (increased from 1,502 in '96)



Monaghan Participants and Volunteers at Special Olympics 2004



Monaghan Delegates to Dáil na bPáistí meet the Ombudsman for Children

Education

The 2002 Census statistics show that in 2002, **28.9%** of the workforce of Monaghan had ceased education before 15 yrs. In 1996 this figure was 32%, which indicates an improvement of **3.1%** by 2002. The national figure in 2002 was **21.9%** (also a drop of **3.1%** from 1996). Only **17.6%** of Monaghan workers have a 3rd level qualification; this is still significantly below the National average of **26%**.



The rate of early school leaving, while reducing significantly faster than the national rate, is still continuing as a major problem in the county:

- **28.9%** in Co Monaghan
- National rate is **21.9%**

Economic Profile

The county's Industrial Net Output is growing:

- **37%** between 1998 and 2002
- **126%** between 1991 and 2002

The proportion of net output paid to workers is declining (**38.5%** to **34.2%**), which indicates a change in the type of industry in the county, away from low-profit industries towards those which generate more output per worker employed. However, this is still higher than national figure, and implies that businesses are at risk and some may be on the margins of profitability.

The industries which give employment in Co Monaghan, and the largest changes within those sectors are:



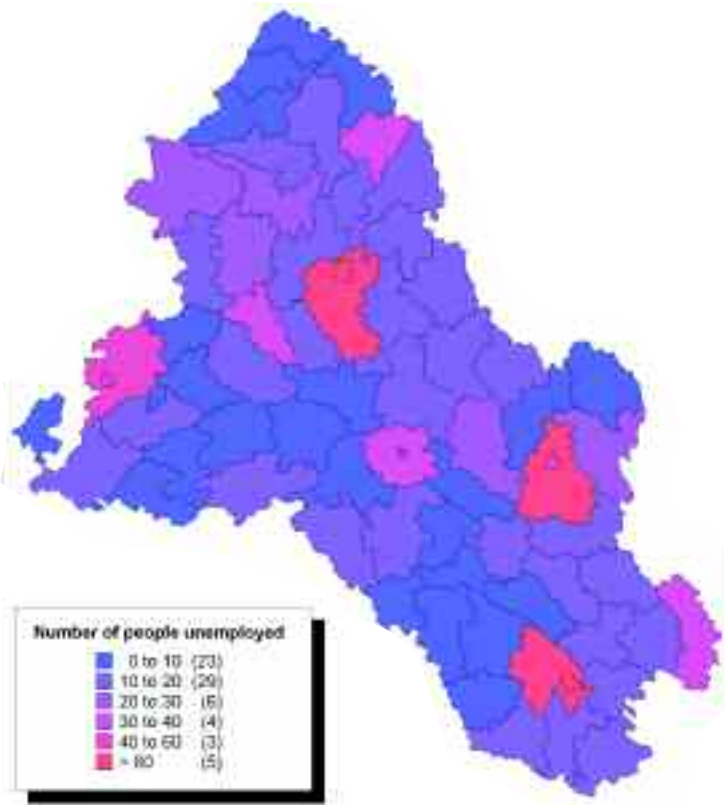
SECTOR	2002	% change from 1996
Agriculture	13.5%	-29.5%
Construction	10.7%	+90.4%
Manufacturing	19.3%	-7.4%
Commerce	20.1%	-
Transport	4.1%	+14.5%
Public administration	5.4%	-
Professional services	14.4%	-
Other	12.5%	+42%

Table 1: Employment by Sector in Co Monaghan 2002

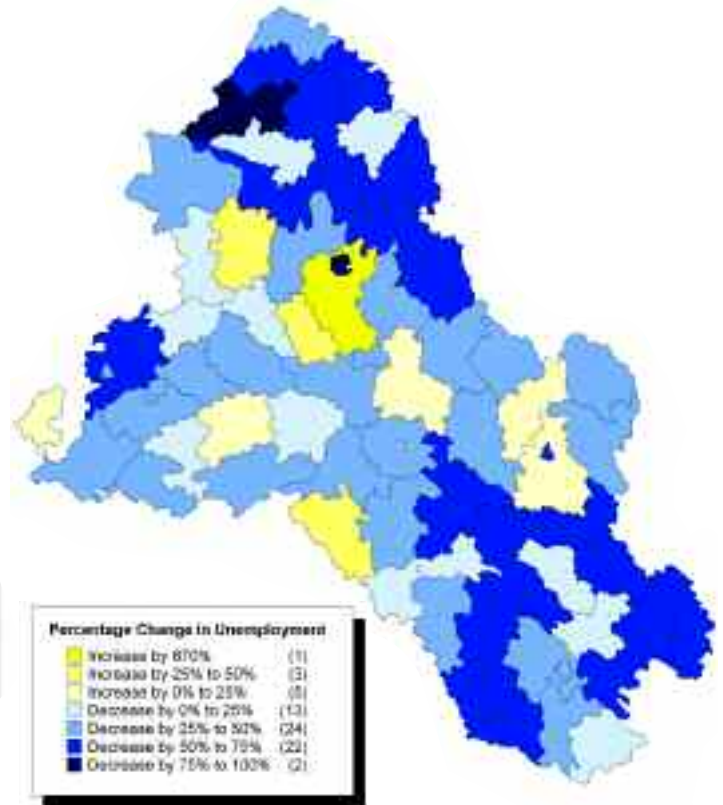
There is anecdotal evidence to suggest that much of the decline in the manufacturing sector is within the furniture industry, which has been experiencing strong competition from Eastern Europe over the last few years.

The number of new business start-ups has been declining sharply, which is particularly significant in Co Monaghan, which has a high rate of self-employment. A further source of concern for the future lies in the amount of Co Monaghan businesses which by their nature fall outside the remit of the supports supplied by the various development agencies. According the County Enterprise Board, because of the retail and services nature, over **90%** of Monaghan businesses do not fall within the remit of any support agency.





Map 9 : Number of People Unemployed by DED



Map 10 : Percentage change in unemployment levels by DED

Employment

The labour force in Co Monaghan continues to grow, whilst the unemployment rate continues to drop, a good combination. Unemployment is highest in mid-Monaghan, particularly in Ballybay and Castleblayney.

	1996	2002	% change
Labour force	20,870	23,428	+12.25%
Unemployment	8.4%	5%	- 3.4%

Table 2: Employment

Agriculture

According to the CSOs Census of Agriculture, agriculture was worth €197 million to Monaghan's economy in 2004. The agricultural sector is undergoing a radical re-structuring following the "decoupling" of farming from EU farm subsidies in 2005. These subsidies were worth €38 million to Monaghan farmers in 2004.

According to Teagasc, the number of full time farmers in the county has declined from 600 in 2000 to 400 in 2005.

The key changes within the sector in Co Monaghan are:

Dry stock	- total numbers remain unchanged
Dairying	- more quota, but fewer producers
Pigs	- declining
Poultry	- Critical to the local economy, yet under pressure from non-EU competition & the cost of waste disposal
Mushrooms	- In decline, under pressure from eastern Europe
Forestry	- low acreage under forestry in the county

While many of the intensive farm enterprises engaged in by Monaghan farms (such as poultry, pigs and mushrooms) are unaffected by EU decoupling, the impact of world trade agreements may be significant into the future.



Income Levels

Table 3 below shows the change in per capita household disposable income levels for Co Monaghan. It would appear that wealth is increasing at greater than the national rate.

	1996	2002	% change from 96 to 02
Monaghan	€8,984	€14,249	+58.6%
National	€9,532	€14,994	+57.3%

Table 3: Changes in disposable income levels

If these continued at the present rate of growth, the income levels in Co. Monaghan would achieve parity with the State in 2017 at the earliest.

However, the average income per person in 2002 was €18,343, which is 10.4% below the state average. As in 1996 the average income in Monaghan was only 6% behind state, these two measures of wealth are offering very conflicting views on the income level of Co Monaghan households, and must be treated with care.

Community Development

In September 2005, an indepth study² of the community & voluntary sector, commissioned jointly by Cavan Monaghan Rural Development, Monaghan County Council and County Monaghan Partnership, revealed that the community & voluntary sector are amongst the largest employers in the county and are a key provider of many rural services.

The study, "People Power", involved one-to-one interviews with 213 community groups over a two month period. Key revelations of the study are:

- 4,292 people are engaged in voluntary activity in the county
- 66% of these are women
- 45% of the groups interviewed have been in existence for 10 years or less, which implies that there has been a huge increase in community activity over the period 1995-2005.
- 52% of groups engaged in cross border work
- Between them, groups had invested €42 million in Co Monaghan facilities in last 15-20 years, making them one of the biggest investors in the county.
- The sector raises €165,000 for charity every year
- The sector employed 154 full time & 201 part time staff in 2005
- The value of hours worked by volunteers every year is €1.2 million (at minimum wage rates)

Quality of Life

A study³ commissioned in 2005 by Cavan Monaghan Rural Development measured the quality of life enjoyed by people in 3 LEADER areas (Cavan/Monaghan, West Cork, Waterford) compared to the national average. The measures used were statistical in nature, and the study highlights the need for more qualitative data. However, the results give an indication of the relative quality of life in the areas studied.

Key findings:

- Monaghan scored 99.3, against the national score of 100
- Cavan scored 103
- West Cork scored 110

These figures provide a baseline which can be revisited further into the CDB Strategy's lifespan.

2.2 Changes in the Operational Environment

Since the publication of the Strategy in March 2002, a number of key changes have taken place in the national and international environment. These include:

- EU enlargement, which has increased the availability of labour to the Irish manufacturing sector, but which has also increased price competition in some key Monaghan sectors such as furniture and mushroom production.

² "People Power - a Profile of the Community & Voluntary Sector in County Monaghan" Cavan Monaghan Rural Development, Monaghan County Council and County Monaghan Partnership (September 2005)

³ "Quality of Life Research, Criteria & System", Power & Johns (September 2005)



- The 'Make Poverty History' campaign and the renewed focus on Fair Trade, which is leading to significant changes in the way the EU manages its production, particularly with regard to subsidising agricultural production
- Decentralisation of government departments. A modest proposal is set for Monaghan.
- National Spatial Strategy. Monaghan town was identified as a hub to the gateway town of Dundalk
- Sustaining Progress and the national partnership agreements, which are under review at present.
- A continued focus on Social Inclusion and Anti-Poverty with the development of a new National Action Plan against Poverty and Exclusion 2006-2008
- Within the productive sector, a continued emphasis on the Knowledge Economy as the way forward in maintaining a competitive edge.
- The need for sustainable development continues to underpin all strategies and programmes
- The county has not had the opportunity to avail of either a RAPID programme or Social Inclusion Unit
- Less than 20% of the county is eligible for support under the CLAR programme

Among the documents reviewed as part of this review are:

National/ Regional Documents

- Regional Planning Guidelines - Border Regional Authority (2004)
- Joint Ministerial Initiative on the review of local and community development structures and programmes (2004)
- National Spatial Strategy (2003)
- Public Service Decentralisation Programme (2004)
- Making Ireland's Development Sustainable (2002)
- NDP/CSF Evaluation of Social Inclusion Co-Ordinating Mechanisms
- Measuring Ireland's Progress 2004 – Central Statistics Office
- Review of the County/City Development Strategies – Fitzpatrick Associates
- NESF Report on Social Capital
- Joined-up Government – Pat Gallagher
- Govt. White Paper on supporting the Community & Voluntary Sector
- Enterprise Ireland Strategy 2005-2009
- North West Tourism's Tourism Marketing Plan 2005-2007
- "Higher Options" – Co Monaghan VEC

Consultation on the recreational development of Rossmore Forest Park July 2005





Carrickmacross by-pass opened March 2005

Local Documents

- Older People's Needs Survey (Social Inclusion Measures Group 2005)
- Asylum Seekers & Refugees Needs Survey (County Monaghan Partnership/ Monaghan County Council 2003)
- Travellers Needs Survey (County Monaghan Partnership/ Monaghan County Council 2003)
- "Vibrant Voices – poverty profile of Co Monaghan" – County Monaghan Partnership/ Monaghan County Council (2004)
- "A Profile of community & Voluntary Sector in Co Monaghan" (2005) – County Monaghan Partnership, Monaghan County Council, Cavan Monaghan Rural Development Co-Op
- Local Agenda 21 initiatives – Monaghan County Council
- Draft Monaghan County Development Plan – Monaghan County Council (2006)
- Heritage Plan - Monaghan County Council (2005)
- Report on Migrant Workers in Co Monaghan (County Monaghan Partnership 2005)
- "Border Protestant Perspectives" – Locus Management & Kathy Walsh (2005)
- "The Emerald Curtain" – Triskele (2005)
- "All Over the Place" – Ralaheen, Expac, Stratagem (2005)
- Border Minority Group Strategic Plan (2004)
- "Good Practice in Community Based Peace Building" - Helen Maher & Yuvi Basanth (2005)

Border Regional Authority's Regional Planning Guidelines (2005)

The key issues for Monaghan arising from this document are summarised below:

- Future growth for Monaghan town is identified as being dependent on growth in the economy of Northern Ireland The imminent loss of Objective 1 status to the Region reinforces the need to promote cross-border development opportunities
- The restructuring of economic and employment activity is identified as a priority need, as is the achievement of scale and capacity
- Sectors which offer potential for the region are lifesciences and information technology along with traditional manufacturing and other industries. In addition, the services sector has a lot to offer particularly in remote areas. The encouragement of SMEs will also be important along with creating the environment to supporting entrepreneurship.
- Sustaining rural areas and rural communities is also identified as a priority for the region
- Targeting and co-ordinating key transport and communication links will therefore be vital, particularly to growth in rural areas



Chapter 3:

Progress and Learning from 2002-2004



3.1 Progress in relation to Action Implementation 2002-2004

As part of the review process each of the 340 actions included in 'Our People Our Place' was reviewed to assess whether and to what extent progress had been made in relation to action implementation. The review was undertaken through interviews with the relevant lead agencies. Table 4 below provides details of the findings of this review.

Theme	Total No of Actions	Status of the Action in 2005					
		Fully Completed	Partially Implemented	Ongoing	Not actionable in current format	Not implemented (because of policy change lack of resources, etc)	Amalgamated into larger action
Social Inclusion	39	2	6	14	7	2	8
Education	46	8	4	17	3	8	6
Arts & Culture	26	0	6	9	1	3	7
Monaghan a Border County	11	3	3	5	0	0	0
Sports & Leisure	23	0	0	0	0	20	3
Environment	36	4	3	23	0	1	5
Health & Safety	30	1	2	3	11	0	13
Infrastructure	36	1	10	13	0	1	11
Tourism	24	1	5	13	2	3	0
Employment & Training	15	3	3	6	2	0	1
Ag & Rural Development	29	0	1	15	5	1	7
Business Development & Job Creation	25	0	4	12	7	1	1
Totals	340	23 (7%)	47 (14%)	130 (38%)	38 (11%)	40 (12%)	62 (18%)

Table 4. Review of Monaghan Actions (2002-2005)

A total of 23 actions were identified as fully completed, 47 as partially completed and 130 were actions which were by their nature ongoing. This suggests that progress has been made in relation to over 50% of the actions in the Strategy, which is very positive.

40 actions were identified as not implemented because of changes in the policy direction or the absence of resources while 62 actions were subsumed into larger actions.

38 actions were identified as too broad to be actionable and were more akin to objectives than actions.

3.2 Review of the CDB Structures

In reviewing the CDB Strategy, the CDB looked not only at the Strategy document, but at the structures and processes which had been put in place in order to assist in the Strategy's implementation.



Involvement in the CDB

The members of the County Development Board and the staff reporting on the implementation of the 340 actions (another 50 people outside the Board membership) participated in a 'Health Check'. Each member completed a confidential questionnaire, which examined their personal experience of having been involved on the Board. The findings are summarised below:

Key Achievements of the Board

Board members identified the following as being highlights of the CDB process:

- The Board and its working groups are a useful format for information sharing, networking and co-ordination
- The establishment of the Peace II Task Force as a sub-committee of the Board had worked very well
- The Education Forum was bringing together the primary sector, the secondary schools, community education and adult education providers for the first time
- The Social Inclusion Measures group's work on the needs of Disabled people, Older people and Travelers marked a new approach to delivery of services to these groups.
- The process of endorsement of the annual plans of local and community development agencies had worked well
- The CDB had been successful in rolling out the National Children's Strategy locally, particularly through a joint Comhairle na nOg initiative with Cavan CDB
- Participation on the CDB had led some agencies to engage in joint research, particularly between local development organizations. One such study, "People Power", profiling the community and voluntary sector in Co Monaghan, was a joint initiative between Cavan Monaghan Rural Development, County Monaghan Partnership and Monaghan County Council.
- The CDB was effective in supporting the active participation of the Community & Voluntary sector, particularly through the Community Forum and its associated networks. These are actively supported by LEADER, County Monaghan Partnership and The Office of Community and Enterprise, Monaghan County Council.
- The County Childcare Committee was a very effective instrument for improving childcare in the county
- The CDB process had resulted in better integration of service delivery within the larger member organizations, particularly the Local Authority
- The CDB process made a successful application for the Local Sports Partnership to the Irish Sports Council in 2004

CDB Board members said that the most significant success of the County Development Board to date has been the opportunity it has afforded members to 'network' with other agencies in the county. Involvement in the County Development Board and its associated actions provided respondents with opportunities to share information, to learn about the work of other agencies and what actions/activities are taking place in the county. As a result a more co-ordinated, integrated and strategic approach to their own work, and to development in the county in general, can take place, while avoiding duplication of services.

A number of other benefits or successful features were also highlighted by respondents to the survey. These included:

- | | |
|--|--|
| • CDB provides a good support mechanism. | • It has led to development of research capacity locally |
| • It enables resources to be pooled together | • It enables access to data and statistics |
| • It provides access to funding. | • It provides a link between Service Providers and Users |

Difficulties Encountered

The main difficulties expressed by CDB members were:

- The role of the CDB is unclear
- There are too many actions, many of which are unrealistic.
- It is difficult to find time for meetings – many of which involve people who are already meeting in other fora.
- There is too much paperwork/bureaucracy.
- Working groups are not actually 'working'.
- There is a problem of poor/non-participation by some members and no means to enforce participation.
- Some members felt the CDB is too closely aligned to the County Council.

Three issues in particular give rise to concern regarding implementation of the Strategy:

1. Low focus on economic actions

It was agreed that while the SIM group had been successful in progressing social inclusion issues, the Industrial Forum had not been so successful. A new focus on economic development is required.

2. Embedding CDB partnership process within member organisations

Organisations are not yet habitually bringing new developments/ strategies etc to the attention of the Board. Similarly, information circulated to CDB members is not always being distributed widely within the member organisations. This is inhibiting the partnership process from impacting at every level of activity and will need to be addressed if the profile of the CDB is to be raised and the impact of its work is to be fully realised.



3. Engagement of Partners

At present, the CDB process is being driven largely by the staff of the Office of Community and Enterprise. It will be very important that Board member organisations assume the lead in implementing the new Prioritised Actions, with C&E assuming a support role, if partnerships are to be deepened.

Suggestions for Change

The majority of suggestions for change fall under 3 headings:

- 1) Clarity of role of CDB,
- 2) Active, focused working groups,
- 3) Communication/information sharing.

These were taken on board by the CDB in deciding how best to organise its business for the next three years, and are incorporated into the Action Plan for 2006-2008.

Involvement in the CDB Structures⁴

Implementation Working Groups

In general, participants felt that the Implementation Working Groups, whilst providing an excellent platform for networking and information exchange, were not focused enough to deliver meaningful progress on specific actions.

It was agreed therefore that future implementation groups should be organized around specific Actions, rather than general themes.

Social Inclusion Measures Group

After a slow start, the SIM group changed its approach and elected to concentrate on one target group at a time. Since 2002, it has produced integrated and targeted plans for the delivery of services to Older People, Disabled People and Travellers. This approach is enabling organizations to make significant changes to how they deliver their services, and promises much for the future.

⁴ See Figure 2 for details of the Structures and their relationships with one another



The SIM group is also proving to be the most effective vehicle through which to carry out the endorsement process for the annualized plans of the local development agencies. SIM then makes a recommendation to the CDB. This model of delegation of a role from the CDB Board to a sub-group has worked well and will be expanded upon in the future.

Community Forum

Monaghan Community Forum has grown to a membership of over 200 groups. These are organized around ten themes, seven of which are supported in networks by the local development agencies. The Forum has become a highly organized and effective Voice for the Community, through:

- Representation** – the Forum provides support to community representatives on over 20 different Boards and Bodies. They also organise submissions from the Community Sector on subjects affecting it, such as the introduction of a Scheme of Development Contributions by Monaghan County Council in 2004.
- Information** – The Forum ensures that all groups have access to the latest information by posting information to the 'Latest News' section of their website, running regular slots on Northern Sound radio and in the Northern Standard newspaper, and by sending e-bulletins to the Information Officers of the groups registered with the Forum.
- Communication** – The Forum has developed a network of information officers to get information from the various Community Reps out to the groups, and to bring issues affecting groups to the attention of the Community Reps. This provides an essential conduit for moving information around the community and voluntary sector, which is the key to ensuring effective and truly participative representation.
- Consultation** – The Forum has become the first port of call for bodies wishing to engage in community consultation. In 2005 it produced a Guide to Good Practice in Community Consultation (with funding assistance from the Peace II Programme). This work has been widely acclaimed and is being used by many Community Fora around Ireland.
- Promoting Active Citizenship** – The Forum encourages people to become involved in groups and networks. It also ran a 'Use your Vote' campaign before the last local elections, to encourage people to become more involved in local decision-making.

Monaghan Community Forum employs its own Support Worker, who is based in the Office of Community & Enterprise in Monaghan County Council. The Forum was involved at every stage of preparing the original Strategy, and has again been heavily involved in the Review and selection of Priority Actions. Its input has been invaluable, and has provided a model for other organizations to follow in regard to involvement of all levels of the organization in the CDB process.

The Forum is now preparing a new Development Strategy for 2006-2008, which will take into account its role in delivering the new Prioritised Actions and its ongoing involvement with the CDB.

Setting of Strategy

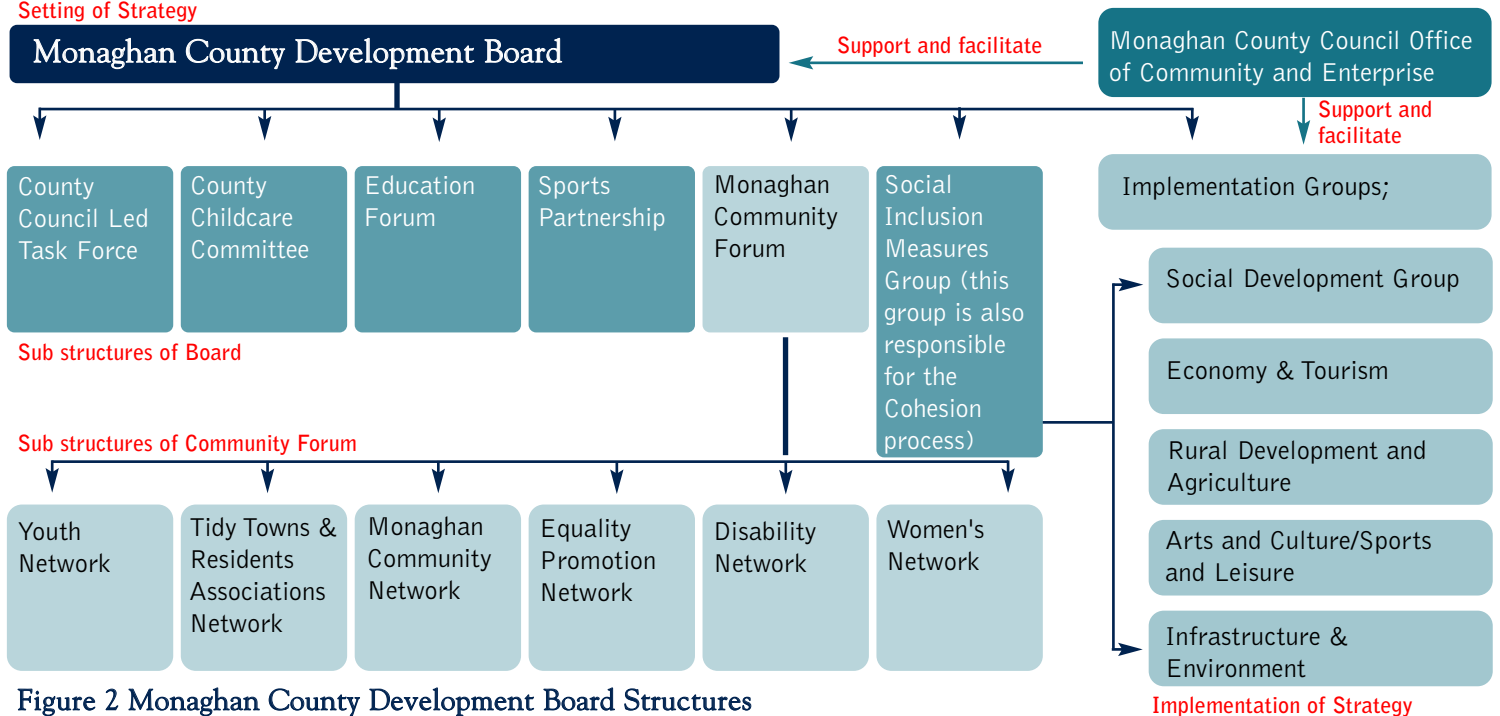


Figure 2 Monaghan County Development Board Structures



3.3 Review of CDB Processes

A number of processes are habitually used by Monaghan CDB in carrying out its business. The CDB felt it was appropriate to review the effectiveness of these processes, in order to determine if they were best serving the purpose of the Board. The key findings are reproduced below.

Meetings and Discussion

Monaghan County Development Board meets approximately 4 times a year. These meetings are generally well attended although not all Board members participate to the same degree. The SIM group generally meets more frequently than this while some of the implementation groups meet less frequently. Board members generally view these meetings as a good opportunity for networking and information sharing, but had some suggestions for further improvement, including:

1. The content of meetings should be organized into:

- (a) Items for Decision
- (b) Items for Discussion
- (c) Items for Information

This format has been implemented during 2005 and has been favourably received by Board members, who feel that it helps them to focus their attention on where they can make the most impact

2. Board members to take more ownership of the Agenda

The Office of Community & Enterprise has for the most part been driving the agenda. As Board members take more of a leading role in delivering the Prioritised Actions, it is expected that this will be reflected in an increased involvement of the members in setting the Board agenda.

3. Discussions should be limited to areas which the CDB can influence

In line with the shift in focus from 'all that should be done' to 'specific things we will deliver' embodied in the review process, the Board has identified the need to limit the content of meetings to areas over which they can have a direct impact. While there may be issues from time to time which require the CDB to assume a figurehead role, the CDB members wish the majority of the Board's time to be spent on issues where they can have a real and immediate effect.

These suggestions will have a real impact on future Board meetings, and will help to give structure to the very full Agenda.

Information Sharing and Research

The view has been expressed by some Board members that not all of the information presented to them at meetings is equally relevant and that perhaps a better mechanism could be found to circulate information rather than take up Board meeting time. It is therefore proposed to introduce a CDB newsletter in 2006.

Members of the Board have also identified the ongoing need for research data by all its members. Whilst members are combining resources to commission particular pieces of research, the Board feels there is a need for up to date data to be accessible to organizations and individuals on an on-going basis.

CDB input into other Plans & Policies

The Board and its substructures have made representations and submissions in relation to a number of policies and strategy developments both locally and nationally. The Board feels that this is an important part of the CDB process. However, as the Board only meets four times a year, it has proven impossible to discuss submissions etc as part of the ordinary agenda.

The CDB therefore introduced a procedure for handling requests for submissions. The Office of Community & Enterprise now circulates all requests to the Board members, who then indicate whether they wish to be involved in preparing a response. A sub-group of interested Board members is then facilitated in preparing a response of behalf of the Board. The draft response is circulated to all Board members for comment, after which it becomes the official response of Monaghan CDB and can be submitted without having to wait for the next Board meeting for approval.

Monitoring and Evaluation

For the first three years of the Strategy's implementation, organizations reported on progress in relation to their actions (twice a year) through the use of a web-based tracking system 'Project Vision'. Agencies responsible for reporting and monitoring specific actions were assisted in identifying a number of output indicators and trained to use the web-based tracking system.



In principle this was a good strategy; in reality reporting by some Lead agencies was weak. The reasons for the poor reporting can perhaps in part at least be related to the fact that there were so many actions to be reported on and in many instances some Lead Agencies (e.g Monaghan County Council) had a substantial number of actions to report on. It is also the case that many lead agencies regarded reporting using the web-based system as more of an obligation than a useful tool. Where information was inputted into the monitoring system it did not always present a clear picture of what was happening. This may have been because the action itself was not clear or it may have been because the indicators used to measure progress were not good measures of success or failure.

In preparing the Review of Actions in 2005 and at the request of the Implementation Working Groups, the CDB abandoned the Web-based system and carried out one-to-one interviews with each of the lead agencies. This resulted in very complete information being gathered on the progress of the Strategy. However, it required the resources of the entire Office of Community & Enterprise for a two month period to carry out, and therefore is not a viable proposition for annual reporting purposes.

It is therefore proposed to re-develop the web-based system to enable progress on the Prioritised Actions to be tracked. This will be developed over the course of 2006, as action plans for the Prioritised Actions are developed.

Representation

The makeup of the organizations represented on the CDB is laid down by the Department of the Environment Heritage & Local Government. Since the Strategy was produced in 2002, two additional organizations have come onto the Board, namely the County Childcare Committee and the new Regional Office of the Department of Education & Science.

In general, the CDB members felt that there was a good mix of expertise on the Board. However, they felt that there was room for some small adjustments:

- Rotating the Chair every year is not working well, as Chairs are only getting to grips with the concept of the CDB by the end of their term. It was suggested that it would be of help if the incoming Mayor of the Council was involved with the CDB prior to taking the chair, and also that once they vacate the chair they should remain on for a year to ensure continuity. This will be considered by the Board in early 2006.
- The Social Partners are experiencing difficulties in relation to the time commitments required by the CDB. Many of the Social Partners are having to take unpaid time off work to attend meetings. It has been suggested that the CDB should cover this cost, and this will be considered by the Board during 2006.

The Board is committed to the process of partnership, which means that it will continue to respond to the needs of its members and the changing requirements of the county's economic, social and cultural circumstances.

3.4 The Role of Community and Enterprise (Monaghan County Council)

The Community and Enterprise Section of Monaghan County Council was established to support the development and work of Monaghan County Development Board. It is funded by Monaghan County Council and staffed by the Director of Community and Enterprise, 2 Community and Enterprise Officers (who are now known as CEO's) and 4 admin support persons. The Community and Enterprise section in Monaghan has also managed to supplement its staff complement by using various EU funding Programmes available in the border counties (Peace II and INTERREG).

In some instances the role of C&E has expanded from the provision of support and facilitation skills to leading the delivery of projects. However, C&E is not a delivery agent for the CDB and Strategy – the focus of its work must remain facilitating the work of the Board and the facilitation of co-operation and coordination among board members. While some project delivery may at times be inevitable, responsibility for the successful delivery of the CDB Strategy lies with the CDB partner organizations, not with the Office of Community & Enterprise.

Some of the Key activities of C&E are:

- The provision of support for the Community Forum.
- Information collection and dissemination.
- Preparation of draft policy submissions.
- Facilitation of new initiatives until such time as they have their own structures & resources.
- Facilitation of monitoring the progress of the Strategy actions.
- The provision of support for the implementation of Prioritised Actions where required.
- Supporting the Work of Comhairle na nÓg.
- Administrative support to the Peace II Task Force.
- Administrative and developmental support to the CDB sub-groups where required.
- Promotion of Social Inclusion principles and provision of support to the Social Inclusion Measures Group.



The role played by the Office of Community & Enterprise in supporting the CDB process is the main focus of the section. In addition to its main role, the Directorate of Community & Enterprise also performs other roles on behalf of the Local Authority, including management of the arts & cultural sections of the Council.

The Office of Community & Enterprise performs the role of Innovator for both the CDB and the County Council. It constantly examines new national and EU programmes for opportunities for Co Monaghan, and seeks to bring more resources to the county. Some of its projects are led by the CDB (such as the Local Sports Partnership), and others are internal to the Council (such as a twinning programme between Ballybay and Fivemiletown); its wide remit enables C&E to use a wide variety of methods and structures to stimulate development in the county.

It is expected that the Office of Community & Enterprise will continue to assume an innovative role in the future.

3.5 The Key Learning

The review of structures and processes (by Board Members and Community and Enterprise Staff) has by wide agreement been a very valuable exercise. In particular, the Board felt that it:

- helped to re-focus the Board on its role
- enabled new members to buy in to the process
- resulted in a renewed commitment among members to the CDB process of partnership, and to the delivery of the CDB Strategy

The review process raised a number of key issues/lessons for the future implementation of 'Our People Our Place' and for the work of the Board as follows:

- The Board needs to focus its energies on the implementation of a small number of key priority actions that require a significant amount of interagency co-operation (The Key Characteristics of a County Development Board Action detailed in Table 5 could be used to select these actions)
- CDB meetings were generally considered useful. The agenda does however need to be tightened, and more communication tools such as newsletters to be introduced
- The value of working through sub-structures has been proven over the first three years. The Board therefore has elected to continue to support this approach. The Board has learned that sub-groups work best when they are action-focused, and therefore it is proposed to develop an action-based approach to delivering the Strategy over the next three years.
- The Monitoring and Evaluation systems need to be revised and refocused
- Monaghan County Council's Office of Community and Enterprise role needs to be revised and re-focused around the provision of ongoing support for the lead agencies, implementation teams and the Board.

'Ballybay girl, Sarah McCabe triumphs at the Tesco Young Cook of the Year Awards'





Chapter 4:

Priorities, Actions & Roles for 2006-2008

4.1 Overview of Actions

How the Actions were Prepared

On 3rd October 2005, over fifty key people from nearly forty organisations attended a joint Board and Working Groups workshop at the Four Seasons Hotel. The purpose of the workshop was:

- to review the new statistical information
- to consider the implications of the information contained in the twelve Position Papers
- to take this information forward to identifying the key priorities for the county for the next three years
- to begin to identify the actions which would address these priorities, and how these actions would be delivered

The workshops came up with a list of priorities and some initial thoughts on possible actions. Further focus group meetings were held in November to further develop the actions. Finally, a draft list of 21 actions was compiled. This was circulated to all partners in the CDB process for comment before it went to the Board for discussion in December.

At the December Board meeting, the final draft of the proposed priority actions was presented and discussed. It was adopted with some minor changes. The final 21 are listed in section 4.2 of this chapter.

How the Actions were Selected

In reviewing the progress in delivering the actions to date, the Board recognised there a number of key factors which were influential in whether the action was successfully implemented. In light of this experience, the Board has developed the following key criteria for the selection of Priority Actions for the next three years:



1. It should involve co-ordination and co-operation i.e.

- Involvement of a number of agencies
- Involvement of a number of CDB members
- Have a strong lead agency
- Have a clear and focused programme of work with actions to be undertaken by the various agencies involved

2. It should be SMART to be a good CDB action, i.e.

- Specific (actionable)
- Measurable : Need clear output and impact indicators
- Achievable: Within resources available or acquirable
- Relevant: Based on local needs/analysis
- Timely: Achievable within defined time- frame

3. It should address a particular local need/issue

4. It should be additional i.e.

- A new way of doing business and/or
- A new action and/or
- An adaptation to existing action/practice

Table 5: The Key Characteristics of a County Development Board Action

The Board used these criteria to guide them in developing their priority actions for the next three years.

The selection criteria followed by the Board put a very strong focus on deepening the partnership ethos of the CDB and finding an increasing number of ways to work together to achieve synergy (ie where 1+1 adds up to more than 2).

The selected actions represent a deepening of the commitment to the CDB partnership approach by the member organisations.

Overview of the Action Summaries

This section of the document contains the details of the 21 priority actions which have been chosen by the CDB to become the focus of their efforts for the next three years.

The actions are groups under three headings: Social, Cultural and Economic.

The information contained in each action table corresponds to an Executive Summary of the action. Behind this summary, each action has a detailed Action Plan, where the many steps which will be necessary in order to complete the action are worked out in detail.

The Action Plans for each of the 21 actions will be developed in early 2006 by the new Action Implementation Groups which are being set up to oversee the next 3 years' work (see Chapter 5 for more information on the Action Implementation Groups).

Key to Summary Tables

Each action has its own table which summarises the key information about the action. This section provides an explanation of each table heading, to ensure that the information contained in the tables is clear.





Table 6: Explanation of Headings in the Action Summaries

ACTION NUMBER	Each action has a number, for ease of reference
Theme	The CDB Strategy has 12 'themes', or areas for development in the county
Action Title	This summarises what the action is about
Action Objective	This tells you what the action seeks to achieve
Key Elements of the Action	This gives an indication of the activities which are likely to undertaken. The full details and final list will be included in the detailed Action Plans for each action, which will be accessible on the CDB website in early 2006.
Lead Agency for Implementation	This is the organisation which has undertaken to drive progress on this action. The role of the Lead Agency is explained in Section 4.3 and in Chapter 5
Support Agencies	These are the other organisations which need to be involved in order to deliver the action
CDB Role	With some actions, the CDB will need to support the agencies in delivering their action (supporting role). With others, the CDB will only need to be kept informed of what is happening, but will not be expected to play an active role in progressing the action (monitoring role).
Performance Indicators for CDB	The Lead Agency will report to the Board on how their actions are progressing. Progress will be measured against the 'indicators' agreed by the Board and the Lead Agency.
Linkage to 'Our People, Our Place'	This refers back to the 10-year CDB Strategy produced in 2002, and indicates how many of the actions from the original Strategy are being addressed by this Priority Action.

4.2 Action Summaries

SOCIAL ACTIONS

ACTION NUMBER	1
Theme	Social Inclusion
Action Title	Development of a structured approach to targeting and addressing the needs of the socially excluded, particularly people with a disability, older people and young people
Action Objective	Identification of services being delivered, needs of target groups, gaps in services, capabilities of organisations to address gaps. Production of action plans based on information collated through structured approach
Key Elements of the Action	<ul style="list-style-type: none"> - Evaluation of learning to date - Identify and prioritise collaborative actions - Develop a model of good practice in social inclusion auditing - Implementation of action plan for target groups
Lead Agency for Implementation	County Monaghan Partnership/ Health Service Executive
Support Agencies	Social Inclusion Measures Group (SIM)
CDB Role	Support & Monitoring
Performance Indicators for CDB	<ul style="list-style-type: none"> - Action plans for 3 target groups over 3 years - Other indicators to be identified in the action plans
Linkage to 'Our People, Our Place'	Social Inclusion – 1.1.1, 1.2.2, 1.3.1, 1.3.3, 2.1.8, 2.1.9, 2.1.10



ACTION NUMBER 2

Theme	Social Inclusion
Action Title	Embed the values and principles of Social Inclusion among and within all of the organizations relevant to the CDB
Action Objective	To increase awareness of social inclusion issues
Key Elements of the Action	<ul style="list-style-type: none"> - Produce a Guide to Social Inclusion to assist organisations to develop their plans etc. - Develop equality proofing template to assist partner organisations to embed equality measures into their plans and procedures - social inclusion seminar - develop a set of guiding questions to assess the impact of all actions of the CDB on social inclusion
Lead Agency for Implementation	Monaghan County Council Community & Enterprise/ County Monaghan Partnership
Support Agencies	HSE (Social Inclusion Officer)
CDB Role	Direct – participation in training etc Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Social Inclusion Plan in place for CDB - Number of CDB partners who participate in seminar - Number of CDB partners who put in place a social inclusion statement for their organisation
Linkage to 'Our People, Our Place'	Social Inclusion -1.2.1, 1.3.2, 1.3.3, 1.4.1, 1.4.5, 2.1.1, 2.4.1

ACTION NUMBER 3

Theme	Social Inclusion
Action Title	Increase the range and number of childcare facilities and improve access to childcare in the county
Action Objective	To support quality early years education for children, to support parents in participating in the workforce
Key Elements of the Action	<ul style="list-style-type: none"> - Give advice and support on the development, management and design of childcare services - promote quality in all childcare settings - organise short training courses for providers - provide networking opportunities for providers and parents - organise information sessions on various aspects of childcare
Lead Agency for Implementation	Monaghan County Childcare Committee
Support Agencies	County Monaghan Partnership, HSE, Border Counties Childcare Network, FAS, Dept of Education & Science, County Enterprise Board
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Number of full day places in the County - Number of part time places in the County - Number of new services operating within the County - Number of services in receipt of staffing grants from the EOCP - Number of services working towards a Quality Assurance Mark
Linkage to 'Our People, Our Place'	Social Inclusion – 2.2.1, 2.2.5



ACTION NUMBER

4

Theme	Social Inclusion
Action Title	Implement the Cohesion Plan.
Action Objective	To facilitate the request of Dept for greater cohesion at local level Support the co-ordination, collection and dissemination of Social and Economic Data for the County
Key Elements of the Action	<ul style="list-style-type: none"> - Carry out endorsement of local development agencies' plans - Review local development structures - Support voluntary activity - Establish a Research Unit for Co Monaghan
Lead Agency for Implementation	County Monaghan Partnership & CMRD
Support Agencies	SIM
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - LDA's plans endorsed through SIM annually - Research Unit established - No of topics on which up-to-date information is available
Linkage to 'Our People, Our Place'	Enables better delivery of all parts of the Strategy

ACTION NUMBER

5

Theme	A Healthy and Safe Community
Action Title	Identify and Develop new models for the delivery of Health, Information and Social Services to rural communities
Action Objective	To improve accessibility of services in rural areas, thus enhancing the quality of life for rural dwellers
Key Elements of the Action	<ul style="list-style-type: none"> - audit of needs for services in rural areas - identify services which can be delivered in rural areas - identification of existing resources and technology which could be used to develop new methods of service delivery - prepare action plan - implementation of action plan
Lead Agency for Implementation	HSE & DSFA
Support Agencies	SIM
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - New models of service delivery developed - No. of new locations where services are available
Linkage to 'Our People, Our Place'	A Healthy & Safe Community – 1.1.1, 1.1.2, 1.2.2, 1.2.3, 1.2.6, 1.3.2 Agriculture & Rural Development: 2.1.1



ACTION NUMBER

6

Theme	Education
Action Title	To oversee the development and implementation of a three year action plan for the Education Forum
Action Objective	To facilitate co-ordination of service delivery & maximise use of resources, in relation to tackling educational disadvantage in the county.
Key Elements of the Action	<ul style="list-style-type: none"> - Co-ordinate the development of a three year action plan targeting educational disadvantage in relation to: <ul style="list-style-type: none"> early childhood education primary & secondary education lifelong learning - Support co-ordination of research on educational disadvantage
Lead Agency for Implementation	Education Forum/ County Monaghan Partnership
Support Agencies	All relevant agencies involved in Education
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Action Plan in place - Further indicators to be identified by Action Plan
Linkage to 'Our People, Our Place'	Education - 1.1.1, plus facilitates advancement of the remaining actions in this part of the Strategy

CULTURAL ACTIONS

ACTION NUMBER

7

Theme	Monaghan: A Border County
Action Title	Support CDB member organisations to optimise the benefits of cross-border activity
Action Objective	To ensure Co Monaghan is able to take advantage of the funding opportunities which present themselves over the next three years To promote reconciliation through recognising the role diversity of cultures has to play in building the Monaghan of tomorrow
Key Elements of the Action	<ul style="list-style-type: none"> - Diversity awareness training programme - Cross Border conference - Identifying and facilitation of partnerships - Joint proposals/programmes - Support for cross-border business activity through Plato
Lead Agency for Implementation	County Monaghan Community Network, Monaghan Co Co-led Task Force
Support Agencies	LA (Office of C&E), CDB partner organisations, Blackwater PLATO, FAS, CMP.
CDB Role	Direct. Participants in the training Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - The number of Partners who participate - The number of training opportunities provided - €/capita of EU funds coming into the county
Linkage to 'Our People, Our Place'	Monaghan A Border County – 1.1.1, 2.1.2, 2.1.3, 3.2.1



ACTION NUMBER

8

Theme	Sports & Leisure
Action Title	Expand the range and usage of recreational & sporting amenities and facilities in the county
Action Objective	Provision of support to local sporting clubs and groups Provision of a support structure to ensure best practice and best use of resources
Key Elements of the Action	<ul style="list-style-type: none"> - Steering Committee to continue to prepare the ground for LSP - Set up Local Sports Partnership - Develop & implement Sports & Recreational Development Plan for Co Monaghan
Lead Agency for Implementation	As directed by the Irish Sports Council following their review of the current LSP's
Support Agencies	State agencies, Local Development Agencies, sports organisations and private sector
CDB Role	Lead, initially, until LSP is in place. Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Work Plan in place for LSP Steering Ctee - Development Plan for sport & recreation in place
Linkage to 'Our People, Our Place'	Sports and Leisure – 1.1.1, 1.1.4, 1.1.5, 1.2.1, 1.3.1, 1.3.2, 1.3.4

ACTION NUMBER

9

Theme	Arts & Culture
Action Title	Develop and support a co-ordinated programme of arts, cultural and heritage events for the county
Action Objective	To widen the appeal of such events To increase audiences To achieve maximum impact from co-ordination of events & promotional campaigns
Key Elements of the Action	<ul style="list-style-type: none"> - Link arts culture and heritage events to 5-6 key festivals and events in the county - Develop integrated information system for arts, cultural and community events - Integrate marketing/ promotions - Key cultural event for Monaghan Town - Support community-run festivals to expand
Lead Agency for Implementation	LA- Heritage Officer & CEB- Tourism Officer
Support Agencies	LA- Arts Officer, Community Forum, Garage Theatre, community festivals committees
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - 5 to 6 festivals enhanced - a new county town festival in place - co-ordinated information system in place
Linkage to 'Our People, Our Place'	Arts and Culture 1.1.2, 1.1.4, 1.2.1 2.2.1, 2.2.2, 2.2.5, 2.3.1, 2.3.4, 2.3.5, 2.3.6, 4.1.4



Monaghan County Development Board at the Launch of the Strategy March 2002

ECONOMIC ACTIONS

ACTION NUMBER

10

Theme	Business Development & Job Creation
Action Title	Encourage formation of new, innovative businesses in the county
Action Objective	To increase new business start-ups & increase awareness of the potential for being self-employed Foster innovation and research & development
Key Elements of the Action	<ul style="list-style-type: none"> - prospecting campaign - start your own business training - tourism enterprise training - support existing business to increase skills - R&D workshops - Ideas generation workshops
Lead Agency for Implementation	Enterprise Ireland
Support Agencies	IDA, CEB, CMRD, FAS, CMP, Chambers of Commerce
CDB Role	Support & Monitor
Performance Indicators for CDB	No of events held No of participants in training No of new business start-ups
Linkage to 'Our People, Our Place'	Business Dev – 1.1.7, 1.3.2, 1.3.3. Tourism 1.2.1, 1.2.2, 1.2.8, 1.3.2

ACTION NUMBER

11

Theme	Business Development & Job Creation
Action Title	To encourage External Investment into Co.Monaghan
Action Objective	To adopt a cross-agency approach to promoting external investment To ensure the key infrastructure is in place to make Monaghan an attractive location for ext. investment
Key Elements of the Action	<ul style="list-style-type: none"> - Establish Key Marketing Panel - Produce new promotional materials on Monaghan - Create a high quality Flagship business park in Monaghan town
Lead Agency for Implementation	IDA
Support Agencies	Enterprise Ireland, County Enterprise Board, LA, Chambers of Commerce, private sector
CDB Role	Support & Monitor
Performance Indicators for CDB	Audit of suitable sites complete Needs analysis complete
Linkage to 'Our People, Our Place'	Business Dev – 1.1.6, 1.1.7, 1.2.1, 1.2.3, 1.2.5, 1.2.7, 1.3.4



The Ark, Strawbale House & Reed Beds near Clones

ACTION NUMBER

12

Theme	Business Development & Job Creation
Action Title	Design and implement an Economic Development Programme for the County
Action Objective	To ensure Monaghan is an attractive location for business To ensure Monaghan businesses remain competitive into the future
Key Elements of the Action	<ul style="list-style-type: none"> - Conduct an Economic Audit of the county - Develop an Economic Development Plan - Implement the Plan
Lead Agency for Implementation	CEB
Support Agencies	EI, IDA, CEB, FAS, CMP, LA, Chambers of Commerce
CDB Role	Support & Monitor
Performance Indicators for CDB	No of economic initiatives undertaken No of people employed in the county
Linkage to 'Our People, Our Place'	Business Dev – 1.1.4, 1.1.9, 1.2.2, 1.2.6, 1.3.1

ACTION NUMBER

13

Theme	Business Development & Job Creation
Action Title	Further development of key industrial sectors in Co Monaghan
Action Objective	To ensure that Monaghan's industrial sector has strength in diversity Assist local companies to achieve and maintain a competitive edge
Key Elements of the Action	<ul style="list-style-type: none"> - Food Cluster in Lough Egish to be expanded - Armagh Monaghan Digital Corridor to be developed - Training to Monaghan businesses, incl Human Resource management, cost reduction, health & safety, equality (particularly in relation to migrant workers)
Lead Agency for Implementation	Enterprise Ireland (Food Cluster) County Enterprise Board (Digital Corridor & training to Monaghan businesses)
Support Agencies	LA, Community sector, Chambers of Commerce, CMP, FAS, IDA
CDB Role	Support & Monitor
Performance Indicators for CDB	No of new food businesses in Lough Egish No of new IT businesses in Monaghan
Linkage to 'Our People, Our Place'	Business Dev: 1.1.8, 1.1.9, 1.1.10, 1.3.6



ACTION NUMBER 14

Theme	Employment & Training
Action Title	To address the low take-up of training and employment opportunities by people in the Castleblayney/ Ballybay area
Action Objective	To tackle Monaghan's area of greatest unemployment by understanding the causes and putting in place solutions To increase uptake by Ballybay & Castleblayney people of training opportunities, CE and RSS places, Farm Assist and other supports.
Key Elements of the Action	<ul style="list-style-type: none"> - cross-sectoral Working Group in place - audit of needs - action plan
Lead Agency for Implementation	FAS, CMP.
Support Agencies	Castleblayney Community Enterprise Ltd., VEC, Bus Eireann, CEB, CMRD, HSE, DSFA, Castleblayney Chamber of Commerce, Monaghan Supported Employment Services
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Unemployment rate in Castleblayney district
Linkage to 'Our People, Our Place'	Employment & Training – all actions (15 actions)

ACTION NUMBER 15

Theme	Infrastructure
Action Title	Facilitate the provision of appropriate access to Broadband services throughout the county
Action Objective	To ensure rural Monaghan is not disadvantaged in relation to access to new technology-based services (both business and personal)
Key Elements of the Action	<ul style="list-style-type: none"> 15 (a) Completion of Metropolitan Area Network programme in Co Monaghan 15 (b) Expansion of area of the county covered by County & Group Broadband Scheme
Lead Agency for Implementation	LA
Support Agencies	Community Forum, IDA, EI, Department of Communications, Marine and Natural Resources
CDB Role	Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - % of county covered by broadband access - no of broadband providers operating in the county
Linkage to 'Our People, Our Place'	Infrastructure – Goal 6 (4 actions)

ACTION NUMBER 16

Theme	Infrastructure
Action Title	Set up an Energy Agency in Co Monaghan
Action Objective	To achieve most efficient use of energy resources, to raise awareness among users of the cost of energy, to promote alternative energy solutions
Key Elements of the Action	<ul style="list-style-type: none"> - Dev Plan for setting up Energy Agency - Agency in place - Energy Action Plan developed
Lead Agency for Implementation	Cavan Monaghan Rural Development
Support Agencies	LA, CEB
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Energy agency in place - Energy action plan in place
Linkage to 'Our People, Our Place'	Infrastructure: Goal 5 (5 actions), Environment: 1.3.1, 1.3.2

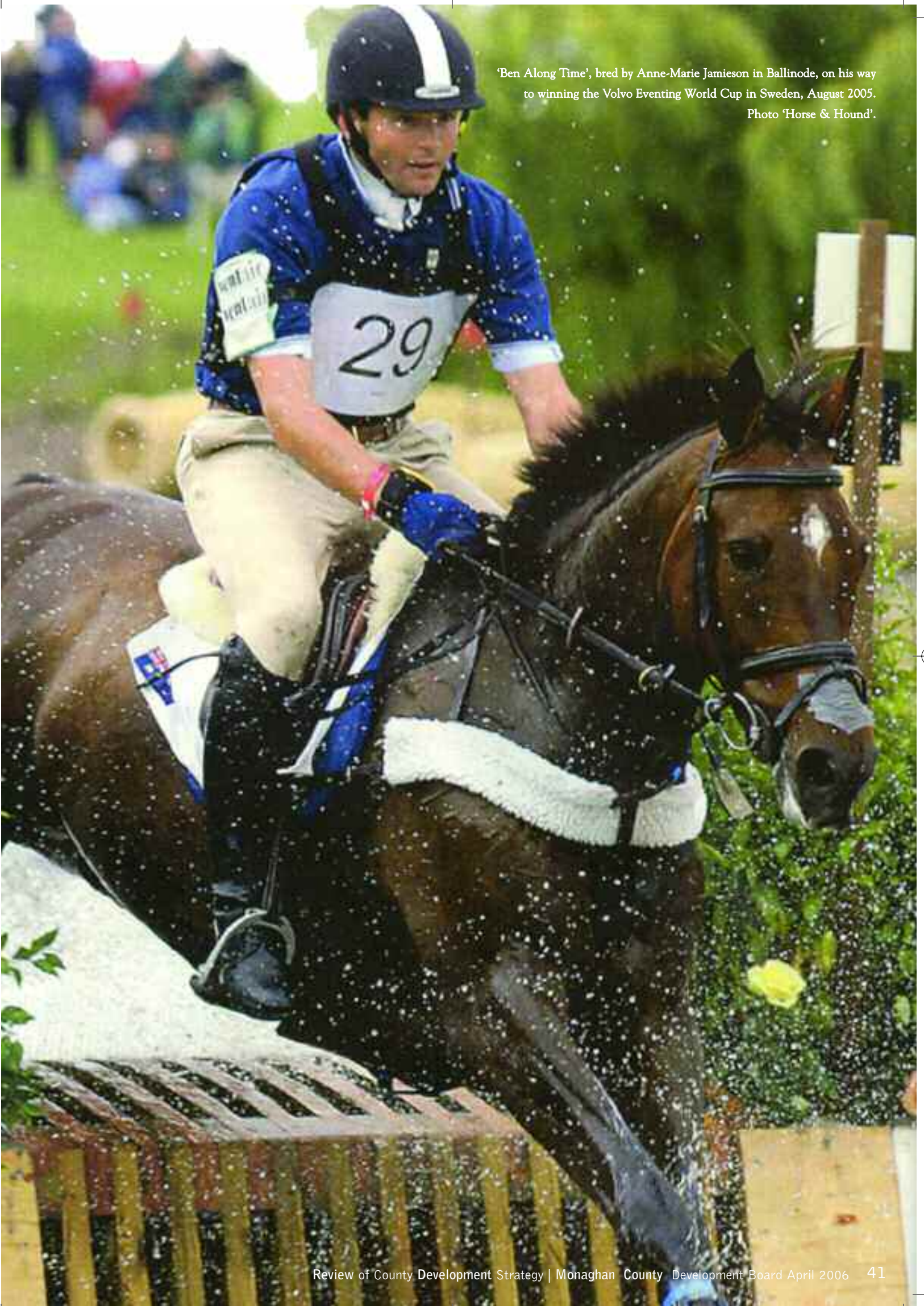


ACTION NUMBER 17

Theme	Infrastructure
Action Title	Monitor progress on key infrastructural projects in the county 1) Transport 2) Strategic Water and Sewerage 3) Waste Management Infrastructure and 4) the Housing Strategy in the County 5) the Ulster Canal 6) the status of Monaghan General Hospital
Action Objective	To ensure that targets are being met with regard to infrastructural development, so that Monaghan's status as a hub town in the National Spatial Strategy is enhanced
Key Elements of the Action	<ul style="list-style-type: none"> - progress on by-passes for Monaghan and Castleblayney - expansion of Rural Transport initiatives in the county - provision of spare capacity in water & sewerage facilities - extension of recycling facilities & introduction of Brown Bins & Pay per Weight - provision of affordable and social housing units, traveller accommodation, and serviced sites - completion of Socio-economic study on Ulster Canal - continued monitoring of status of Monaghan General Hospital
Lead Agency for Implementation	C&E will gather information to present to Board
Support Agencies	LA, HSE (hospital), CMP (rural transport), Blackwater Regional Partnership (Ulster Canal)
CDB Role	Single Agency Action only - Board to monitor progress
Performance Indicators for CDB	No of infrastructure projects proceeding to projected timeframe
Linkage to 'Our People, Our Place'	Infrastructure: 1.1.1, 1.1.2, 1.1.3, 1.2.2, 1.3.1, 1.3.2, 2.1.1, 3.1.1, 3.1.2, 3.2.1, 3.2.2, 4.1.1. Tourism: 1.2.3 Healthy & Safe Community: 1.2.1

ACTION NUMBER 18

Theme	Environment
Action Title	Promote best practice in maintaining the visual appearance of 4 pilot areas
Action Objective	To enhance the appearance of the county, as an aid to economic development, tourism and heritage conservation
Key Elements of the Action	<ul style="list-style-type: none"> - identification of pilot towns/villages (suggested Carrickmacross, Clones, Ballybay, Glaslough) - Development plans for each town/ village, incorporating design statements & heritage character audits - Implementation of work programmes
Lead Agency for Implementation	LA
Support Agencies	Tidy Towns network, Chambers of Commerce, FAS, local community groups, schools, tourist providers, private sector
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Development Plans in place for each pilot area - % change in National Tidy Towns competition marks for the 4 target areas
Linkage to 'Our People, Our Place'	Environment: Goal 2 (4 actions), 4.1.1, 4.3.2, 4.3.5, 4.3.6, 4.3.7, 4.3.9. Tourism 1.1.4



'Ben Along Time', bred by Anne-Marie Jamieson in Ballinode, on his way to winning the Volvo Eventing World Cup in Sweden, August 2005.
Photo 'Horse & Hound'.



ACTION NUMBER 19

Theme	Environment
Action Title	Integrated approach to improving surface water quality in the county
Action Objective	To adopt an integrated, innovative approach to improving surface water quality Increase awareness of importance of the issue to Co Monaghan
Key Elements of the Action	<ul style="list-style-type: none"> - Set up water quality monitoring group to collate and interpret information on water quality in Co Monaghan County Council - Devise strategy for co-ordinated approach to tackling the issue - Promote best practice and raise awareness
Lead Agency for Implementation	LA (Bernie O Flaherty)
Support Agencies	EPA, Community Forum, IFA, Teagasc, HSE, CMRD, Fisheries Boards, Coillte, Federation of Group Water Schemes
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - % improvement in water quality - action plan in place for applying best practice
Linkage to 'Our People, Our Place'	Environment: 4.2.1, 4.2.3, 4.2.5, 4.2.8 Infrastructure: Goal 3 (6 actions)

ACTION NUMBER 20

Theme	Agriculture & Rural Development
Action Title	Support farm households to achieve and sustain viable income levels
Action Objective	To support the declining agricultural sector & prevent displacement off the land Inter-agency sharing of programmes and measures in relation to farm family support
Key Elements of the Action	<ul style="list-style-type: none"> - Set up an Inter-agency Farm Support Forum - Develop & Implement an Integrated Farm Support Action Plan
Lead Agency for Implementation	Teagasc/ County Monaghan Partnership
Support Agencies	FAS, IFA, DSFA, CMRD, HSE, community sector, Town of Monaghan Co-operative, Dept of Agriculture & Food
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - Forum established - Action plan in place - More indicators will arise from action plan
Linkage to 'Our People, Our Place'	Agriculture & Rural Dev: 1.1.3, 1.1.5, 1.1.7, 2.2.1, 2.2.4



ACTION NUMBER

21

Theme	Rural Development
Action Title	Promote Active Citizenship through supporting the Community Forum and its associated Networks
Action Objective	Increasing the capacity of the Community & Voluntary sector to participate in decision-making and in the design and delivery of solutions to local issues.
Key Elements of the Action	<ul style="list-style-type: none"> - Continue to increase membership of Monaghan Community Forum - Development Plan for the Forum for 2006-2009 to be put in place - Put in place development plans for the seven Networks which are affiliated to the Forum - Disseminate best practice from the Forum's Active Citizenship project on community consultation - Support the involvement of young people in decision-making through Comhairle na nOg
Lead Agency for Implementation	LA (Community & Enterprise)
Support Agencies	CMP, CMRD, Community sector
CDB Role	Support & Monitor
Performance Indicators for CDB	<ul style="list-style-type: none"> - No of groups affiliated to the Community Forum - No of groups affiliated to each Network - No of meetings of Forum and Networks - No of young people & schools involved in Comhairle na nOg
Linkage to 'Our People, Our Place'	Agriculture & Rural Dev 2.1.2, 2.1.3 Social Inclusion: 1.2.1, Objectives 2 (10 actions) and 4 (8 actions)

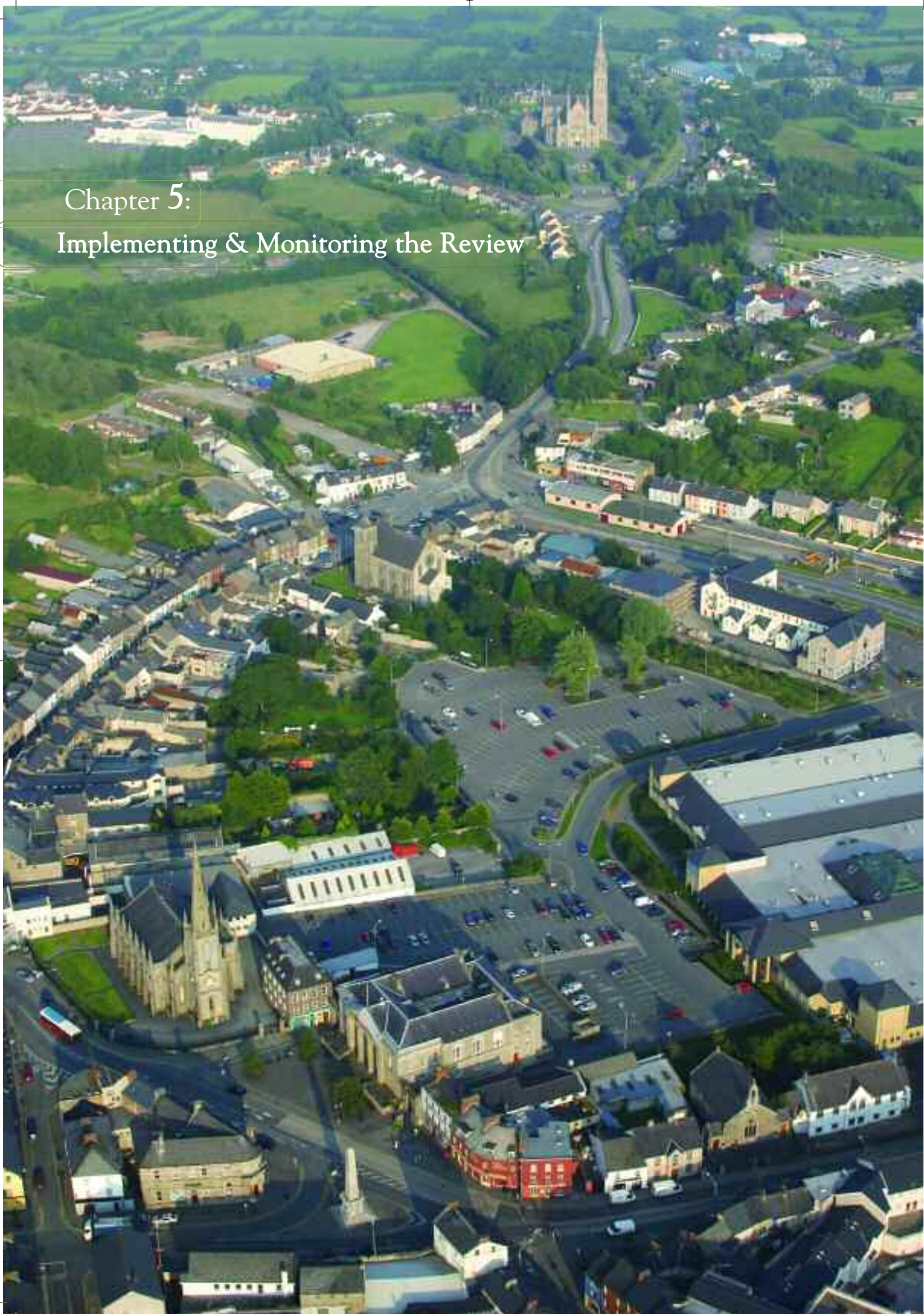
4.3 Support structures for delivery of actions

In order to facilitate the partnership approach which is needed to deliver the prioritised actions, partnership will also be required in managing the CDB process and supporting the agencies working on the actions.

To support the Lead Agencies in implementing their actions, a number of action-focused Working Groups have been agreed by the Board. These are covered in detail in Chapter 5.



Chapter 5:
Implementing & Monitoring the Review





This Chapter is divided into a number of sections. The first section focuses on the structures (the Board, Board members, and the role of Community and Enterprise. The second section focuses on implementation practices (board meetings, the role of lead and support agencies and the development of a communications strategy)

Section 3.5 provides a summary of some of the key learning for 2006-2008. This fed into the identification of the priority actions in Chapter 4. It has also fed into the revised implementation structures for 2006-2008 detailed in this Chapter.

5.1 Implementation Structures for 2006-2008

The Role of CDB

It was agreed that the work of Monaghan County Development Board needs to move beyond the sharing of information to include a much greater focus on:

- Supporting and promoting the implementation of the priority integrated actions agreed
- The identification and addressing of gaps in service delivery
- Seeking to address the territorial issues that exist both between the Board and some Board members and between different Board members
- Support for information exchange
- Contributing to policy development at a local and national level
- Monitoring and regularly evaluating progress in relation to the implementation of particular actions

The Role of Board Members

It has been agreed that the role of Board members over the period 2006-2008 will require more than simply attending CDB related meetings every couple of months. It also requires:

- Commitment to engage in the implementation of the priority integrated actions
- Commitment to adopt a feedback mechanism within their own parent organisations (with C&E support)
- Being clear about what power is delegated to C&E and the various Action Implementation Teams
- A focus on policy and policy interpretation

The Development of Action Implementation Teams

The existing Implementation Working Group structure (with the exception of the SIM Group, which is functioning well) has been revised and reformed. In order to minimise duplication of structures, a number of actions will be dealt with by existing structures such as the Social Inclusion Measures Group and the Peace II Task Force. Six new Action Implementation Teams have been introduced to deal with the remaining actions.

Each of the new Action Implementation Teams will have an agreed lead agency/lead agencies responsible for convening meetings as and when required. The Teams will implement the actions prioritised by the Board.

Table 7 outlines the new Action Implementation Teams and other sub-structures of the Board and the actions they are responsible for.

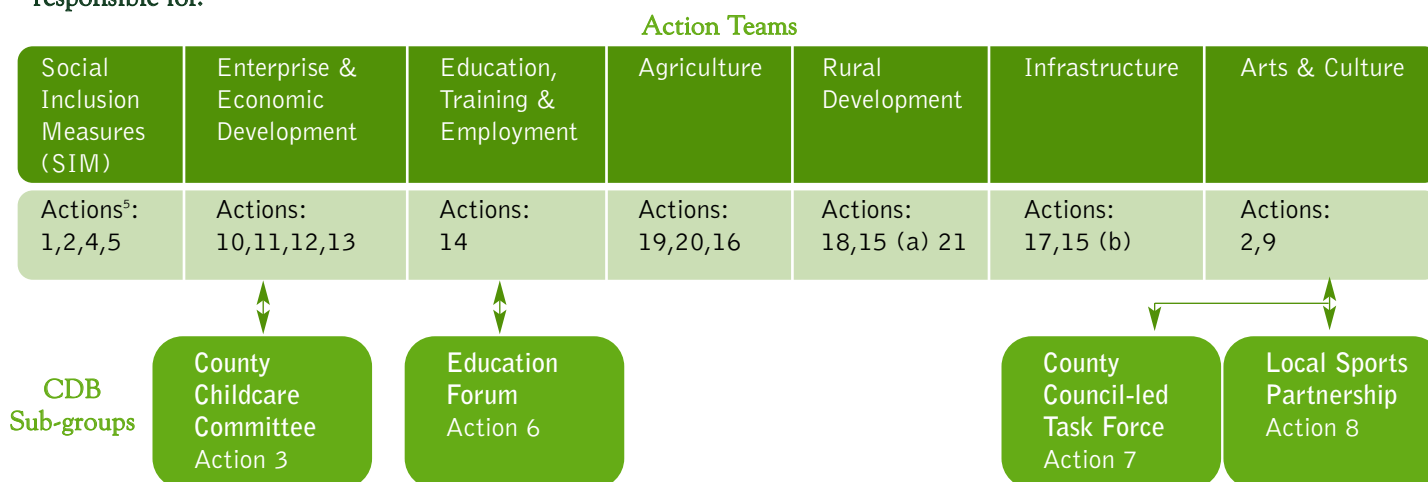


Table 7: Action Working Groups

⁵The Action numbers refer to the number given to each action in Section 4.2



Monaghan Comhairle na nÓg meets their cross-border colleagues in Enniskillen

In progressing their actions, each Action Working Group will have at its disposal the resources of the Community & Enterprise Section of Monaghan County Council, which provides the administrative and developmental support to the CDB.

Each of the Priority Actions has been adopted by a member organisation of the CDB Board. This 'Lead Agency' has undertaken to provide the drive to make the action happen. As the actions all require a high level of collaboration, this will be facilitated by the Support Agency structure. Lead Agencies will meet with the named Support Agencies and agree the way forward for delivering each action under their care. In many instances, it is envisaged that the Support Agencies will be actively involved in the delivery of the action. In some cases, the lead role for an action may well evolve over time, and a new lead may emerge.

The Role of the Office of Community & Enterprise

Monaghan County Council's Office of Community and Enterprise is responsible for supporting and facilitating the work of Monaghan County Development Board. For the period 2006-2008, this will be done in a number of ways:

- It will facilitate the work of the Board by organising and preparing the materials necessary for Board meetings
- It will support the Lead Agencies to implement the priority interagency actions
- It will facilitate and support information exchange and communication through the implementation and development of a communications strategy and regular e-bulletins
- It will oversee and manage the monitoring and evaluation of progress in relation to priority action implementation and the wider work of the Board
- It will continue to actively support the Community Forum and a number of the other sub-committee structures
- It will continue to facilitate Comhairle na nÓg.
- It will continue to assume the lead on new opportunities which are presented to the county

5.2. Implementation Practices for 2006-2008

The implementation of the priority actions will depend on the commitment of lead and support agencies, working together to implement the actions.

The Role of Lead Agencies

A Lead Agency/Agencies is responsible for directing and overseeing the implementation of a particular priority action.

This lead role will require both commitment and resources from the Lead Agency. It may also necessitate factoring in financial resources to support the implementation of the actions. The priority actions should be clearly embedded into the work of the Lead



Agency. Lead Agencies will also generally be responsible for convening the meetings of the relevant Action Implementation Teams. In addition the Lead Agency will be responsible for regularly reporting on progress in relation to action implementation.

The Role of Support Agencies

Support agencies are responsible for working with and supporting lead agencies to implement priority actions.

As part of this role Support Agencies will also attend, participate and input into the relevant Action Implementation Team meetings. How the Lead and Support Agencies will interact, and how the Office of Community & Enterprise will support their work, is summarised in Table 8:

Table 8: Role of Board, Implementation Teams and Office of Community & Enterprise

ROLE OF THE LEAD AGENCY	ROLE OF SUPPORT AGENCY	ROLE OF C&E
<ul style="list-style-type: none"> To work closely with C&E to develop a 3 year action plan for the specific action. Ensure the action is prioritised within the work of own organisation. To lead the process of implementing the action. Make arrangements for formal meetings and notify members of date, time and place of meetings. Will identify and work with support agencies that can assist them to carry out the action To identify, secure and manage the resources required for the delivery of the action Will allocate key pieces of work to be completed between meetings. To work closely with C&E to ensure all administrative back up is provided to the working group. To report progress of the working group to the board of the CDB 	<ul style="list-style-type: none"> To actively participate in the planning and implementation of the action plan. To contribute constructively to discussions and decision making. To make serious commitment to participate actively in working group. Stay informed about working group matters, prepare themselves well for meetings. Carry out specific tasks delegated to them. 	<ul style="list-style-type: none"> Provide administrative backup and development support to the Board, its sub-groups and the Action Implementation Groups Facilitate the development of three year action plans for the Priority Actions. Keep files on the progress of the working group. Dissemination of information to the Board and Working Groups Develop an effective system to report back to the board. Devise and implement a monitoring and evaluation process for the Prioritised Actions

Board Meetings

Board meetings form an important part of the implementation process.

- Four meetings will be held annually using an agreed action/discussion orientated format
- A regular bulletin will be developed by C&E so that information is circulated to Board members in advance of meetings, thereby reducing paperwork.



- All presentations to the Board will have a clear purpose and involve a request for action from the Board.
- There is also a suggestion that the previous Board Chairs would be invited to continue to sit on the Board for the following year to ensure some continuity of elected member representation on the Board. (This proposal is to be brought to Monaghan County Council for approval).

The Development of a Communications Strategy

Reporting on progress in relation to the implementation of particular actions over the period 2002-2005 was inconsistent both at Board level and in relation to the wider population. This will be addressed over the period 2006-2008 through the development of a Communications Strategy for the Board.

The Communications Strategy will have both an internal and an external focus. Key elements of the internal communications strategy will include:

- The development by C&E of mechanisms to support Board members to adopt a feedback mechanism which allows relevant information to flow from the Board to the Board Member organisations and vice versa.
- The development of a regular e-bulletin to support information circulation and reduce the amount of information tabled at Board meetings

Key elements of the external communications strategy will include the development of systems to get regular information to the wider public in relation to

- 1) where, when and why the CDB is there
- 2) what it does, and
- 3) what the benefits of its work are/could be

The purpose of this process of communication will be to celebrate the successes of different organisations working together for the benefit of the county and to encourage involvement in the Partnership Process.

5.3 Monitoring Practices 2006-2008

At an Action Level

Detailed implementation plans will be developed by the Lead Agencies for each action. These plans will be developed over the period March-June 2006. Each plan will include clear objectives, targets and indicators together with details of the resources required and the roles of the various organisations involved.

Lead Agencies will report on progress in relation to action implementation twice a year. The summer report will be relatively brief, the winter briefing will be more detailed. This information will be compiled into a short report by the Office of Community and Enterprise.

At Board Level

The two Monitoring Reports prepared by C&E (one interim and one end of year) will form the basis of discussions at the Spring and Autumn Board meetings. Discussions will focus on those actions where progress has been limited or where particular issues have or are likely to arise that might adversely affect progress. These meetings will also focus on the identification of any further gaps that could be addressed by the Board or Board Members. The Spring Board discussion will also include a review of overall progress including the outcomes / impacts of the wider Board over the previous year.

Table 9 provides an outline of Monaghan County Development Board's proposed Monitoring and Implementation Work Programme for 2006.



Month	2006 Board Meetings (dates to be agreed)	Implementation and Monitoring Tasks to be undertaken before meeting
JANUARY FEB MARCH	Spring Board Meeting Sign off on Review and Action Plans	<ul style="list-style-type: none"> • C&E to finalise Review and Action Plan & launch • C&E to prepare Draft Communications Plan • Establish the new Action Implementation Teams • Lead and Support agencies to develop detailed actions plans for each priority actions • Ongoing meetings of existing sub-structures
APRIL MAY JUNE	Summer Board Meeting Sign off on Communications Plan	<ul style="list-style-type: none"> • Lead and support agencies working with the support of C&E to implement the priority actions • Ongoing meetings as necessary of existing sub-structures • Web-based monitoring system in place
JULY AUGUST SEPTEMBER	Autumn Board Meeting Interim Monitoring Report Discussed	<ul style="list-style-type: none"> • Lead and Support agencies working with the support of C&E to implement the priority actions • Lead Agencies to report on interim progress in relation to the priority action implementation • Ongoing meetings as necessary of existing sub-structures
OCTOBER NOVEMBER DECEMBER	Winter Board Meetings	<ul style="list-style-type: none"> • Lead Agencies to report on interim progress in relation to the priority action • Ongoing meetings as necessary of existing sub-structures

Table 9 Monitoring and Implementation Work Programme for 2006



Monaghan Community Forum Management Committee 2005-2006



Chapter 6:

Acknowledgements and Thanks



Acknowledgements

The review process which culminated in the production of this document was conducted over the course of a year. We were aided at various points by independent facilitators, Kathy Walshe of KW & Associates, and Frank Dologhan of Mentor Economic Consultants. Our thanks to them for their advice and direction.

We would also like to thank the many hundreds of people who have fed in to the achievement of the CDB Strategy actions in the first three years, particularly those who have given of their time to participate on the various committees which feed the CDB process. A sincere thank you, one and all, for your belief in the partnership process, and your forbearance through the early years of what hopefully will prove to be an effective and productive mechanism for ensuring continued development in the county into the future.

Our Thanks to members past and present of:

Monaghan Community Forum

Jenny Blackburn	Breege Lenihan	Jimmy McKenna	Lucy Rafferty
Mac Boyd	Mary Mannering	Owen McKenna	Carmel Redmond
Peter Cavanagh	Malachy Marron	Patsy McKenna	Dan Rogan
Rosemary Connolly	Sr. Celine McArdle	Siobhan McKenna	Pat Treanor
John Crawley	Teresa McCabe	Bernie McMahan	Patricia Shiels
Aidan Deighan	Marie McCague	Grace Moloney	Eamonn McNally
Zena Dupuy	Kate McElmeel	Seamus Morris	Majella Meehan
Denis Durcan	Brendan McEneaney	Liam O Connor	Emma Middleton
Eileen Gordon-Lonergan	Tommy McKearney	Noleen O'Neill	
Sarah Hall	Angela McKenna	Peadar O'Shea	
Olivia Johnson-Murphy	Bernie McKenna	Frankie Poyntz	

Monaghan County Development Board : Past Chairs

2000/2001	Brian McKenna
2001/2002	Padraig McNally
2002/2003	Hugh McElvaney
2003/2004	Roseleen O Hanlon
2004/2005	Owen Bannigan

Past Members of the CDB

Cllr Brendan Hughes	Seamus Kelly	Michael Hogan	Fr Sean Nolan
Lorraine McKenna	Ger Sherlock	Elaine Heatherton	Gerry McCaughey
Eileen Kerr	Cllr Patsy Treanor	Bill Davies	Cllr Shane O Hanlon
Cllr Martin McAviney	John Morris	Owen McKenna	Cllr P.J. O Hanlon
Pat Shields	Joe Gavin	Anne Marie Curley	Gerard Lowry
Jim Mulcahy	Cyril Carty	Supt Tom Flannery	
Con Shanahan	Margaret Malone	Noel Cunningham	
Michael Logan	Aidan Brown	Cllr Aidan Murray	
Bobby Johnson	Peter Pollock	Dr Fiona McGrath	
Joe Herron	Leo Mallon	Packie Quigley	
Olivia Johnson-Murphy	Pat Marrow	Deirdre McHugh	
Sr Celine McArdle	Cllr Willie McKenna	Anne Caldwell	



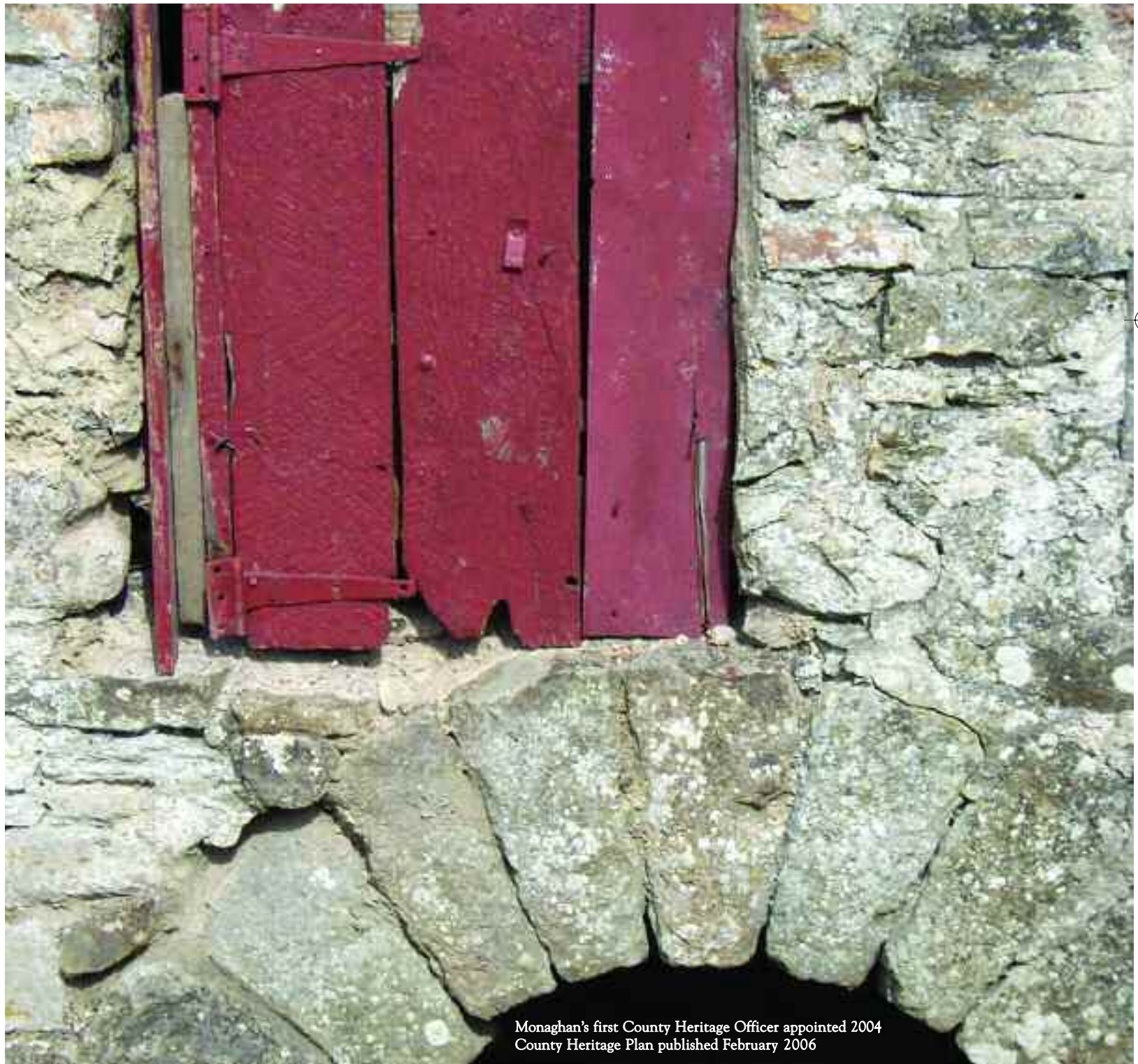
Working Groups of the CDB

Cllr Owen Bannigan	Angela Graham	Paddy McKeever
Anton Barrett	Neil Greig	Owen McKenna
George Beirne	Paddy Hamill	Cllr Brian McKenna
Gabriel Bell	Joe Heron	Noel McKenna
Olive Bolger	Elaine Hetherton	Siobhan McKenna
Liam Bradley	Heather Humphries	Breda McKenna
Don Brassil	Adrian Hurst	Ursula McKenna
June Brown	Bobby Johnson	Eileen McMahon
Brendan Buckley	Oliver Keenan	Rosemary McManus
John Byrne	Gerry Kelly	Kevin McNally
Anne Caldwell	Assumpta Kelly	Majella Meehan
Siobhan Callan	Packie Kelly	Carmel Meehan
Riona Carroll	Eileen Kerr	Billy Moore
Cyril Carty	Michella Kirrane	Jim Mulcahy
Julie Clark	Breege Lenihan	Angela Mulligan
Hugo Clerkin	Michael Logan	Anne Marie Murphy
Shirley Clerkin	Gerry Lowry	Sharon Murphy
Paul Clifford	Somhairle MacConghail	Ann Marie Neeson
Martin Collum	Donald MacDonald	Frank O'Brien
Dympna Condra	Sean MacEntee	Frances O'Callaghan
Cllr Sean Conlon	Leo Mallon	Gabriel O'Connell
Tom Conneely	Malachy Marron	Patricia O'Connell
Tim Connolly	Pat McCabe	Bernie O'Flaherty
Rosemary Connolly	Fiona McGrath	Niall O'Friel
Eileen Costello	Lorraine McKenna	Cllr PJ O'Hanlon
Cllr Jackie Crowe	Bernadette McMahon	Shane O'Neill
Ann Marie Curley	Cllr Pdraig McNally	Nial O'Connor
John Daly	Aidan McQuillan	Angela Ovens
Billy Davey	Allen McAdam	Des Patton
Michael Dillon	Peter McAleer	Peter Pollock
Brendan Doherty	Sr. Celine McArdle	Sheila Pratschke
Roisin Doherty	John McArdle	Maeve Quinn
Pat Doherty	Cllr Martin McAvinney	Bill Reidy
Dympna Donlon	Marie McCague	Chief Supt. Colm Rooney
Monica Donnelly	Francis McCarron	Mickey Russell
Michael Donoghue	Godfrey McCartney	Rosemary Sexton
Dan Doody	Gerry McCaughey	Joe Shannon
David Fallon	Seamus McCluskey	Noelle Sheridan
Mark Fearon	Larry McCluskey	Gerard Sherlock
Eileen Ferguson	Denise McCormilla	Pat Shields
John Finn	Seamus McDermott	Rory Summers
Helen Fitzpatrick	Joe McElvaney	John Toland
Paul Fitzpatrick	John McEntegart	Seamus Traynor
Michael Fitzpatrick	Ann McFarland	Cllr Patsy Treanor
Kevin Flannery	Teresa McGoohan	Cllr Pat Treanor
Cllr Robbie Gallagher	Niamh McGrath	Jim Wadden
Vincent Gilhawley	Fiona McGrath	Mary Walker
Alan Graham	Tommy McGuire	Kathleen Ward

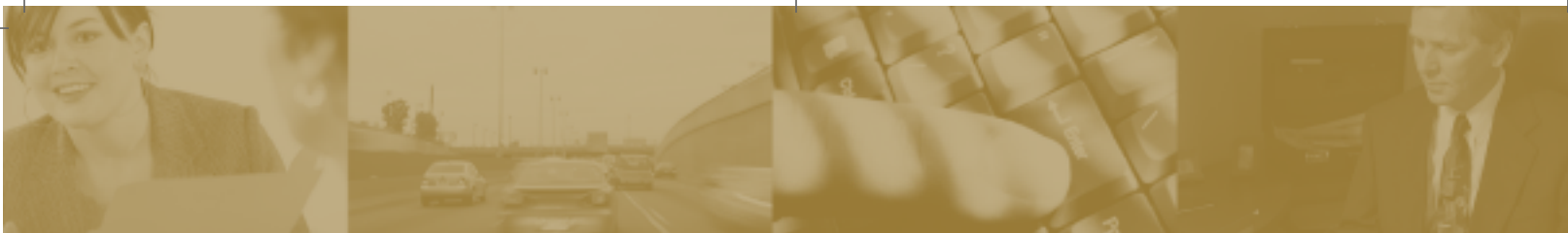


Social Inclusion Measures Group

Donald MacDonald	Rosemary McManus	Lorraine McKenna	Martin Collum
Gabriel O Connell	Allen McAdam	Ursula Mc Kenna	Elaine Hetherton
Gerry Lowry	Paddy McKeever	Frank O Brien	Susan Keogh
Sr Celine McArdle	Breda Mc Kenna	Frances O Callaghan	Liam Lenihan
Leo Mallon	Mary Walker	Cllr Jackie Crowe	Dolores Cadden
Sgt Anne Friel	Olive Bolger	Malachy Marron	Lucy Rafferty



Monaghan's first County Heritage Officer appointed 2004
County Heritage Plan published February 2006



Appendices

Appendix A

Key to Abbreviations Used in the Review

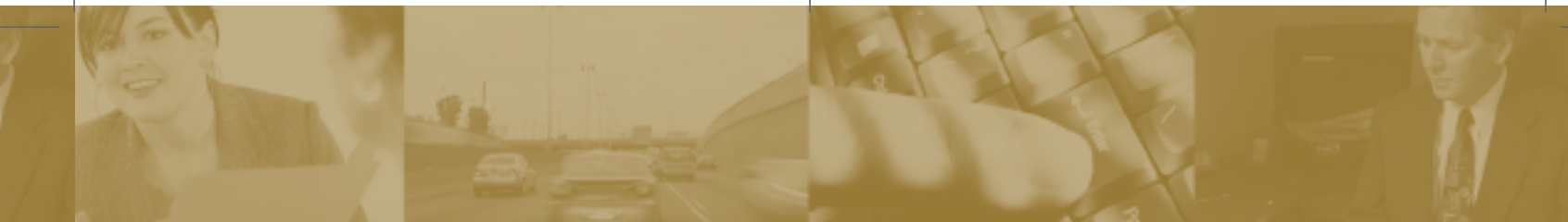
C&E	Office of Community & Enterprise, Monaghan County Council – the administrative arm of the CDB
CCC	County Childcare Committee
CEB	County Enterprise Board
CDB	County Development Board
CMP	County Monaghan Partnership
CMRD	Cavan Monaghan Rural Development – they run the EU LEADER programme in Co. Monaghan
DSFA	Department of Social & Family Affairs
EI	Enterprise Ireland
EPA	Environmental Protection Agency
Forum	Monaghan Community Forum
HSE	Health Service Executive
IDA	Industrial Development Authority
IFA	Irish Farmers Association
LA	Local Authority (ie Monaghan County Council)
LSP	Local Sports Partnership
SIM	Social Inclusion Measures Group
VEC	Vocational Education Committee

Appendix B

Monaghan Community Forum's Guide to Who's Who and What's What in Co Monaghan

This guide is by no means exhaustive, and is meant only to give a brief overview. We recommend that you contact the organisation to find out more detailed information about their activities.

MONAGHAN COMMUNITY FORUM	An all-county all-group body which represents the interests of all community & voluntary groups in the county. It is recognised by law under the Local Government Act 2001. All groups should be affiliated to the Forum.
MONAGHAN COMMUNITY NETWORK	Started out in the 1990's as a way for groups involved in community development projects to get together and learn from one another. Now has its own staff and runs a number of programmes. It is one of six networks which are affiliated to the Community Forum. A group may be a member of the Network and also of the Forum.
CLONES COMMUNITY FORUM	This is a body which represents over 50 groups and clubs in Clones town and environs. It has its own offices in Fermanagh St and has its own staff. It is a partner in Clones Regeneration Partnership, which also includes Monaghan County Council and Clones Town Council as well as business interests.



MONAGHAN COUNTY DEVELOPMENT BOARD

Set up in 2000 in every local authority area in Ireland, the CDB as it is known brings together all the key players in development in the county. Their task is to devise and then oversee the implementation of a 10 year Strategy for developing Co Monaghan economically, socially and culturally. This document is called the County Development Strategy. There are four 'pillars' represented on the CDB – the elected members, state agencies, local development agencies and the social partners. There are a number of sub-committees working on various aspects of the Strategy. These include:
Social Inclusion Measures Group, Education Forum, Industrial Forum

MONAGHAN COUNTY ENTERPRISE BOARD

Again, there is one of these in every local authority area in Ireland. Its function is to encourage local people to start up businesses, and to support small local businesses to grow. They deal with firms with under 10 employees. Bigger firms are looked after by Enterprise Ireland.

 The CEB is autonomous, with its own CEO, but is linked to the local authority. It is based in a separate building – the M:TEK building opposite the army barracks on the Armagh Road out of Monaghan Town.

ADM

Area Development Management. This is a national organisation which runs a number of disadvantaged-focused programmes for the government. It is an intermediary body which monitors and supports the work of Local Area Partnership Companies, of which there is one in Co Monaghan – County Monaghan Partnership. In January 2006, ADM changed its name to POBAIL.

ADM/CPA

ADM (see above) joined up with another agency, Combat Poverty Agency a few years ago and were successful in bidding to become the delivery agents for the Peace I and most of the Peace II programme in the border counties. They have an office in Monaghan town. They also run part of the INTERREG programme. In January 2006, they changed their name to BORDER ACTION

COUNTY MONAGHAN PARTNERSHIP

Based in Castleblayney, this is a local initiative which aims to tackle disadvantage in Co Monaghan. It produces a plan which identifies the local needs, and on this basis receives funding from the government to deliver support to the identified 'target groups'. These include women, young people, refugees and asylum seekers, immigrant workers, travellers, the disabled, the long term unemployed and low income farm families.

COUNTY DEVELOPMENT STRATEGY

This is the framework for all economic, cultural and social development in Co Monaghan. All development activity in the county is covered under the 12 themes and 340 actions contained in the Strategy. All agencies are supposed to consult the strategy when they are developing their plans, etc. Groups applying for funding are often asked by the funders to identify how their proposal fits into the priorities identified in the Strategy.

COUNTY DEVELOPMENT PLAN

This is the planning document produced every five years by the planning section in Monaghan County Council. It lays down what is and is not permissible in terms of new developments, where development is allowed, what structures are protected etc.



COMMUNITY & ENTERPRISE

In the 1990's there was a move to reform Local Government. As part of this, the management structure of local authorities was changed. The old 'county secretary' and 'county engineer' titles were done away with, and instead the functions of the Council were organised under Sections, each with its own Director who is responsible directly to the County Manager. An entirely new section was created to deal with new roles given to the Council under local government reform – that of supporting the development of communities and of enterprise. The Office of Community & Enterprise provides the administrative backup to the County Development Board, among other tasks. It also runs the Peace II Task Force in Co Monaghan, and administers the County Council's Community Development Fund every year.

COMMUNITY DEVELOPMENT FUND

This is an annual fund provided by Monaghan County Council. Its aim is to support community groups in developing their local areas. It usually opens for applications in April with decisions made at the July Council meeting.

BLACKWATER REGIONAL PARTNERSHIP

This is a joint committee of council which involves Monaghan County Council, Armagh City & District Council and Dungannon & South Tyrone Borough Council. It has its own manager and staff and is based in Caledon, Co Tyrone. It runs a number of EU-funded programmes.

CLONES- ERNE EAST PARTNERSHIP

This is a cross border partnership between Clones Regeneration Partnership and a number of community groups and local government in Co Fermanagh. They have their own worker, who can be contacted through Clones Regeneration Partnership.

COMHAIRLE NA NÓG

Monaghan County Council's shadow Youth Council, set up in response to the National Children's Strategy. Monaghan and Cavan CDBs joined up to run a Youth Active Citizenship Programme starting in 2004. There is a Junior and Senior Council, supported by a Youth Development Officer. This programme is funded by Peace II