

arts
 industry
 health
 community activity
 lakes
 infrastructure
 technology
 agriculture
 enterprise
 training
 older people
 youth

Leitrim... a place to live and work

Leitrim County Development Board
 Aras an Chontae
 Carrick on Shannon
 Tel: (078) 50496
 Fax: (078) 50447
 Email: dce@leitrimcoco.ie



**Bord Forbartha Chontae Liatroma
Leitrim County Development Board**

*Social Economic and Cultural Strategy for County Leitrim 2002-2012
A shared vision*



Leitrim 2002-2012
co-ordination
economic
social cultural
partnership



Leitrim... a place to live and work



Front cover painting by Carol O'Connor, Age 12, St Brigid's GNS, Ballinamore. Back Cover Painting by Sinead Gormley, Age 8, St Brigid's GNS, Ballinamore.

Photography By D. Knight. www.irishimagery.com

Designed by Iontas Creative Solutions

Leitrim County Development Board organised an art competition with schools in the county asking children to create a picture showing how they would like to see Leitrim develop over the next ten years. Some of the entries are featured throughout this report.





Réamhrá An Chathaoirligh

As Chairperson of the Leitrim County Development Board, it gives me great pleasure to introduce this Integrated Strategy, for the Economic, Social and Cultural Development of County Leitrim over the coming ten years.

The County Leitrim Development Board was established just two years ago, with its inaugural meeting on the 30th May, 2000. The Board comprises of a partnership of Local Government, Local Development Bodies, Social Partners including the Community and Voluntary sector, and representatives of relevant State Agencies at local level. I wish to acknowledge the dedication of the Board Members (and former Board Members) in the preparation of this Strategy and also for their work through the various Working Groups, that were established. I would also like to thank the various people who gave of their time to the various fora. These efforts have resulted in a Strategy that is both in-depth and extensive.

Through the Implementation Process by the Board of this Strategy over the coming ten years, I believe that this comprehensive Shared Vision for the future development of County Leitrim can and will be achieved.

I wish to acknowledge on behalf of all the Board Members, the tireless efforts of the Director of Community and Enterprise, Community and Enterprise Development Officers and all the Staff of the Community and Enterprise Department of Leitrim County Council in the preparation of this document. Finally, I wish to acknowledge the leadership and focus given to the board in the early days by Cllr Tony Ferguson, the first Chairperson of the County Leitrim Development Board.

Councillor Gerry McGee,
Chairperson, Leitrim County Development Board.



Leitrim County Development Board Members

Back Row: G. Fitzgerald, T. Lavin, P. Monaghan, Cllr. D. Brennan, J. Tiernan, O. Halette, P. Tiernan, P. Love, B. O' Malley, J. McHugh.
Front Row: Cllr F. Gilmartin, M. Comiskey, J. Blunnie, C. Tahery, Cllr G. McGee (Chairperson), J. Lowe, D. Brennan, J. Comiskey, S. KIELTY.
Missing from Picture: M. Earley, Cllr S. Guckian, J. Bredin, Cllr J. McPadden, Dr H. McHenry, Chief Supt. J. Sheridan, D. Keegan, P. O' Rourke, C. McDonagh, Cllr L. McGirl.

Réamhrá An Stiúirthóra

The process of preparing the Integrated Strategy for the Social, Economic and Cultural Development of County Leitrim for the next 10 years is now complete and this document sets out in particular the vision, goals and objectives for the development of the County. It identifies the key stakeholders and actions to be implemented.

The actions are specific with assigned stakeholders and timeframes for achievement. Through this method of preparation, the objectives contained within the Strategy are therefore achievable and allow for close monitoring. In addition the achievements of these objectives should assist considerably in addressing the impact of the Northern Ireland troubles of the last number of decades on County Leitrim. Leitrim County Development Board will work closely with other Boards in the Border and West Region.

The programme of monitoring and evaluation, that will commence immediately, will allow the County Development Board to carry out its overall responsibility for the implementation of this strategy. Obviously, the onus for the carrying out of the individual actions rests with the constituent agencies and organisations identified.

However, through the cohesiveness of these agencies and organisations, as demonstrated throughout the preparation the Strategy, great confidence is inspired for the successful implementation of the actions detailed and the resultant positive impact on the future Social, Economic and Cultural Development of the County over the next 10 years.

Joseph Gilhooly
Acting Director of Community and Enterprise

Staff of Leitrim County Development Board	
<i>Director of Community and Enterprise :</i>	Sean Kielty ¹
<i>Community and Enterprise Development Officers:</i> <i>Gender Equality Officer</i>	Nollaig Whyte Paul Kirkpatrick ² Aisling Moroney
<i>Administrative Staff:</i>	Anne Glancy ³ Fionla Lavin Jacqui Logan

1. Bartley Gavin and Joseph Gilhooly have also served as acting Directors during 2002.
2. Michael McCauley served as Community and Enterprise Development Officer during 2001.
3. Vincent Dwyer served as Administrative Officer during 2001.



Table of Contents		PAGE
Section 1 Introduction to Leitrim County Development Board Strategy		7
1.1	Background	8
1.2	Remit of Board	8
1.3	Consultation Process	8
	1.3.1 Working Groups	8
	1.3.2 Sectoral Forums	9
	1.3.3 Community Forum	9
1.4	Proofing	9
	1.4.1 Proofing Matrix	10
Section 2 Background Information on County Leitrim		11
2.1	Introduction	12
2.2	Baseline Information	12
	2.2.1 Physical and Environmental Infrastructure	12
	2.2.2 Demography	13
	2.2.3 Labour Force	13
	2.2.4 Economy and Living Standards	13
	2.2.5 Tourism	14
	2.2.6 Agriculture and the Agricultural Economy	14
	2.2.7 Social Profile and Social Infrastructure	14
	2.2.8 Arts, Culture and Community Infrastructure	15
	2.2.9 Impact of the Border	15
2.3	SWOT Analysis	16
2.4	Key Priorities	16
2.5	Topic Areas	17
Section 3 Vision, Goals and Objectives, Actions and Stakeholders		19
3.1	Introduction	20
3.2	Vision of Leitrim County Development Board	20
3.3	Economic Development	20
	3.3.1 Agriculture and Rural Development	20
	3.3.2 Economic and Social Infrastructure	26
	3.3.3 Education and Training	33
	3.3.4 Enterprise Development	38
	3.3.5 Tourism	42
3.4	Social Inclusion	47
	3.4.1 Crime, Drugs/Alcohol and Traffic Accident Prevention	48
	3.4.2 Health	55
	3.4.3 Housing and Planning	63
	3.4.4 Marginalised Men	65
	3.4.5 Marginalised Women	68
	3.4.6 Older People	71
	3.4.7 People Parenting Alone	73

Table of Contents		PAGE
3.4.8	People with Disabilities	74
3.4.9	Travellers	75
3.4.10	Under/Unemployed	78
3.4.11	Youth	79
3.5	Cultural Development	83
3.5.1	Arts, Heritage and the Environment	83
3.5.2	Community	87
3.5.3	Sport	90
Section 4 Implementation, Monitoring and Evaluation		93
4.1	Introduction	94
4.2	Implementation	94
4.3	What is Monitoring and Evaluation	94
4.3.1	Role of Stakeholders in Monitoring and Evaluation	94
4.3.2	Role of the Working Groups and Fora in Monitoring and Evaluation	94
4.3.3	Role of the CDB in Monitoring and Evaluation	95
4.3.4	How will we Ensure Implementation of such a Large Volume of Actions?	95
4.3.5	Annual Review	95
Appendix One	Strategy Process	96
Appendix Two	Membership of CDB, Working Groups and Fora	97
Appendix Three	Health Preamble	100
Appendix Four	Glossary of Telecommunication Terms	103
Appendix Five	Proofing Matrix	104



Abbreviations Used

BMW	Border, Midlands and West Regional Assembly
CDB	County Development Board
CSO	Central Statistics Office
DAFRD	Department of Agriculture, Food and Rural Development
DSCFA	Department of Social, Community and Family Affairs
ICA	Irish Country Women's Association
DJELR	Department of Justice, Equality and Law Reform
DOELG	Department of the Environment and Local Government
ICMSA	Irish Creamery Milk Suppliers Association
IDA	Industrial Development Authority
IFA	Irish Farmers Organisation
IFI	International Fund for Ireland
LAPWD	Leitrim Association of People with Disabilities
MABS	Money Advice and Budgeting Service
NRA	National Roads Authority
NTDI	National Training and Development Institute
NUIG	National University of Ireland, Galway
NWHB	North Western Health Board
VEC	Vocational Educational Committee
WDC	Western Development Commission

Mark Ward, Age 11
Rossan N.S., Carrigallen



1.0 Introduction to Leitrim CDB Strategy Réamhrá do Straitéis CDB Liatroma



social economic culture

a shared vision

County Development Board

consultation



Section 1 – Introduction to Leitrim CDB Strategy

“For the first time ever, everyone in Leitrim is being brought together to help develop a vision for Leitrim”

1.1 Background

The structure of local government in Ireland is currently undergoing the most significant reform in its history. This reform has affected all aspects of the way in which local authorities function. A key element of this process has been the development of City/County Development Boards, the function of which is to co-ordinate delivery of public services in each local authority area. The County Development Boards are made up of representatives from local government, local development, the social partners and state agencies operating at local level. The Taskforce Report on the Integration of Local Government and Local Development identified the fact that Local Government, Local Development and the State Agencies need to work more in unison than in parallel. The Board replace the County/City Strategy Group and its primary function is to draw up, and work towards the implementation of the Strategy for Economic, Social and Cultural Development. The Board operates autonomously but under the auspices of the local authority.

As one of its initial tasks Leitrim County Development Board was charged with the preparation of an integrated Strategy for Economic, Social and Cultural Development in County Leitrim. This integrated Strategy sets out a broad framework encompassing overall objectives, targets to be achieved and indicators to measure development progress in Leitrim. The integrated nature of the Strategy involves identifying the various agencies operating at local level responsible for and their role in delivering these objectives. The steps involved in developing the Strategy were set out by the Taskforce Report and are common to all City/County Development Boards. (The Steps involved are included in Appendix One).

1.2 Remit of Board¹

Leitrim County Development Board has the remit to deal with all matters perceived by the Board as important for County Leitrim. Due to the unique partnership of people on the County Development Board, the Board concentrated on areas where it could contribute added value or make something new happen. In overall terms, the Board is in a position to address all issues that can be legitimately covered by the terms “economic, social and cultural development”. While each agency will continue to prepare and deliver its own detailed plans, the County Development Board Strategy will provide a broad framework within which these agencies operate at County level. The Strategy has a 10 year vision and manageable 3-5 year targets. The Strategy encompasses all public services delivered locally and has been given democratic endorsement by Leitrim County Council. As a follow up to the preparation of the Strategy the CDB will continue to promote and encourage co-operation and co-ordination between the various agencies and interests on an on-going basis as well as monitoring the delivery of the Strategy.

1.3 The Consultation Process

“Everyone is entitled to a say”

One of the key parameters set out by the Taskforce Report on Local Government Reform was that County Strategies should be prepared and implemented on a consultative basis and special efforts should be made to facilitate the input of marginalised and disadvantaged groups. As outlined below, efforts have been made to achieve this at every stage of the process of preparing the Leitrim CDB Strategy. Similarly, while plans for local service delivery have been carried out by a number of agencies before, the County Development Board Strategy is different in that it encompasses a wider brief including services such as health, education, crime prevention, culture etc. Leitrim County Development Board has prepared this Strategy using a variety of consultative methods. Consultation took the form of the following key elements

1.3.1 Working Groups

Three Working Groups were set up by Leitrim County Development Board – Economic Development, Social

1. Membership of the CDB and Working Groups are detailed in Appendix 2.

Inclusion and Cultural Development. These working groups are comprised of Board Members and in certain cases, additional key people involved in that sector. Members of the Executive worked closely with the working groups in the collection of information, SWOT analysis and the identification of key areas which the CDB should address. Position papers detailing aims, objectives, actions, stakeholders and timeframes were developed through this working group process in conjunction with input from the other consultative forums detailed below.

1.3.2 Sectoral Fora

Due to the diverse range of issues arising under each Working Group it was decided to develop Forums around different key areas. These forums brought together people from different geographic and sectoral interests involved in that particular forum e.g. the Agricultural Forum included members from Teagasc, Farmers, ICA, County Leitrim Partnership etc. Forums were organised around the following key areas in addition to the Working Groups:

Agriculture and Rural Development; Education and Training; Health; Sport; Tourism and Youth.

Members of the fora were chosen from: Board Members; additional key people from the County (and region where applicable); and marginalised and disadvantaged groups or other relevant stakeholders. The fora met on a number of occasions and covered the following issues:

- *Review of baseline information on the forum area;*
- *SWOT analysis;*
- *Development of aims, objectives and actions for change for the next 10 years;*
- *Identification of the key players for ensuring this change takes place.*

The forum's recommendations were then brought back to Board level through the relevant Working Group.

1.4.3 Community Forum

County Leitrim Community Forum is a body of 25 people who represent the community and voluntary sector in the County. It is made up of representatives from the four electoral areas, the two community networks and nine sectors. These sectors are Arts/Culture/Environment, Community Enterprise, Disability Organisations, Marginalised Men, Rural Women, Older People, Small Farmers, Sporting Organisations and Youth Organisations. Its purpose is to provide the community sector with a representative voice both on the County Development Board, on which the Forum has two members, and also in other fora which seek a representative from the community sector. The Forum meets periodically to discuss and make recommendations to the CDB on the issues it sees as key to the development of Leitrim and also to hear reports from its members which represent the community forum on other consultative bodies. Through these mechanisms and through its discussion and review of the draft Strategy document, the Community Forum has also added its input and perspective to the evolution of the Leitrim CDB Strategy.

1.3.4 The draft Strategy of the Board was put on public display at public offices (post offices, libraries, etc.) throughout the County. This opportunity to review and make submissions on the Strategy was widely publicised in local newspapers, radio, etc. Submissions received during this public consultation were reported back to the Board Meeting for review and consideration.

1.4 Proofing

In addition to the above, the County Development Board was required to take into account current regional and national policy when formulating their Strategy. Another key component of the process was the proofing of the Strategy at every stage. In essence, proofing involves systematically assessing the impact of policies and actions from certain specific angles such as, for example, sustainability or gender equality or spatial equity. The main proofing principles considered under the National Development Plan 2000-2006 are: gender; poverty and rural impact. The BMW Regional Operational Programme looks at the principles of environment; equality; rural development and poverty. Based on these key principles and the particular rural nature of the County, the following proofing principles underline the development and implementation of the Strategy in Leitrim: Gender



Equality; Integration; Social Inclusion and Poverty; Sustainability and Spatial Equity. These principles are described in brief below.

- **Gender Equality**

Leitrim County Development Board is one of only two counties which employs a gender equality officer² and which has a gender equality steering group. Gender equality proofing places an emphasis on examining the potential different impacts which a policy/action has on women and men, with a view to ensuring that discriminatory effects are neutralised and that gender equity is promoted.

- **Integration**

The aim across all sectors of the Strategy is to ensure there is an integrated, multi-agency approach in order to avoid overlap and ensure the highest level of service delivery.

- **Social Inclusion and Poverty**

The overall aim of the Strategy and the CDB process is to ensure that everyone in Leitrim has access to the same level of services regardless of their gender, marital status, family status, sexual orientation, race, religious belief, disability, age and membership of the Traveller community. This list of equality interests corresponds to the nine grounds identified under the equality legislation. Particular emphasis is placed upon encouraging inclusion and integration of those who find themselves marginalised or disadvantaged. This principle also ensures that the Strategy and process keeps in mind the possible implications on those most in need. The National Anti-Poverty Strategy defines people living in poverty as people whose income and resources (material, cultural, social) are so inadequate as to preclude them from having a standard of living which is regarded as acceptable by Irish society generally. As a result of inadequate income and resources people may be excluded and marginalised from participating in activities which are considered the norm for other people in society. Poverty proofing seeks to ensure that policies and processes are designed to take into account and plan for differing levels of income and resources.

- **Spatial Equity**

The aim is to ensure that everyone, regardless of what part of the County they live in, has access to public sector services. The rural nature of Leitrim means that a lot of emphasis is placed on sustaining rural areas and on the impact which the Strategy and CDB process has on rural areas.

- **Sustainability**

Emphasis within the Strategy is on promoting and sustaining the County's economy and assets for the benefit of current and future generations.

1.4.1 Proofing Matrix

The six proofing principles above were emphasised and incorporated into all stages of the preparation of the County Development Board Strategy. The Socio-Economic Profile, (available as a separate document), helped to identify the existing situation in Leitrim and to identify areas which needed improvement. The County Development Board, Working Groups, Sectoral Fora and Community Forum were constituted to include representatives who had experience and expertise in the five areas detailed above. This ensured that each of the five principles were kept in mind in the preparation of objectives, actions and stakeholders. The process of public consultation further contributed to this aim. The County Development Board intends to ensure that each of these principles are kept in mind during the implementation phase of the Strategy. In order to do this, a proofing matrix has been developed to illustrate how each of the aims of the Strategy, as far as is reasonable, contributes and adheres to the above key principles. An example of this matrix for each of the sectors is shown in Appendix four. The detailed Matrix for all aims will be completed with Working Groups and Fora during the training element of the Implementation Process which is detailed in Section 4. The impact of each of the proofing principles will also be incorporated into the implementation database which will allow all stakeholders update their progress in relation to their projects.

2. The Position is funded under the Department of Justice, Equality and Law Reform's Equality for Women Measure.

Niamh McKiernan, Age 8
St. Brigid's N.S., Ballinamore



2.0 Background Information on County Leitrim Bun-eolas ar Liatroím



health
leisure
arts
infrastructure
work
social services
agriculture



Section Two – Baseline Information on County Leitrim

2.1 Introduction

This section of the Strategy outlines the key elements of the baseline research prepared by the County Development Board on all aspects of development in County Leitrim. Based on this information a SWOT analysis was carried out with Board Members and Working Groups which in turn informed the identification of the Key Priorities and Key Areas for the development of Leitrim over the next 10 years.³

2.2 Baseline Information

An extensive collation of information on all aspects of development in Leitrim was completed with the help of various agencies and community groups. This information was collated together with data from the Central Statistics Office and previous reports on the County and Region. A synopsis of this report is detailed below under the following headings:

- *Physical and Environmental Infrastructure*
- *Demography*
- *Labour Force*
- *Economy and Living Standards*
- *Tourism*
- *Agriculture and the Agricultural Economy*
- *Social Profile and Infrastructure*
- *Arts, Culture, Heritage and Community Infrastructure*
- *Impact of the Border*

2.2.1 Physical and Environmental Infrastructure

- *Leitrim is located at the conjunction of three provinces; based in Connacht, it has boundaries with Ulster and Leinster. Lough Allen, part of the Shannon network, effectively bisects the County.*
- *Its geology includes gravel drumlins, limestone, shale, sandstone and ironstone, amongst others. It is also dotted with lakes and has a number of forest parks, which have been developed for the tourist/visitor trade.*
- *The roads network is poor, though some of the roads carry considerable traffic. The topography of the County affects travel times which are higher than average for the region.*
- *The very south of the County is covered by the Dublin-Sligo rail line. There are a number of expressway services across the County but local bus services are supplemented by Rural Lift. The nearest airports are Sligo, Knock International and St. Angelo's in Enniskillen.*
- *A five-year plan has been put in place for upgrading the County's water supply which will cost approximately €22.35m.*
- *In terms of telecommunications Leitrim has two SDH nodes, in Carrick-on-Shannon and Manorhamilton. The absence of any larger ATM (Asynchronous Transfer Mode) nodes, providing higher access speeds, could have negative repercussions on the potential for the attraction of high technology Information and Communication Technology (ICT) enterprises into the County. There is a progressive ethos for telecommunications evident in the County and the upgrading of telecommunication capacity is planned for both Carrick on Shannon and Manorhamilton. Mobile phone reception is known to be generally poor in the County, in particular, that for third generation (3g) phones with Internet access.*
- *There is no 200kV transmission at all, West or North of a line from Galway to Carrick-on-Shannon. This region is served only by 100kV lines, which are not meshed in many cases. This means that the loss of even one line can have a severe impact on system performance. There is planned investment for the erection of a 220kV station and 110kV line loop at the Flagford-Shrannagh station subject to planning permission being granted.*

³ The Socio Economic Profile is available as a separate published document. The social Inclusion Measures Report and Audit of Services are available on request from the office of the Director of Community and Enterprise.

- *The Connacht Waste Management Plan provides a comprehensive infrastructure for waste management in Leitrim and the region. Part of this will include the development of further 'Bring Centres' and environmental education awareness in the County.*
- *There is currently only one operational wind farm in County Leitrim located at Corry Mountain. There are plans for a number of wind farms being formulated and prepared for planning permission. The Landscape Assessment Study being carried out by Leitrim County Council will also have implications for this.*

2.2.2 Demography

- *Leitrim's population has been in continuous decline, with a 55% decrease between 1926-1996. The rate of decline has slowed as the national population has started to expand.*
- *The population is largely rurally based. There are just five towns with a population in excess of 500 people. Carrick-on-Shannon is its biggest centre of population with approximately 1,900 people. Many rural areas of the County suffered a rapid population decline over the 1991-1996 period.*
- *The under-14 population in Leitrim is approximately the same proportion as that nationally. Leitrim has a much smaller proportion of its population in the 15-39 cohort than has the State, whereas in the over-65 cohort it has a relative surplus of over 50%. The County has an ageing population and high age dependency.*
- *Having regard to the normal demographic process Leitrim's population will not grow in the absence of some initiative designed to attract residents from outside the County.*

2.2.3 Labour Force

- *Reflecting its low overall socio-economic status, Leitrim has much lower than the national proportions of persons in the 'higher' socio-economic groups. Most of these groups are concentrated in the bigger settlements in the County. Leitrim also has a vibrant spirit of enterprise, leading to a plethora of self-employed persons (other than farmers) across the County.*
- *Apart from agriculture, employment in other sectors grew over the 1991-1996 period broadly in line with the national growth.*
- *The prevalence of third-level scientific and technological qualifications among residents is well below the national average. Participation on training courses is not sufficient to offset the disadvantages of the low level of qualifications. Emphasis needs to be placed on attracting higher participation rates on Training Programmes.*
- *Leitrim has both a large proportion of its 'working-age' population outside the workforce and a very high proportion employed in agriculture; correspondingly, in virtually all other sectors (apart from 'Building and Construction'), the proportion of Leitrim's workforce is below the national average.*
- *Predictably, the rate of long-term unemployment tended to be highly correlated with the absolute unemployment rate in the DEDs in the County.*

2.2.4 Economy and Living Standards

- *The overall number of industrial units in Leitrim decreased over the past decade by almost one unit per annum representing the overall stagnation in this sector of the Leitrim economy. However, the net number of jobs created increased in manufacturing at a faster rate than in the tradable services sector, with the 'Wood and Wood Products', 'Metals' and 'Machinery and Equipment' sub-sectors performing best in that respect. Over the period 1991-1998, there was a dramatic reduction in the number of females employed as industrial workers.*
- *The average size of an industrial unit in Leitrim (as measured by employment) is smaller than that for either the Border Region as a whole or the State (by 30% and 35% respectively).*
- *Industrial output has grown in Leitrim over the past decade, and that growth has been accompanied by higher labour productivity, albeit that net output per employee is still low relative to either the State as a whole or to the most productive County in the Border Region (Louth). This indicates a need for investment in higher value-added activities.*



- Based on primary research conducted by the County Enterprise Board, an analysis of Leitrim's principal 'small business' sectors indicated that the normal problems of small businesses exist - a shortage of finance, low investment in innovation or product development, a low level of export marketing skills and a need for investment in fixed assets. That survey pointed to several positive aspects - a strong food sector, very successful sub-sectors within the wood sector, secure employment in a number of engineering businesses and a growing ICT sector.
- Commercial activity is strongest around Carrick-on-Shannon and has been growing steadily over the past decade.
- Using any measure of living standards including vehicle registrations, the level of disposable income etc, the Border Midlands and West Region (including Leitrim) lags behind the national average – by approximately 10%.

2.2.5 Tourism

- Tourism performance in any area depends on the existence of 'critical mass' and at just over 50,000 overseas visitors per annum and €13.97m of revenue from visitors from abroad, Leitrim has not yet reached that critical mass. Given its attractions, that position is reversible but it will need investment to make such an initiative successful.
- At present, there is a huge dependence within Leitrim on emigrants returning from England to generate tourism revenue. With the reduction in emigration, there has been little growth in the number of visitors to Leitrim over the second half of the past decade.
- Leitrim's tourism infrastructure – especially its accommodation infrastructure – is weak, leading to the County's low ranking among Western Counties in terms of visitor numbers.

2.2.6 Agriculture and the Agricultural Economy

- Farm land in Leitrim is generally poor, with the result that farm consolidation has been quite rapid. Since 1980, the number of farm units in Leitrim has decreased by almost 60%, with a particularly rapid decline in the dairying sector, although average output per dairy farm has almost quadrupled. Unfortunately, further consolidation of this sub-sector is probable, given that almost two-thirds of suppliers produce less than 20,000 gallons per annum – well below the level required for long-term economic viability.
- The County's agricultural sector is heavily dependent on cattle farming, which is the sector receiving most financial aid at present. Sheep farming in Leitrim is dominated by small herds.
- The farming sub-sector in Leitrim showing most growth and with the greatest potential, is organic farming, where the County is well ahead of the National average and where market growth is highest.
- Leitrim also has a relatively high level of afforestation, with one in every seven acres of land being planted. Almost two-thirds of plantings have been by the public sector.
- This County depends heavily on direct payments from either Europe or the domestic exchequer. Cattle-based farming gets most of the funds but there has also been a good uptake of REPS and the Early Retirement Schemes. About one-third of gross farm revenue in Leitrim comes from subsidies and about half of farm output is from beef farming with dairying producing another 30%. That leaves only 20% for other activities and that revenue comes from a variety of sources none of which is significant on an individual basis.
- In any strategy for the future of Leitrim's farming, considerable thought will have to be given to ways of offsetting the continuing decline in farm numbers and in full-time farmers by farm diversification or the creation of new sources of off-farm income. There is a huge need to ensure that rural communities continue to be viable and that will necessitate a sustainable agricultural base for the County.

2.2.7 Social Profile and Infrastructure

- Leitrim has a high older cohort in its population; it also has a high male component and an 'average' young cohort compared to national figures. The combined effect is to produce a high dependency ratio and a high proportion of elderly, single, male 'heads of household'. Such statistics normally reflect a high level of socio-economic deprivation and that is true in Leitrim's case too.

- Almost one-quarter of Leitrim's population are in receipt of some form of social support; of these, nearly 80% are pension recipients against only 1.8% receiving back-to-work allowance.
- The County is well served with community-care, health and social facilities relative to its population, though for some specialist needs it also avails of services in Cavan or Sligo. In terms of causes of death, Leitrim reflects the regional average, albeit with a somewhat higher standardised death rate (reflecting its older population).
- The County is well provided with schools at all levels apart from third level. However, the overall educational attainment of its resident population is well below the National average, reflecting the fact that those who are educated within the County leave it for third level education or for improved work opportunities and do not return to live there (at least prior to their retirement).
- Planning applications for private housing have been increasing in Leitrim and the overall Border Region has experienced rising house prices over the past decade. This, together with the retention of the Rural Renewal Scheme as it applies to residential properties, forms the basis on which any hope for significant demographic growth in Leitrim can be built.
- In terms of safety and security indices, Leitrim has a relatively low crime rate in so far as serious crimes are concerned and a relatively low incidence of drug-related crimes. 'Burglary' and 'Larceny' are the two biggest categories of crime whilst, at juvenile level, 'Criminal Damage', 'Assault' and also 'Burglary and Larceny' produced most of the growth in crime among this age group.

2.2.8 Arts, Culture, Heritage and Community Infrastructure

- Leitrim is reasonably well supplied with arts and cultural centres, facilities and events. It has a higher than average range of 'arts education' courses for a population of its size. The County has a rich archaeological and architectural heritage. Some of the most important monuments include Creevelea Friary, Parke's Castle, Fenagh Abbey, The Sweathouse at Cleighranbeg and a Rath at Lisdarush. Irish is widely spoken in the County and it has recently seen the establishment of its first Irish-speaking pre-school. Irish-language classes are provided in three centres.
- Every significant settlement in Leitrim has a library branch, with a total of almost 55,000 books. The County Library in Ballinamore has 21,000 books. Current projects the Library is involved in include indexing local newspapers and restoring museum items.
- Leitrim is renowned for the variety of angling resources it possesses and it hosts a number of national and international angling festivals due to its relatively unpolluted lakes and rivers and their large population of wild fish. Leitrim has a wide range of sports activities including walking, cycling, golf, rowing and GAA. The need for volunteers and funding are the two main factors inhibiting further development.
- County Leitrim exhibits high levels of community based activity. It is estimated that there are over 300 community groups in the County. This is a very significant resource which should be fostered and developed.

2.2.9 Impact of the Border

- County Leitrim has a border of 17.9 miles with Northern Ireland. This has influenced development in the County to a great extent.
- Many communities close to the border have suffered economic and social disadvantage over the last 30 years due to road closures, which have resulted in reduced levels of traffic, trade and tourism. This in turn has led to people moving away from the area, leaving a weakened community infrastructure.
- A number of communities around the County contain displaced persons who have moved as a direct result of the conflict in Northern Ireland.
- Some communities have experienced tensions as a result of differing political opinions amongst their populations. These have caused rifts in the social structure of such communities.



2.3 SWOT Analysis

During the course of preparing the Strategy a number of training seminars were held with the Board. During the first training session Board Members were divided up into groups to identify the main strengths, weaknesses and opportunities for the development of Leitrim. The most striking feature of this exercise was the similarity between the findings of each group. Following the training session the results of the SWOT analysis were again analysed within Working Groups and following a presentation on the Baseline Information of the County the SWOT analysis was again revisited and a number of amendments were made.

Strengths of County Leitrim

- *Its People and Community Spirit.*
- *County Leitrim is at a low base so the only way is up.*
- *The County has an unspoilt landscape.*
- *Tax designation area and significant EU investment through BMW region.*
- *Good quality of life.*
- *Location – proximity to Dublin and Border.*
- *Waterways.*
- *MBNA will bring new jobs.*
- *Good commitment to education.*

Weaknesses/Challenges Facing County Leitrim

- *Poor infrastructure.*
- *Lack of Third Level Education facilities.*
- *High age dependency.*
- *Low population base/density from commercial perspective.*
- *National perception of Leitrim.*
- *Lack of good quality employment to keep people in the County or attract people back to the County.*
- *North/South divide is hindering development.*

Opportunities

- *Tax incentives.*
- *County's natural resources and waterways.*
- *Develop identity for Leitrim.*
- *County Development Board.*
- *Tourism.*
- *Location – Dublin/Belfast/Border.*
- *Increasing focus on Community and Voluntary sector as a resource.*
- *Outreach centre.*

2.4 Key Priorities

Following on from the SWOT analysis Board Members and Sub-Groups were asked to identify the key priorities for development. The Key Priorities were again revisited following a presentation on the baseline information and a number of additional priorities were added. The key priorities identified were as follows:-

- *Internal road network.*
- *Energy availability sufficient to meet future demand.*
- *Gas network link for the County.*
- *Telecom infrastructure capable of attracting industry.*
- *To improve access to the rail system.*
- *To have a 3rd Level facility in the County.*
- *To achieve a strong indigenous/tourism industry in the County which makes communities self-sustaining.*

- *To have increased numbers of people living in more rural areas which have adequate water schemes and rural tax incentives.*
- *To ensure the meaningful inclusion of those who are marginalised and their needs at all levels in the process.*
- *To have an adequate rural transport system.*
- *To achieve balanced County development.*
- *To promote planning in harmony with the environment including forestry.*
- *To increase the viability of the agriculture sector.*
- *To have an enlightened progressive waste management policy.*
- *To achieve adequate health facilities in Leitrim.*
- *To utilise the Leitrim Diaspora to further develop the County.*

2.5 Topic Areas

In order to achieve the priorities for development it was decided to concentrate on the following areas in depth, and develop a clear vision, aims, objectives and actions for each.

Economic Development

Agriculture and Rural Development

Economic and Social Infrastructure

Education and Training

Enterprise Development

Tourism

Social Inclusion

Crime, Drugs/Alcohol, Policing and Traffic Accident Prevention

Health

Housing and Planning

Marginalised Men

Marginalised Women

Older People

People Parenting Alone

People with Disabilities

Travellers

Under/Unemployed

Youth

Cultural Development

Arts, Heritage and the Environment

Communities

Sports



Sinead Gormley, Age 8
St. Brigid's GNS, Ballinamore



3.0 Vision, Goals and Objectives Fís, Spriocanna Gníomhartha agus Coimeádaithe

technology
security geology
infrastructure
men forests arts
renewable energy youth
transport
social inclusion
women
heritage



Section 3 - Vision, Goals and Objectives, Actions and Stakeholders

3.1 Introduction

An overall vision for Leitrim CDB was developed with Board Members. This vision underpins the work of all the sub sectors of the Strategy. As detailed in the last section a number of topic areas were chosen under each of the headings of economic, social and cultural development. It is recognised that there is overlap between these areas and the strength of the CDB is its ability to integrate all forms of development. The sections below detail the vision, aims, objectives, actions and stakeholders for each of the topic areas.

Definition of Terms in Tables

Short Term	-	1 – 2 Years
Medium Term	-	3 – 5 Years
Long Term	-	5 + Years
L1	-	Will happen anyway
L2	-	Will happen with some effort
L3	-	Will require Policy Change

In the stakeholder column the agency highlighted in bold is the lead agency for that Action.

3.2 Vision of Leitrim County Development Board

Leitrim CDB exists to enable the people of Leitrim to influence the future development of their County in order to ensure a better quality of life for all.

3.3 Economic Development

The County Development Board in Leitrim prioritised the following five areas under economic development:

- *Agriculture and Rural Development*
- *Education and Training*
- *Economic and Social Infrastructure*
- *Enterprise Development*
- *Tourism.*

3.3.1 Agriculture and Rural Development

A very strong theme running through all discussions on County Leitrim was the fact that it is a rural economy which is still very dependent on agriculture. For this reason agriculture and rural development was highlighted as an area which would underpin all economic development. The emphasis within Agriculture and Rural Development centred around maintaining a vibrant rural economy through efficient and sustainable production methods and through generating alternative income sources within the rural economy.

Vision: To maintain as many viable farm families as possible in County Leitrim.

Area: *Mainstream Farming in County Leitrim*

Aim 1: To encourage farm development by overcoming the problems relating to land fragmentation and the costs of consolidating farm holdings.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Examine the potential of developing farm partnerships in the County. • Encourage farmers to exchange land where possible. • Explore the best options for encouraging and facilitating land consolidation in the County. • Promote national understanding of how regulations affect income from direct payments on individual farm holdings. • Explore ways of financing farmholding expansion which would be accessible to farm families. 	1. To examine the obstacles which need to be addressed in order to introduce partnership farming in Ireland with a view to developing a pilot farm partnership project in Leitrim.	1. Farm Organisations, Farmers, Teagasc, Co-ops, DAFRD.	L2	Long Term
	2. To examine the benefits to typical farms (beef/sheep/dairy) of consolidation of their holdings with particular regard to: management and labour, animal disease control and also the flexibility to combine farming with another occupation.	2. Teagasc, County Veterinary Officer, DAFRD.	L2	Short Term
	3. To develop a grant package for investment in farms in County Leitrim which would provide an incentive for farmers similar to that available under the Young Farmers Development Scheme which would overcome some of the obstacles preventing participation in the REPS Scheme.	3. IFA, Teagasc, ICMSA, Dept. of Finance.	L3	Short Term
	4. To lobby for the extension of payments for REPS beyond 100 acres.	4. IFA, County Leitrim Partnership, Teagasc, DAFRD.	L3	Medium Term
	5. To lobby for the removal of excessive penalties on direct payments and REPS payments for minor infringements.	5. <i>As for No. 4.</i>	L3	Short Term
	6. To lobby for the improvement in area-based payments on mountain land.	6. <i>As for No. 4.</i>	L3	Short Term
	7. To promote the availability of long-term mortgages from financial institutions for land purchase.	7. IFA, Dept. of Finance.	L3	Medium Term



Aim 2. To encourage farm diversification and the development of off-farm sources of income by encouraging the development of small industry in rural areas as additional salaried income is vital for increasing farm household income .

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Research the opportunities for increasing farm household income through diversification or off-farm employment. • Provide advice and training to farm households for diversification or the taking of off-farm employment. 	1. To provide a rural enterprise worker to examine the options for farm households and provide the necessary advice and support.	1. Teagasc , County Leitrim Partnership.	L1	Short Term
	2. To research realistic opportunities for diversification which are appropriate to the needs, skills and assets of farm households in the County.	2. Arigna Leader, Farm Organisations, Farmers, Teagasc, County Enterprise Board, County Leitrim Partnership.	L1	Short Term
	3. To identify realistic off-farm income generating activities.	3. Arigna LEADER, County Leitrim Partnership, FÁS, Teagasc.	L1	Short Term

Area: **Dairying**

Aim 1: To minimise the decline in the number of dairy farmers in the County and offer opportunities to those who remain to develop and improve their enterprises.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Maintain the maximum number of dairy farmers in the County. • Ensure that the milk quota in the County remains at or above its current level by encouraging those farmers who remain in dairying to increase their quota. • Provide guidance in the management of a developing farm (increasing milk quota, improving efficiency and on-farm investment). 	1. To ensure the success of the monitor farms and discussion groups sponsored by Connacht Gold/Teagasc and Lakeland Dairies/Teagasc by encouraging farmers to participate in the programme.	1. Connacht Gold/Teagasc, Lakeland Dairies, Farmers, Farm Organisations.	L1	Short Term
	2. To ensure that one of the monitor farms focuses on the development of a small quota holder.	2. Farm organisations, County Leitrim Partnership.	L1	Short Term
	3. To encourage the continuation of the priority categories for allocation of milk quota.	3. Farm Organisations, DAFRD.	L2	Short Term
	4. To call on the government to introduce the proposed tax write-off on milk quota purchase.	4. Farm Organisations, Teagasc.	L2	Short Term

Area: *Drystock (Suckling/Beef/Sheep)*

Aim 1: To maximise the income earning potential of drystock farmers in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Improve the quality of breeding stock and stock for sale. • Improve on-farm efficiency. • Research the best farming systems and breeds for County Leitrim. • Develop a marketing scheme in the County. • Support the presence of local abattoirs within the County. 	1. To encourage the continued and further establishment of beef and sheep monitoring and discussion group programmes based on the dairy model which would focus on the key factors in increasing margins: breeding of quality stock and improving efficiency.	1. Teagasc , Farm Organisations, Farmers, Co-ops, Marts, County Leitrim Partnership.	L1	Short Term
	2. To establish a monitor farm in North Leitrim.	2. Teagasc , IFA.	L1	Short Term
	3. To carry out specific localised research on farming systems and breeds which are suitable for the County.	3. Teagasc , IFA, County Leitrim Partnership.	L1	Short Term
	4. To develop a marketing programme with a commitment from farmers for the supply of a particular type of animal (vaccinated, weaned and eating concentrates).	4. Marts , Farmers and Buyers/Exporters, Teagasc.	L2	Medium Term
	5. To retain the current 8 abattoirs within the County which would include financial incentive packages for small abattoirs where small abattoirs are defined as non-EU licensed abattoirs which meet licensing requirements.	5. DAFRD .	L2	Short Term

Area: *Forestry*

Aim 1: To co-ordinate afforestation in Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Co-ordinate forestry in Leitrim. 	1. To establish an inter-agency forum for forestry in Leitrim.	1. Arigna LEADER , Coillte, Leitrim County Council, Community Forum, IFA, Teagasc, Enterprise Ireland, County Leitrim Partnership.	L2	Short Term
	2. To prepare an integrated strategy for forestry in Leitrim and oversee its implementation.	2. As for No. 1.	L2	Medium Term



Area: **Organic Farming**

Aim 1: To enhance the level of research, facilities and advice on organic farming in the County in order to develop its potential .

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Improve the level of advice available on organic farming. • Improve the level of research information available on organic farming in soils similar to Leitrim. • Gain acceptance of the proposals on organic farming from the Western Development Commission Report. • Strengthen and develop further the co-operative approach to organic production and sales within the County. • Increase the market opportunities for organic produce from the County. • Provide slaughtering facilities for organic produce within the County. 	1. To establish research monitor farms on organic farming in Leitrim.	1. Teagasc , Farmers, Organic Co-operative, Arigna Leader, County Leitrim Partnership.	L3	Short Term
	2. To develop a linkage with a University and/or Teagasc and organic projects in order to establish organic research in Leitrim.	2. CDB , County Leitrim Partnership, Teagasc, Organic Producers, Farmers, Arigna LEADER, University/ Research Institution, WDC.	L3	Short Term
	3. To seek the provision of a specialist organic advisor for the County in co-operation with the Organic Centre and Co-Operative.	3. National Organic Development Committee , Teagasc, Organic Producer Groups, WDC.	L3	Short Term
	4. To develop organic Community Kitchen units where a number of producers (not just organic) can develop their product under the one roof. ¹	4. County Enterprise Board , Arigna LEADER, Leitrim Organic Co-op, The Organic Centre, Teagasc.	L2	Medium Term
	5. To seek the development of organic slaughtering facilities within County Leitrim.	5. Leitrim Organic Co-operative , Butchers in Leitrim, DAFRD.	L2	Medium Term

1. This is also referred to in the Enterprise Development Section.

Area: *Social Inclusion within the Agricultural Community*

Aim 1: To improve the quality of life of rural dwellers.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Identify the particular problems or obstacles facing people/households who are excluded. Identify measures/actions to include people or households who are excluded. 	1. To co-ordinate the identification and contact of people who are socially excluded by identifying a clear contact within relevant agencies and to co-ordinate the approach of the agencies in dealing with such excluded people.	1. County Leitrim Partnership , NWHB, DAFRD, Leitrim County Council, DSCFA, FÁS.	L2	Short Term
	2. To establish a central committee to co-ordinate the delivery of services in rural areas and to identify problem areas. Once established this committee should review on-going work to eliminate exclusion and improve access to services.	2. Social Inclusion Measures Working Group of CDB .	L2	Short Term
	3. To utilise and involve local radio and media in creating an awareness of the services, supports and entitlements available to people.	3. County Leitrim Partnership , Local Radio, DAFRD, DSCFA, NWHB.	L2	Short Term

Area: *Women in Agriculture*

Aim 1: To recognise the role of women in agriculture and to ensure the same access to services, training and job opportunities for women in rural areas.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Seek the implementation of the recommendations of the "Advisory Committee on the Role of Women in Agriculture". Seek policy changes so that women are treated equally in terms of taxation and social welfare entitlements. Ensure equality in terms of access to services, training and job opportunities. 	1 To co-ordinate the implementation of the recommendations of the "Advisory Committee on the Role of Women in Agriculture" at local level by identifying the areas where changes should be made.	1 County Leitrim Partnership , ICA, IFA, Teagasc.	L2	Short Term
	2 To support pilot measures on childcare, transport and education for rural areas in terms of what is needed, the cost of services, the level of support necessary and the implementation and management of such initiatives.	2 County Leitrim Partnership , Arigna LEADER, Leitrim County Council, State Agencies.	L2	Short Term



3.3.2 Economic and Social Infrastructure

The need for investment, both public and private, in infrastructure was a predominant theme across all workshops and forums. Infrastructural development was considered to cover the following main areas:

- *Alternative Energy*
- *Energy*
- *Rail/Bus*
- *Roads*
- *Telecomms*
- *Waste Management*
- *Water*

Vision: To ensure the provision of adequate road, rail/bus, telecommunications, power, energy, water and waste facilities for all aspects of sustainable development in Leitrim for the residential user, community project, SME, business park and both indigenous and foreign investment.

Area: *Alternative Energy Infrastructure*

Aim 1: To promote the use of alternative energy sources in the County, in particular wind energy.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • <i>Explore the potential for the safe use of alternative energy sources e.g. wind, hydro, biomass, waste and solar.</i> • <i>Form alliances with other authorities/agencies to further Aim 1.</i> • <i>Explore the potential of developing a programme of classes on alternative energy methods and construction skills in County Leitrim.</i> • <i>Support the use of indigenous energy sources in County Leitrim.</i> • <i>Create employment in the alternative energy sector in County Leitrim.</i> 	<p>1. <i>To establish an Alternative Energy Group to develop projects on alternative energy in the County and provide information to interested individuals and businesses.</i></p>	<p>1. <i>Arigna LEADER, Leitrim County Council, Irish Energy Centre, Roscommon County Council, Enterprise Ireland, Leitrim County Enterprise Board, Community Forum, Farm Organisations, Arigna Energy Valley, Earthwatch.</i></p>	L2	Short Term
	<p>2. <i>To promote the use of energy efficient aspects in the design of all buildings.</i></p>	<p>2. <i>As for No. 1.</i></p>	L2	Short Term
	<p>3. <i>To assess the feasibility of developing a high-level research centre specialising in Alternative Energy</i></p>	<p>3. <i>As for No. 1.</i></p>	L2	Short Term

Area: *Energy Infrastructure*

Aim 1: To ensure there is adequate electricity capacity and alternative sources of energy to meet development needs of County Leitrim and to avoid the loss of investment arising from insufficient capacity.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure the development of a national policy which would allow a private power station in the North West region to sell to small to medium users in addition to large users in order to improve the capacity in the North West region. • Support the development of a 220kV transmission and associated 110kV line loop for all of County Leitrim through the Flagford-Shrannagh station. • Maximise the potential of our proximity to the Flagford-Sharannagh station. • Ensure availability of natural gas as energy source within the County. 	1. To lobby for the development of a change in the regulations surrounding private power stations in order to encourage the development of a private power station in the region.	1. Leitrim County Council , Roscommon County Council, Sligo County Council, Enterprise Ireland, IDA, WDC, Dept. of Public Enterprise, ESB, Private Power Station, Local People, Local Industry.	L3	Short Term
	2. To highlight the suitability of locating a power station in Leitrim due to its proximity to the national configuration network and to major energy users.	2. As for No. 1.	L2	Short Term
	3. To encourage support for the development of the 220kV and associated 110kV line loop in the region in order to ensure sufficient capacity for future development.	3. As for No. 1.	L2	Short Term
	4. To lobby Bord Gáis and other Government Agencies for the provision of Natural Gas Infrastructure to County Leitrim.	4. Leitrim County Council , Community Forum, Enterprise Ireland, IDA, WDC.	L2	Medium Term

Area: *Rail Infrastructure*

Aim 1: To ensure the availability of a rail service which is safe and encourages people to visit the County for business and pleasure.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure improved safety, comfort and travel time on trains to and from Leitrim. • Increase the level of services available to people who wish to live in Leitrim but who commute to Dublin/Sligo frequently for business. 	1. To ensure that Carrick on Shannon and Dromod railway stations meet universal design concepts. ²	1. Iarnrod Eireann , LAPWD, NWHB, Development Agencies.	L1	Short Term
	2. To lobby for the addition of a daily commuter service from Carrick on Shannon each weekday morning to Dublin and Sligo for people who have to make either trip frequently for business. ³	2. Leitrim County Council , Iarnrod Eireann, Development Agencies, Business Interests, North West Tourism and County Tourism Committee.	L2	Short Term
	3. To provide a later train service from Dublin, particularly during the tourist season, to allow people entering the country at Dublin to travel west on the first night of arrival.	3. As for No. 2.	L2	Short Term
	4. To support the Western Rail Corridor Initiative.	4. CDB .	L2	Short Term

2. Universal design concepts refers to the design of products, environments, and communications to be usable by all people, to the greatest extent possible, without the need for adaptation or specified design.

3. This service is currently only available from Longford station.



Area: *Bus Infrastructure*

Aim 1: To increase the availability of bus services both within the County to and from other regions.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Increase the number of direct routes between North and South Leitrim and other regions which would shorten journey times for people travelling to and from the County. • Improve the integration of transport services. 	1. To pilot a direct service between Carrick on Shannon and Galway and Manorhamilton and Galway initially during the holiday season.	1. Leitrim County Council , County Tourism Committee, Bus Eireann, Private Bus Companies, Dept. of Public Enterprise.	L3	Short Term
	2. To provide an earlier bus from Carrick on Shannon and Manorhamilton on the Dublin route.	2. As for No. 1.	L3	Short Term
	3. To provide a later bus service leaving Dublin in the evenings in order to facilitate people who arrive into the country via Dublin but who wish to travel to Leitrim on their first night.	3. As for No. 1.	L3	Short Term
	4. To provide a local bus service between areas such as Gortvagh, Mohill, Ballinamore, Drumsna, Roosky, Drumshanbo, Carrigallen and Cloone and Carrick on Shannon and Dromod train stations.	4. Rural Lift , Bus Eireann, Iarnród Eireann, Leitrim County Council, Dept. of Public Enterprise.	L2	Short Term
	5. To introduce a combined ticket which would allow passengers to use the one ticket for a combined bus and train journey.	5. As for No. 1.	L3	Medium Term
	6. To carry out a full transport audit in Leitrim in conjunction with neighbouring counties.	6. DOELG , CDB, Rural Lift.	L1	Short Term
	7. To provide an improved integrated local and non-local (major centres outside of Leitrim) bus service to improve public transport between Leitrim and major centres.	7. Dept. of Public Enterprise , Bus Eireann, Iarnród Eireann, NWHB, Rural Lift, Transport Providers.	L3	Medium Term

Area: *Roads Infrastructure*

Aim 1: To ensure that access roads to regional markets, all – Ireland markets and access ports are of a sufficiently high quality so as to ensure the competitiveness of existing industry and to encourage new investment in the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Encourage new investment into the County. • Improve the price competitiveness of existing industry due to improved access to markets. 	1. To include for the improvement of the N4, N15, N16, R280, R201, R202, R207 in the roads programmes of Leitrim County Council, DOELG and the NRA.	1. CDB , Leitrim County Council, Enterprise Ireland, Landowners, IDA, DOELG, NRA, Dept. of Finance.	L2	Short Term

Aim 2: To improve road access between Carrick on Shannon in the south of the County and Manorhamilton in the north of the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure balanced County development by encouraging the dispersion of investment and a reduction in costs for residents and business users using this road on a regular basis. 	<ol style="list-style-type: none"> 1. To include for the improvement of the R280 to national primary status in the Roads programmes of Leitrim County Council, DOELG and the NRA. 	<ol style="list-style-type: none"> 1. CDB, Leitrim County Council, Enterprise Ireland, Landowners, IDA, DOELG, NRA, Dept. of Finance. 	L3	Short Term

Aim 3: To upgrade the R280 and improve the linkages between the R280 and the N15 in the North and the N4 in the South.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Maintain the existing access and avoid exclusion of people in the Northern part of Leitrim to/from the main artery North through Donegal. 	<ol style="list-style-type: none"> 1. To provide a direct link between the R280 and the adopted route for the Carrick on Shannon By-pass in the South and the N15 in the North. 	<ol style="list-style-type: none"> 1. CDB, Leitrim County Council, DOELG, Dept. of Finance, NRA. 	L2	Medium Term

Area: Litter Management**Aim 1: Promote best practice in Litter Management.**

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Work towards and involve the community in achieving a cleaner County. 	<ol style="list-style-type: none"> 1. To develop and implement a Litter Action Plan for Leitrim. 	<ol style="list-style-type: none"> 1. Leitrim County Council, Community Forum. 	L2	Medium Term



Area: Telecommunications Infrastructure

Aim 1: To ensure that there is a comparable telecommunications infrastructure available in terms of cost, quality and access in Leitrim and the North West to that available along the East coast to meet the needs of potential investors, large commercial users, educational users, business parks, SMEs and residential users.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure that the backbone network capacity in all of Leitrim is on par with best practice nationally, i.e. to have DWDM (15-80 G/bits link) in other centres besides Carrick on Shannon. • Improve the quality of both the local and trunk networks within the County in order to support the extension of broadband connectivity outside the main centres. • Ensure that it is economically viable for potential Internet Data Centres (IDCs) to locate in Leitrim despite the disadvantage of having to secure broadband connectivity to the international network via a carrier such as Eircom. • Increase bandwidth access within the County. • Ensure that "dark fibre" is available in the region which would allow other carriers to enter the market more easily and offer additional services as well as stimulating competition. • Ensure the rollout of DSL and Wireless Local Loop (WLL) which are appropriate technologies for remote areas. • Ensure that mobile telephony is possible throughout every part of County Leitrim. 	<p>1. To set up a Telecommunications Forum within Leitrim/North West Region to progress telecommunications projects and act as a co-ordinated voice for promoting better infrastructure.</p>	<p>1. Leitrim County Council, Enterprise Ireland, County Enterprise Board, IDA and Dept. of Public Enterprise.</p>	L2	Short Term
	<p>2. To encourage the government to speed up the process of unbundling the Local Loop (Eircom's monopoly) in order to increase the competition for SMEs and residential customers.</p>	<p>2. As for No. 1.</p>	L3	Short Term
	<p>3. To highlight to central government that continued deregulation and free market principles in the area of telecommunications will work to the disadvantage of more rural areas such as Leitrim.</p>	<p>3. As for No. 1.</p>	L2	Short Term
	<p>4. To work with the Dept. of Public Enterprise and telecom providers to ensure that blanket coverage of mobile technology is available at no risk to persons or environment.</p>	<p>4. As for No. 1.</p>	L2	Short Term

Area: *Waste Management Infrastructure*

Aim 1: To manage waste in a manner which promotes sustainable development.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote Leitrim as the leader in recycling of waste. Examine the potential of using waste as a renewable energy form. Plan for waste treatment in advance of development in Leitrim's villages and towns. Ensure the implementation of the Connacht Waste Management Plan. 	1. To promote the use of "bring centres" through agents such as schools and the Chamber of Commerce.	1. Leitrim County Council , Community Forum, Arigna LEADER.	L1	Short Term
	2. To look at the possibilities of biomass as a project for the Alternative Energy Forum in conjunction with local farmers.	2. Arigna LEADER , Farm Organisations, Chamber of Commerce, County Enterprise Board, Schools, Enterprise Ireland, Leitrim County Council, Local Marts.	L2	Short Term
	3. To ensure that waste facilities are pre planned in the County Development Plan to meet the needs of a developing County.	3. Leitrim County Council .	L2	Medium Term

Area: *Water Infrastructure*

Aim 1: To provide adequate water facilities to meet the increased demand in both rural and urban areas of the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure that all areas of the County are adequately serviced with water facilities. Upgrade the watermains and their capacity in each village in the County. Ensure the supply of quality drinking water. Encourage group schemes to avail of grants for the upgrading of group schemes. 	1. To complete the North Leitrim Regional Water Supply Scheme.	1. Leitrim County Council , DOELG.	L1	Short Term
	2. To highlight the grants available to group water schemes for upgrading.	2. Leitrim County Council , Group Water Schemes, Community Forum.	L1	Short Term
	3. To continue the partnership model between the Local Water Monitoring Committee and Group Schemes in devising ways of improving water quality, pressure and quantity.	3. As for No. 2.	L1	Short Term
	4. To continually improve the monitoring equipment, laboratory equipment and management information of water facilities in the County.	4. Leitrim County Council , DOELG, Local Industry.	L1	Short Term



Area: *Infrastructure Policy Tracking*

Aim 1: To monitor and oversee the implementation of regional and national policy on infrastructure.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Consider regional and national policy issues and their on-going impact on economic and social infrastructure in Leitrim. 	<ol style="list-style-type: none"> To establish an infrastructure group to monitor and oversee infrastructural development in Leitrim. To consider and make proposals on regional development policy on economic and social infrastructure. 	<ol style="list-style-type: none"> Economic Development Working Group, WDC. As for No. 1. 	L2	Short Term

3.3.3 Education and Training

This sections looks at all levels of training from primary schools through to third level and vocational training. One of the major factors which impacts on a person's ability to participate in training can be the availability of childcare and transport which are also considered in this section. Training is looked at from an economic development, social inclusion and cultural development aspect.

Vision: That all people in County Leitrim are entitled to a complete education and a level of training appropriate to their needs throughout their lives.

Area: *Childcare*

Aim 1: To co-ordinate a strategy to promote and develop universal quality childcare that is affordable and accessible to all in the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • <i>Develop structures and processes that effectively co-ordinate childcare strategy, policy and information in County Leitrim.</i> • <i>Develop and implement proactive strategies to ensure the long-term sustainability of childcare services in County Leitrim.</i> • <i>Promote access for all families in County Leitrim to childcare services and encouragement of diversity and choice in the range of services provided.</i> • <i>Support the development of quality childcare (both home based and facility based) in County Leitrim.</i> 	<p><i>1. To support the implementation of the Strategic Plan of the Leitrim County Childcare Committee.</i></p>	<p><i>1. Leitrim County Childcare Committee, Childcare Providers, Community Sector, DJELR.</i></p>	<p><i>L1</i></p>	<p><i>Medium Term</i></p>

Area: *Primary and Secondary Education*

Aim 1: To improve facilities for school children in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Enhance school facilities, both primary and secondary, in County Leitrim. Develop additional services for school going children in the County. 	1. To ensure that all national schools have adequate indoor sanitary facilities.	1. Dept. of Education and Science.	L2	Short/Medium Term
	2. To increase the number of resource and remedial teachers in both primary and second level schools.	2. Dept. of Education and Science, VEC.	L2	Short Term
	3. To develop specific classes for children identified as having special needs.	3. County Leitrim Partnership, VEC.	L1	Short Term
	4. To provide additional after school services, such as homework clubs, to children throughout the County.	4. County Leitrim Partnership, VEC, County Childcare Committee, Community Sector including Community Forum.	L1	Short/Medium Term
	5. To provide properly resourced and adequate career guidance and counselling, in all second level schools.	5. As for No. 2.	L2	Medium Term
	6. To introduce a full psychological service in schools in County Leitrim.	6. NWHB, Dept. of Education and Science.	L2	Medium Term
	7. To promote an interest in IT at primary and secondary school level through linkages with the IT Network.	7. Leitrim County Enterprise Board, Enterprise Ireland, IT Network, Education Centre.	L2	Short/Medium Term
	8. To educate and train youth in the proper and safe use of computer information technology.	8. VEC, County Leitrim Partnership, Arigna LEADER.	L1	Short/Medium Term
	9. To train people with specific skills to support teachers in school in areas such as sport.	9. County Leitrim Partnership, VEC, Sports Partnership.	L2	Short/Medium Term
	10. To enhance and develop the Education Centre at Carrick on Shannon.	10. As for No. 1.	L1	Short/Medium Term
	11. To promote an interest in trade skills such as carpentry, construction, tiling, electrician etc.	11. VEC, Leitrim County Enterprise Board.	L2	Short Term

Area: *Post Second Level Education*

Aim 1: To develop further and third level education in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Increase and develop the range of education options at post second level in order to offer a wider choice of further education to all of the population in Leitrim. • Develop outreach courses from third level educational institutes. • Provide additional educational services to the Traveller population in Leitrim 	1. To establish a further education centre in County Leitrim.	1. VEC.	L2	Short/Medium Term
	2. To establish an outreach facility of a third level institute in County Leitrim.	2. Third Level Educational Institutes , VEC, County Leitrim Partnership, County Enterprise Board.	L2	Short/Medium Term
	3. To offer a range of outreach courses, in various locations around the County.	3. I.T. Sligo, St. Angela's College of Education, NUIG , County Leitrim Partnership, Arigna LEADER, VEC.	L2	Short/Medium Term
	4. To increase the level of adult literacy tuition in the County.	4. VEC.	L1	Short Term
	5. To expand and develop accredited courses run by the Organic Centre.	5. The Organic Centre , Education Authorities, VEC, FÁS.	L1	Short/Medium Term
	6. To support those who are unable to access third level education for financial reasons.	6. County Leitrim Partnership .	L1	Short Term
	7. To develop and expand St. Joseph's Training Centre so that additional courses can be offered to a greater number of Travellers and Youthreach participants in the County.	7. As for No. 1.	L2	Medium/Long Term
	8. To provide second chance education to those who have been unable to complete second level.	8. County Leitrim Partnership , VEC.	L1	Short Term
	9. To establish a Youthreach centre in North Leitrim.	9. VEC, Dept. of Education and Science, DJELR.	L2	Medium Term

Area: *Ongoing Education and Training*

Aim 1: To make community based training and lifelong learning more available to everyone.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure that all of the people in Leitrim will have access to a range of training and education options within a reasonable distance of their homes. • Develop capacity within communities to undertake projects. 	1. To prepare needs assessments in order to establish training requirements of communities so that plans can be made on a multi year basis.	1. County Leitrim Partnership, Arigna LEADER, VEC, Community Sector including Community Forum.	L2	Short Term
	2. To improve co-ordination of bodies providing training in the County.	2. VEC, All bodies providing training.	L2	Short Term
	3. To broaden eligibility criteria for participation in training schemes e.g. carers, women in the home etc.	3. Dept of Enterprise, Trade and Employment, DSCFA.	L3	Short Term
	4. To provide follow up supports for people completing Community Employment and similar schemes to improve job readiness.	4. County Leitrim Partnership, FÁS.	L2	Medium Term
	5. To provide part time courses on a more flexible basis so that people can access them during the day as well as in the evenings.	5. VEC, County Leitrim Partnership, Arigna LEADER, Leitrim County Enterprise Board.	L2	Short Term
	6. To continue and expand the range of training courses available to community groups in Leitrim, especially to those that have weak structures and need additional support.	6. County Leitrim Partnership, Arigna LEADER, VEC.	L1	Short/Medium Term
	7. To ensure that potential locations for courses are properly equipped and to seek the provision of a mobile equipment service to provide for this.	7. County Leitrim Partnership, Arigna LEADER, VEC, The Organic Centre, Mohill Enterprise Centre, Community Sector including Community Forum, Enterprise Ireland.	L2	Medium Term
	8. To develop a Youth Leadership course to encourage youth leaders in communities.	8. County Leitrim Partnership, NUIG, Arigna LEADER, VEC.	L1	Short Term
	9. To ensure that a greater variety of courses are offered to people who are socially excluded.	9. County Leitrim Partnership/Arigna LEADER, All bodies providing training.	L1	Short/Medium Term
	10. To provide an adequate transport system in the County so that people are able to access training.	10. Rural LIFT, Bus Eireann, Leitrim County Council.	L3	Short/Medium Term

Area: *Training in the Commercial and Industrial Sectors*

Aim 1: To ensure that training is available for businesses in order to improve efficiency and services and to assist in staff retention.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • <i>Maintain and develop training for entrepreneurs in County Leitrim so as to maximise the viability of local businesses.</i> • <i>Ensure that training is available for employees in all business sectors.</i> 	1. <i>To provide training to encourage people to establish new business enterprises in Leitrim.</i>	1. Leitrim County Enterprise Board, County Leitrim Partnership, Arigna LEADER, FÁS, Enterprise Ireland.	L1	Short Term
	2. <i>To provide a Women in Business Programme in order to encourage greater numbers of women to consider establishing enterprises.</i>	2. Leitrim County Enterprise Board, FÁS.	L1	Short Term
	3. <i>To continue the Young Entrepreneur Programme in secondary schools.</i>	3. <i>As for No. 2.</i>	L1	Short/Medium Term
	4. <i>To provide ongoing training for people in business in order to improve the viability of local businesses (particularly on issues of new technologies and new legislation).</i>	4. Leitrim County Enterprise Board, Arigna LEADER, CERT, FÁS, Enterprise Ireland.	L1	Short/Medium Term
	5. <i>To assist people to examine good practice with regard to environmental issues and to identify business opportunities from these.</i>	5. Leitrim County Enterprise Board, Arigna LEADER.	L2	Short/Medium Term
	6. <i>To maintain the numbers of apprentices in the County at a consistent level so that skills shortages might be avoided in future.</i>	6. FÁS, Local Businesses.	L3	Short/Medium Term
	7. <i>To encourage businesses to provide training on an ongoing basis for employees in order to improve the level of skills in enterprises and to increase employee satisfaction, thus assisting in staff retention.</i>	7. Leitrim County Enterprise Board, FÁS, CERT, Arigna LEADER.	L2	Short/Medium Term
	8. <i>To continue to provide training to businesses, both new and established, through the use of mentors who provide essential supports in areas where small businesses have deficiencies.</i>	8. Leitrim County Enterprise Board, Enterprise Ireland, County Leitrim Partnership.	L1	Short/Medium Term



3.3.4 Enterprise Development

There is an enterprise culture within County Leitrim which needs to be fostered to its maximum potential. The Consultation process highlighted that the best support mechanism would be to put in place the supports, capital or soft supports, which would encourage both people from Leitrim and outside the County to locate their enterprises in the County.

Vision: To provide the innovative supports necessary to promote Leitrim as a prime location for people to invest, work and develop new business ideas.

Area: *Telecommunications Infrastructure*

Aim 1: To facilitate the generation of greater awareness of the importance of telecommunications in developing enterprise.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote a greater awareness of the importance of telecommunications to developing enterprise in Leitrim. 	1. To encourage the Local Authority to put in ducting alongside improvements to road network or new housing estates.	1. Leitrim County Council, DOELG, Dept. of Public Enterprise.	L2	Short Term
	2. To facilitate wireless broadband adoption through flexibility in the planning process.	2. Leitrim County Council, An Bord Pleanála, DOELG, Dept. of Public Enterprise, WDC.	L3	Short Term
	3. To provide an annual two-day induction course for planners and development staff on telecommunications which would explain the area and highlight its importance.	3. Enterprise Ireland, IDA, Leitrim County Council, Arigna LEADER, County Enterprise Board.	L2	Short Term

Aim 2: To promote Leitrim as a centre for high level research.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote Leitrim as a centre for high level research particularly in the area of Information Technology research. 	1. To develop a brochure highlighting the potential of Leitrim and Carrick on Shannon as a centre capable of supporting high level research.	1. CDB, Enterprise Ireland.	L1	Short Term
	2. To promote this research idea to the various Stakeholders at regional, national and global level.	2. CDB, Leitrim County Council, Enterprise Ireland, IDA, Chamber of Commerce, County Enterprise Board.	L2	Short Term
	3. To use the SAIL project and the North West Innovation Group as a means of encouraging researchers to be based in Leitrim.	3. CDB, Enterprise Ireland, County Enterprise Board, Regional Innovation Group.	L2	Medium Term

Area: *Attracting and Retaining Workforce*

Aim: To make Leitrim an area where people would be attracted to work.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Encourage young mobile labour to live in Leitrim. • Increase the facilities available in the County which would attract both investors and labour. • Encourage and assist job creation within County Leitrim. 	1. To carry out an audit of leisure amenities available in the County.	1. CDB, Community Forum.	L1	Short Term
	2. To rezone land for social development in the various towns in the County.	2. Leitrim County Council.	L2	Short Term
	3. To develop a Regional Sports facility in the County and to develop additional sports facilities in the County.	3. VEC Sports Partnership, Leitrim County Council, CDB, County Enterprise Board, Arigna LEADER, County Leitrim Partnership, Dept. of Sports, Tourism and Recreation.	L3	Medium Term
	4. To carry out market research on the commercial and public services people want.	4. Chamber of Commerce, County Enterprise Board.	L1	Short Term
	5. To provide a one-stop business advice centre.	5. County Enterprise Board.	L1	Short Term
	6. To perform an analysis on the type of infrastructure needed to create balanced County development having particular regard to blackspots.	6. Enterprise Ireland, Leitrim County Council, IDA, County Enterprise Board, County Leitrim Partnership, Community Forum.	L2	Short Term
	7. To promote job creation within the County having regard to blackspots.	7. As for No. 6.	L2	Short Term
	8. To promote and lobby for County Leitrim as a location for decentralisation of government offices.	8. As for No. 6.	L2	Short Term



Area: *Clustering of Industries*

Aim: To develop clusters of enterprises in the County in order to increase potential development and expansion.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Foster the development of sectoral clusters in the County. 	1. To continue the work of clustering food/craft and wood enterprises through the development of sectoral plans, networking etc.	1. County Enterprise Board, Arigna LEADER.	L1	Short Term
	2. To utilise existing buildings for developing a Community Kitchen for food enterprises particularly in the organic food sector. 4	2. County Enterprise Board, Arigna LEADER, Leitrim Organic Co-operative, Teagasc, WDC.	L2	Short Term
	3. To develop a network of IT people living/working in Leitrim through a discussion page/chatroom on the web site of the CDB/CEB.	3. County Enterprise Board, Enterprise Ireland.	L2	Short Term

Area: *Provision of Industrial Sites and Premises*

Aim: To have an adequate supply of sites and premises available to attract industry to the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure there is detailed information on industrial sites/premises readily accessible to existing and potential industry. 	1. To maintain a database of industrial premises and sites available in Leitrim which is updated on a quarterly basis and is available in paper and electronic format.	1. Enterprise Ireland, County Enterprise Board, IDA.	L1	Short Term

Area: *Developing an IT/Scientific/Trades Culture*

Aim: To develop an IT/Scientific /Trades culture at an early age among children in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Foster an interest in Information Technology/Science/Trades at an early age in order to have Leitrim at the forefront of development. 	1. To promote an interest in IT/Science/Trades at primary and secondary school level through linkages with the Networks established by the County Enterprise Board.	1. County Enterprise Board, Enterprise Ireland, IT Network, Dept. of Education, VEC.	L1	Short Term.
	2. To provide training to teachers involved in Enterprise Development Programmes in Primary and Secondary schools.	2. County Enterprise Board, Dept. of Education, VEC.	L2	Short Term

4. Previously referred to in the Agriculture and Rural Development Section.

Area: *Cross Border Communications and Trade*

Aim: To develop increased trade, communication and economic efficiency through the integration of economies North and South of Ireland.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote cross-border trade with Northern Ireland. 	<p>1. To initiate a Cross Border Development Programme with the IFI, Intertrade Ireland, ICBAN and other agencies.</p>	<p>1. Leitrim County Council, County Leitrim Partnership, County Enterprise Board, Enterprise Ireland, IDA, PEACE II, Community Forum.</p>	L1	Short Term
	<p>2. To exploit all potential to promote cross border communication to promote community integration, develop the peace dividend and increase economic efficiency and opportunity.</p>	<p>2. As for No.</p>	L1	Short Term



3.3.5 Tourism

Vision: That County Leitrim will develop a balanced and vibrant tourism sector that will build on the positive attributes of the County.

Area: *Flagship Projects*

Aim: To develop flagship projects for County Leitrim that will maximise economic and employment impacts on the area.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop a small number of major projects that will generate significant employment and have a major economic impact on their area. 	1. To develop a Geopark in Leitrim in order to exploit the geology and other natural aspects of the area.	1. Leitrim County Council , Interreg, North West Tourism, Peace II, Arigna LEADER, Cavan County Council, Sligo County Council, Fermanagh District Council.	L2	Short/Medium Term
	2. To develop a Linear Park in the North West to compliment the Geopark.	2. Leitrim County Council , Interreg, Sligo County Council, Fermanagh District Council, Cavan County Council, IFI, North West Tourism.	L2	Short/Medium Term
	3. To encourage a major project around a cluster of attractions including Lough Rynn Estate, Lough Rynn Navigation and the Dromod Railway.	3. Leitrim County Council , Cavan and Leitrim Railway, Mohill Railway and Heritage Restoration Society, North West Tourism, Waterways Ireland, Inland Waterways Association, Leitrim Tourism, Private Enterprise.	L2	Short/Medium Term

Area: *Product Development*

Aim 1: To highlight the natural attractions which County Leitrim has to offer to the visitor.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure that the natural attributes of County Leitrim are promoted to potential visitors. Ensure that visitors are able to access attractions in the County. Develop further walking and cycling products in Leitrim. Develop tourism projects based on Leitrim's natural resources. 	1. To promote County Leitrim as a place to visit in order to experience its landscape and way of life and to experience activities that are developed around these attributes.	1. Leitrim Tourism , North West Tourism, Leitrim County Enterprise Board, Arigna LEADER.	L1	Short/Medium Term
	2. To develop proper visitor access and parking facilities to the natural attractions in the County.	2. Leitrim County Council .	L2	Short/Medium Term
	3. To widen roads where necessary in order to accommodate tourist buses.	3. Leitrim County Council .	L2	Medium Term
	4. To review and upgrade the existing walking and cycling routes (including provision of signage and literature), and to develop new routes.	4. North Leitrim Glens Tourism , North West Tourism, Arigna LEADER, Leitrim Tourism.	L1	Short Term
	5. To encourage accommodation provision to support walking and cycling.	5. North Leitrim Glens Tourism , North West Tourism, Arigna LEADER, Leitrim Tourism.	L2	Short/Medium Term

Aim 2: To raise the standard of attractions in the County and to develop new ones.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop further the water-based attractions in Leitrim including cruising, sailing, fishing and water sports. Improve and enhance visitor attractions including those based on the heritage of the County. 	1. To provide and improve quays, landing and mooring facilities in various locations including Carrick on Shannon and Lough Allen.	1. Leitrim County Council , Waterways Ireland, Arigna LEADER, Community Sector including Community Forum, Private Enterprise.	L2	Short/Medium Term
	2. To provide further pump out facilities for cruisers at Drumsna and other locations.	2. Waterways Ireland , Leitrim County Council.	L2	Medium Term
	3. To upgrade water amenities in the County.	3. Waterways Ireland , North West Tourism, Bord Failte/BMW Regional Assembly, Leitrim County Council.	L1	Short Term
	4. To lengthen opening times of locks on the canal to facilitate evening traffic.	4. Waterways Ireland .	L2	Short Term
	5. To establish a cruising training school.	5. Irish Inland Waterways Association .	L1	Short Term
	6. To develop adventure sports in the County.	6. Leitrim County Enterprise Board , Leitrim Tourism, Arigna LEADER, VEC, Sports Partnership.	L1	Short/Medium Term
	7. To promote the angling resources, both game and coarse, and to encourage access to lakes by the provision of stands and styles.	7. Fisheries Boards , Leitrim Tourism, Arigna LEADER.	L1	Short/Medium Term
	8. To develop further and promote equestrian centres in Leitrim to international visitors.	8. North West Tourism , Leitrim Tourism, Arigna LEADER.	L2	Short/Medium Term
	9. To support the development of the architectural and heritage buildings of Carrick on Shannon as a tourism resource.	9. Carrick on Shannon Heritage Group , IFI, Peace Programme, Leitrim County Council, Arigna LEADER.	L1	Short Term



Aim 2: To raise the standard of attractions in the County and to develop new ones.

Objectives	Actions	Stakeholders	Complexity	Timeframe
	10. To support the development of Leitrim's archaeology and to recognise it's potential to attract tourists.	10. North West Tourism, Duchas, Arigna LEADER, Community Sector including Community Forum.	L1	Medium Term
	11. To upgrade and improve existing visitor centres so as to improve their viability.	11. Bord Fáilte/BMW Regional Assembly, Arigna LEADER, North West Tourism, Peace Programme.	L1	Short/Medium Term
	12. To support the development of 18 hole golf courses in Leitrim.	12. Local Golf Clubs, Private Investors, Tourism Agencies.	L1	Short/Medium Term
	13. To make both new and existing tourist attractions in the County accessible to all.	13. Arigna LEADER, Leitrim County Council.	L2	Short/Medium Term
	14. To make provision for off street car parking within urban areas to promote commercial and visitor attractiveness.	14. Leitrim County Council, Chambers of Commerce, North West Tourism.	L2	Short/Medium Term

Aim 3: To encourage rural tourism as a way of improving the viability of small communities.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Encourage small communities to develop and cluster local attractions. 	1. To support clusters of small projects in rural areas in order to develop the critical mass needed to promote them effectively.	1. Arigna LEADER, WDC Tourism Programme, Leitrim Tourism.	L1	Short/Medium Term
<ul style="list-style-type: none"> Encourage the development of on farm tourism in order to add to the viability of small holdings. 	2. To support the networking of such clusters so that management of such projects might be put in place.	2. As for No. 1.	L1	Short/Medium Term
	3. To support the development of on farm visitor facilities, including accommodation, as a means of improving the viability of small farms and sustaining farm families.	3. Arigna LEADER, Leitrim Tourism.	L1	Short/Medium Term

Aim 4: To encourage the balanced development of tourism in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Retain existing tax incentives for tourism development throughout the County. Encourage greater spread of visitors from mature tourism destinations to under performing rural areas in the County. 	1. To lobby for the retention of accelerated capital allowances for hotels.	1. North West Tourism, Leitrim Tourism.	L3	Short/Medium Term
	2. To encourage and facilitate any proposal for the development of a hotel in North Leitrim.	2. Leitrim County Council, North West Tourism.	L1	Short/Medium Term
	3. To encourage rurally based tourism developments throughout the County.	3. Arigna LEADER, Leitrim County Council.	L1	Short/Medium Term
	4. To develop a coach tour service to serve users of the Shannon Erne Waterway and hotel clients.	4. Leitrim Tourism, Private Coach Operators.	L2	Medium Term

Area: **Marketing****Aim 1: To promote and market County Leitrim as a fulfilling place to visit.**

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Continue and enhance the current marketing campaigns. Develop a more positive image of the County. Develop marketing campaign targeted at overseas markets. 	1. To develop networking of clusters of attractions so as to allow pooling of resources for marketing.	1. Arigna LEADER, WDC Tourism Programme, Leitrim Tourism.	L1	Short/Medium Term
	2. To develop a significant web presence in several languages in order to promote the attractions of the County.	2. Leitrim Tourism, Arigna LEADER, Leitrim County Council, WDC Tourism Programme.	L2	Short Term
	3. To seek funds to continue the marketing of tourism in County Leitrim on a regional, national and international basis.	3. Leitrim County Council, North West Tourism, Arigna LEADER.	L1	Medium/Long Term
	4. To establish an annual fund for the production of local literature.	4. Leitrim County Council, Leitrim Tourism, Arigna LEADER, Community Sector including Community Forum.	L2	Short Term
	5. To develop signage for all walking, cycling and tourist routes.	5. Leitrim County Council, Arigna LEADER.	L2	Short/Medium Term
	6. To continue a Leitrim Tourism presence at workshops and trade shows throughout Europe.	6. Leitrim Tourism, North West Tourism, Arigna LEADER.	L1	Short/Medium Term
	7. To continue to host familiarisation visits for overseas media and trade.	7. Leitrim Tourism, North West Tourism.	L1	Short/Medium Term
	8. To provide suitable approved tourist information outlets as appropriate on a countywide basis.	8. North West Tourism.	L1	Short/Medium Term

Area: **Access**Aim 2: To ensure that potential visitors are facilitated to access Leitrim.⁵

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Improve the transport systems so as to allow visitors easy access to and from the County. 	1. To improve major roads, both national and regional, so as to allow improved access both to and around the County, especially the N4, N16, R280 and R202.	1. Leitrim County Council , NRA, CLÁR Programme.	L2	Short/Medium Term
	2. To improve rail connections with Dublin and to provide a commuter connection between Carrick on Shannon and Sligo Town.	2. Iarnród Éireann .	L3	Medium Term

Area: **Training**

Aim 1: To facilitate and encourage the provision of training to tourism providers.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Continue and increase the provision of training for the tourism sector in the County. Provide training to less advantaged sectors to enable them to source work in the tourism industry. 	1. To continue to provide hospitality training to those both in the industry and entering it.	1. CERT , Arigna LEADER, County Enterprise Board.	L1	Short/Medium Term
	2. To encourage continued staff training by providers in order to improve staff retention.	2. As for No. 1.	L1	Short/Medium Term
	3. To provide training for guides and ghillies in the County.	3. Arigna LEADER , County Enterprise Board, CERT.	L2	Short/Medium Term
	4. To provide training to encourage less advantaged groups to work in the tourism industry, e.g. Long Term Unemployed, people over 55 years of age, women working in the home.	4. County Leitrim Partnership , Arigna LEADER, County Enterprise Board, CERT.	L2	Short/Medium Term

⁵ Similar considerations are detailed in the Economic and Social Infrastructure Section.

3.4 Social Inclusion

Vision: The Leitrim County Development Board Strategy will move Leitrim towards a position whereby all members of society are enabled or empowered to participate in its social, economic and cultural activities and will promote policies which enhance the economic and political power of groups/persons in sub-ordinate positions in County Leitrim.

Area: *More Socially Inclusive Leitrim*

Aim 1: To ensure greater co-ordination of services which provide for a more socially inclusive Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Assess the extent of co-ordination of Social Inclusion Measures at local level. • Continue to identify gaps and overlaps in the delivery of Social Inclusion services. • Increase information sharing and mutual knowledge of each organisation's key roles. • Exchange of views and insights on tackling social exclusion. • Learn and share experiences of social inclusion work with groups in Northern Ireland. 	1. To ensure that the Social Inclusion Working Group of the CDB is developed to monitor and co-ordinate social inclusion services best practices in Leitrim.	1. CDB/Social Inclusion Working Group, Combat Poverty Agency, DOELG.	L1	Short Term
	2. To produce a Social Inclusion Measures Manual for County Leitrim which identifies gaps, overlaps and best practice models.	2. As for No. 1.	L1	Short Term
	3. To increase awareness among staff of the CDB member agencies around social inclusion issues in order to increase the provision of information to all.	3. As for No. 1.	L2	Short Term
	4. To develop an internal social inclusion unit as a pilot project within Leitrim County Council which can be mainstreamed within other agencies of the CDB.	4. Leitrim County Council, CDB.	L2	Short Term
	5. To encourage mainstreaming of social inclusion units within all agencies of the CDB.	5. As for No. 1.	L3	Short Term
	6. To link and work with groups in Northern Ireland in the area of Social Inclusion.	6. CDB/Social Inclusion Working Group, Combat Poverty, DOELG, PEACE Programme, Northern Ireland Community Groups.	L2	Short Term

The Social Inclusion Working Group of Leitrim County Development Board prioritised a number of groups which it was felt were most likely to be socially excluded or issues which contribute to social exclusion in the County. This was based both on the Socio-Economic profile of the County, the SIM (Social Inclusion Measures) Report and the input from discussions within the Working Group. It was agreed that a number of groups/issues should be prioritised in the initial stages of the Strategy with the long-term aim of addressing all issues through different elements of the Strategy. Based on the vision above the following groups /issues were prioritised:

- Crime, Drugs/Alcohol, Policing and Traffic Accident Prevention
- Health
- Housing and Planning
- Marginalised Men
- Older People
- Marginalised Women
- Older People
- People Parenting Alone
- People with Disabilities
- Travellers.
- Under/Unemployed

A number of other groups and issues are incorporated into various elements of the Strategy e.g. smallholders are incorporated into the Agriculture and Rural Development Section, early school leavers are incorporated into the Education and Training Section.



3.4.1 Crime, Drugs/Alcohol, Policing and Traffic Accident Prevention

As a County develops there is a need to plan for the more negative factors which can accompany such growth. Certain parts of the County will have become more urbanised during the timescale of the Strategy and this section deals with the various factors which can be put in place to plan for managed development.

Vision: To reduce crime, to reduce instances of drug/alcohol abuse, to reduce public order problems so that the general public in rural and urban Leitrim feel safe and secure in their homes and in their working/social environment.

Area: *Crime, Drug/Alcohol Abuse, Traffic Fatalities and Policing*

Aim 1: To reduce crime through addressing socio-economic issues.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Urgently address social problems which give rise to crime such as alcohol/drug abuse, social exclusion, deprivation, lack of parental control, poor parenting, breakdown in family values, availability of recreational facilities, truancy, education failure, unemployment blackspots, influence of peers. 	1. To recommend the immediate establishment of a Monitoring Committee to co-ordinate Youth Services in the County and to operationalise a pilot youth programme.	1. VEC, North Connacht Youth Service, Foroige, DSCFA, County Leitrim Partnership, An Garda Síochana, Leitrim County Council, Scouts, County Leitrim Athletics Board, Bord na nÓg, NWHB.	L2	Short Term
	2. To expand parenting programmes and ensure they are adequately funded and resourced.	2. NWHB, County Leitrim Partnership, VEC.	L2	Short Term
	3. To ensure that social workers are available on a 24 hour basis to service socially excluded.	3. NWHB, Dept. of Health and Children.	L3	Short Term
	4. To continue and expand the Gardai Schools programme to primary and secondary level.	4. An Garda Síochana.	L1	Short Term
	5. To properly resource the Probation and Welfare Service in Leitrim through employment of additional personnel and the provision of additional funding in order to expand their service, particularly in relation to impending legislation on Sexual Offenders.	5. DJELR.	L2	Short Term
	6. To ensure social inclusion programmes in Leitrim are adequately resourced and that agencies' actions are co-ordinated through a group such as the SIM Group.	6. Social Inclusion Measures Group, National Government.	L2	Short Term

Aim 2: To reduce crime through education.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure that the education system in the County is properly resourced and early school leaving is monitored and addressed. Ensure resources are made available to divert young people from crime. 	1. To increase the resources and funding to illiteracy services for children and adults.	1. VEC, Dept. of Education and Science, County Leitrim Partnership.	L2	Short Term
	2. To provide an adequate number of career guidance, remedial and resource teachers and early school leaving preventative measures within the education system in Leitrim.	2. Dept. of Education and Science, VEC, County Leitrim Partnership.	L3	Medium Term
	3. To introduce a policy of supporting, encouraging and funding of youth and sporting organisations through a Sports Partnership.	3. VEC Sports Partnership, Leitrim County Council, CDB, County Enterprise Board, Arigna LEADER, County Leitrim Partnership, Dept. of Sports, Tourism and Recreation, Dept of Education and Science.	L2	Short Term
	4. To expand and resource Crime Diversion Programmes throughout the County.	4. An Garda Síochana, DJELR, Youth Services, Leitrim County Council.	L1	Short Term
	5. To develop a comprehensive and consistent follow up and monitoring of school absenteeism through updating and improving the present system.	5. Dept. of Education and Science, An Garda Síochana, Schools.	L2	Short Term
	6. To involve young/student gardai with projects designed to divert young people from crime and with youth clubs so as to break down barriers.	6. An Garda Síochana, Youth Groups.	L2	Short Term
	7. To ensure that a community centre, sports and recreation facilities are provided for in all towns and villages in County Leitrim.	7. Leitrim County Council, DOELG.	L2	Short Term
	8. To ensure that an estate manager is provided in all estates – Local Authority and otherwise.	8. County Leitrim Partnership, Leitrim County Council, Local Community Groups.	L2	Medium Term



Aim 3: To reduce crime through policing measures.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Provide a well-resourced and professional policing service, efficient court procedures and well thought out policies for offenders. 	1. To maintain/expand gardaí numbers, garda schemes such as Community Alert, Neighbourhood Watch, Business Watch, Hospital Watch.	1. DJELR, An Garda Síochana, Community Groups.	L1	Short Term.
	2. To extend Community Gardaí countywide.	2. An Garda Síochana, DJELR.	L2	Long Term
	3. To rigidly enforce criminal law and ensure offenders are brought to justice quickly.	3. An Garda Síochana, DJELR, Courts System.	L1	Short Term
	4. To introduce C.C.T.V. cameras in Carrick on Shannon, Manorhamilton and Mohill.	4. An Garda Síochana, DJELR.	L1	Long Term
	5. To expand and properly resource the existing support service for ex-prisoners to include re-integration programmes to enable them to secure accommodation and employment.	5. DJELR Probation and Welfare Service, PEACE Programme.	L2	Medium Term
	6. To continue regular consultation between Gardaí and communities so that service delivery can be considered, gaps identified and closed.	6. An Garda Síochana, Community Groups.	L1	Short Term
	7. To produce a newsletter detailing public services available and contact number which would be delivered to all homes/businesses in Leitrim.	7. CDB/Community Forum.	L2	Short Term

Aim 2: To reduce the instance of drug/alcohol abuse.⁶

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Increase awareness and educate people on the dangers of drug/alcohol abuse. Provide counselling and rehabilitation services for people suffering from drug/alcohol abuse. 	1. To ensure that the Gardai and the Health Board have an input to a schools programme outlining dangers of drug/alcohol abuse which is delivered by specially trained teachers.	1. Dept. of Education and Science, Schools, An Garda Síochana, NWHB, VEC.	L2	Short Term
	2. To arrange quarterly roadshows at central locations in the County where leaflets on drug/alcohol misuse can be provided.	2. Regional Drugs Taskforce, Local Area Interagency Drugs Group.	L2	Short Term
	3. To include novel programmes in the interagency strategy of the Regional Drugs Taskforce.	3. As for No. 2.	L1	Short Term
	4. To continue and expand all existing demand reduction strategies.	4. Regional Drugs Taskforce.	L1	Short Term
	5. To promote the idea of having an informal drop in centre in the towns of Carrick on Shannon and Manorhamilton – coffee style shop as an alternative to the “pub culture”.	5. Local Area Interagency Drugs Group, Chamber of Commerce, Youth Services Monitoring Committee, County Enterprise Board, VEC.	L3	Medium Term
	6. To provide a 24 hour counselling service with a well publicised free phone number.	6. NWHB, Dept. of Health and Children.	L1	Short Term
	7. To continue and expand services for treatment, rehabilitation, training and employment for local drug abusers.	7. NWHB, FÁS, Regional Drugs Taskforce.	L1	Short Term
	8. To improve treatment facilities by prison authorities for drug misuse which should be continued after release.	8. DJELR, NWHB.	L2	Medium Term
	9. To ensure the provision of statistics detailing hospital admissions/treatment of individuals for drug/alcohol problems. ⁷	9. NWHB, Dept. of Health and Children, Regional Drugs Taskforce.	L2	Medium Term
	10. To continue to monitor closely drug misuse trends.	10. Regional Drugs Taskforce.	L1	Short Term

Aim 3: To reduce alcohol abuse among young people through legislative action.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Reduce the instance of alcohol abuse among young people. 	1. To recommend that the government examine as a matter of urgency the problems surrounding underage drinking with a view to making the possession/production of approved I.D. cards by young people compulsory relative to: <ul style="list-style-type: none"> Admission to licensed premises operating under an Exemption Order; The purchasing/consumption of intoxicating liquor on licensed premises. 	1. CDB.	L3	Short Term

6. The actions recommended here will also address the reduction of drug/alcohol abuse.

7. This is also dealt with in the Health Section that follows.



Aim 4: To change the "glamorous" culture/image of alcohol.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Change the glamorous image of "alcohol culture" in Ireland. Monitor and support the local implementation of National and Regional Alcohol Policies and relevant aspects of the forthcoming Parenting Strategy. Support the development of County Leitrim Inter-Agency Drugs and Alcohol Group. 	1. To recommend the introduction of a sustained and aggressive media campaign on the dangers of alcohol abuse and attempt to change the culture surrounding alcohol.	1. CDB, National Government.	L3	Short Term
	2. To recommend the banning of all promotions/advertising of alcohol from the campus of all educational establishments.	2. As for No. 1.	L3	Short Term
	3. To ensure that no presentation of medals, prizes by sports clubs or other organisations takes place in bars of licensed premises to persons under 18 years except while partaking of a meal.	3. Youth Services Monitoring Group, All Sporting Organisations, Youth Organisations, National Government.	L2	Medium Term
	4. To recommend that no sports organisation or firm should be allowed to advertise alcohol at: any ground; on any jersey or other wearing apparel or equipment or transport of players or officials.	4. CDB, National Government.	L3	Medium Term
	5. To recommend that no sporting organisation should be allowed to accept sponsorship of any nature from any alcohol firm or associated firm.	5. As for No. 4.	L2	Medium Term
	6. To introduce a ban on advertising of alcoholic beverages.	6. As for No. 4.	L3	Medium Term
	7. To strictly and uniformly enforce all aspects of the law relative to alcohol abuse.	7. An Garda Síochana.	L1	Short Term
	8. To ensure that Vintners must meet twice yearly with Gardaí and Health Board.	8. National Government, Vintners, An Garda Síochana, NWHB.	L1	Short Term
	9. To implement the recommendations of the Regional Interagency Drugs Task Force as it applies to Leitrim, and the Local Area Interagency Drugs and Alcohol Group when it is established.	9. Local Area Interagency Drugs Group, Regional Drugs Task Force.	L2	Medium Term
	10. To develop localised learning by example, and parenting skills approaches and activities in line with recommendations of the National Children's Strategy, Best Health for Children, and the forthcoming Parenting Strategy.	10. Local Area Interagency Drugs Group, Regional Drugs Task Force, County Childcare Committee.	L2	Medium Term
	11. To develop an integrated communication for behaviour change programme relating to alcohol, involving a variety of tools and approaches with the aim of changing societal norms towards alcohol.	11. As for No. 9.	L2	Medium Term
	12. To develop links with workplaces/employers and employees to increase awareness of individual and peer group responsibility for anti-social/substance abuse related behaviours and health implications.	12. As for No. 9.	L2	Medium Term

Area: *Road Safety*

Aim 1: To reduce the number of road fatalities and injuries in Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Reduce the number of accidents caused by speeding and drink driving. 	1. To introduce speed cameras throughout Leitrim.	1. DOELG.	L2	Short Term
	2. To extend Gatso (speed vans) to each Garda Division.	2. An Garda Síochana, DJELR, DOELG.	L2	Short Term
	3. To introduce a Penalty Point System for serious traffic offences.	3. National Government, DOELG.	L1	Short Term
	4. To strictly enforce the law relative to Learner Drivers being accompanied.	4. An Garda Síochana, DOELG.	L1	Short Term
	5. To ensure that Garda I.T. System is used to analyse statistics with remedial action being taken as necessary.	5. An Garda Síochana, DJELR.	L1	Short Term
	6. To continue and expand existing road safety initiatives including educational initiatives.	6. DOELG, Leitrim County Council, National Safety Council, Schools.	L1	Short Term
	7. To ensure strict enforcement in relation to speed and drink driving offences.	7. An Garda Síochana, DJELR.	L1	Short Term
	8. To strictly enforce all laws relative to road traffic.	8. An Garda Síochana, DOELG.	L1	Short Term
	9. To use speed limit reminder signs.	9. Leitrim County Council, DOELG.	L2	Short Term
	10. To encourage road users to use appropriate speeds for the class of road they are driving on.	10. As for No. 9.	L2	Short Term



Aim 2: To increase safety and driving skills.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Increase safety and driving skills. 	1. To recommend that on passing of test all “L” drivers should continue to be restricted “R” drivers for 12 months during which time the driver would legally be restricted to a special speed limit of 50 m.p.h. outside of built up areas or other special speed limit areas of less than 50 m.p.h.	1. CDB, National Government, DOELG.	L3	Long Term
	2. To recommend the reduction of the speed limit from 60 m.p.h. to 40 m.p.h. on many secondary routes.	2. As for No. 1.	L3	Medium Term
	3. To urgently implement a driver instructor register.	3. DOELG.	L2	Short Term
	4. To recommend the introduction of a mandatory number of lessons to be taken from qualified driving instructors by each provisional driving licence holder prior to test.	4. As for No. 1.	L3	Medium Term
	5. To recommend the provision of significant additional resources for the driving testing service to reduce the backlog.	5. As for No. 1.	L1	Short Term
	6. To recommend that in the event of a disqualification arising from a drink driving conviction, the offender should be required to attend an alcohol education/treatment programme and a road safety programme prior to making an application for restoration of their Driving Licence.	6. As for No. 1.	L3	Medium Term
	7. To recommend that each disqualified driver should be specifically required, to undergo a “course” and pass an examination prior to the restoration of Driving Licence.	7. As for No. 1.	L3	Medium Term
	8. To extend traffic calming schemes measures.	8. As for No. 1.	L2	Medium Term

3.4.2 Health

The health section of the Strategy incorporates all aspects of living which impact on health including the work environment, promotion of healthy living and access to services.

Vision: The health potential of all who reside, visit, or participate in Leitrim activities is maximised.

Aim 1: To enable the implementation of National Anti-Poverty and Social Inclusion Strategy health targets through inter-agency efforts around all the key determinants of health.⁸

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Create a wide understanding of all the broad determinants of health among all partners in all sectors in County Leitrim. • Create a wide understanding of the health targets in the National Anti-Poverty Strategy (Social Inclusion) and the need to plan and implement services collaboratively. • Create conditions for close inter-agency coordination and information-sharing of all services that impact on the broad determinants of health. • Undertake joint collaborative actions of a cross-border nature where there is benefit to the populations served. • Attain consideration of health determinants in the adoption of County/City and Area Development Plans (Physical Planning Process). 	1. To build a county-wide commitment in all sectors for an inter-agency approach to the planning of all policies and services that impact on all the broad determinants of health.	1. NWHB, CDB and all partners.	L2	Long Term
	2. To develop a county-wide shared commitment to working together to achieve health targets by adopting an inter-agency approach to planning.	2. As for No.1.	L2	Long Term
	3. To develop funding initiatives for projects/actions that meet the needs of specific/vulnerable groups (consistent with agreed objectives, and in line with statutory obligations).	3. As for No.1.	L2	Long Term
	4. To develop local documentation of links between health, and different aspects of poverty and social exclusion, using mapping based on inter-agency data.	4. NWHB, CDB, Leitrim County Council.	L2	Medium Term
	5. To continue NWHB commitment to co-operate and work together (CAWT) and involve statutory, voluntary and commercial sector in appropriate cross-border projects and actions.	5. As for No.4.	L1	Short Term
	6. To transfer concepts which contribute to safe and healthy communities into the physical planning process.	6. NWHB, Leitrim County Council.	L2	Short Term

8. The broad determinants of health are: general socio-economic; cultural and environmental conditions; living and working conditions; social and community influences; and individual lifestyle factors - Appendix Three.



Area: *Accommodation*

Aim 1: To work in partnership with other stakeholders to achieve safe and universally designed accommodation that maximises health and the potential for lifelong living in mixed sustainable healthy communities.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Actively promote the concept of shared independent living⁹ and healthy sustainable mixed communities. 	1. To establish an Inter-Agency County Accommodation Task Force to review all accommodation and related services, through a process of participatory planning, develop culturally appropriate and locally tailored solutions and actions to improve accommodation that meets the needs of vulnerable individuals or groups.	1. Leitrim County Council, DOELG, NWHB.	L2	Short Term
	2. To develop models of best practice for different types of accommodation providers.	2. NWHB, Leitrim County Council, DSFCA, DOELG.	L2	Short Term
	3. To promote an holistic approach to accommodation among all agencies and community groups, placing emphasis on quality housing as a pre-requisite for promoting healthy individuals, healthy families, healthy communities and on childhood accident prevention, and safety for older people.	3. NWHB, Leitrim County Council, DSFCA, DOELG.	L2	Short Term

Area: *Transport*¹⁰

Aim 1: To support and promote health by improving co-ordination in Leitrim transport.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure a co-ordinated approach to achieving appropriately accessible transport. 	1. To establish an Inter-Agency Transport Task Force covering all of County Leitrim.	1. Dept. of Public Enterprise, CDB, Rural Lift.	L2	Short Term
	2. To implement a CDB policy recommending all new transport introduced be access compliant, and develop a timeframe for existing transport.	2. CDB.	L1	Short Term
	3. To examine and overcome difficulties associated with using bus passes for private transport in rural areas.	3. DSCFA, DOELG, Dept. of Public Enterprise, Bus Eireann, Iamrod Eireann, Leitrim County Council, County Leitrim Partnership, NWHB, Rural Lift.	L3	Short Term
	4. To link rural transport models, such as Rural Lift, to main stream transport services and other primary services such as health centres, County Council services etc.	4. As for No. 3.	L2	Short Term
	5. To promote and facilitate greater co-ordination for enhanced utilisation of existing buses/minibuses, and the development of social car schemes.	5. As for No. 3.	L2	Medium Term

9. Shared Independent living refers to the allocation of social housing/housing/apartments to include a mix of young people, young people with physical and sensory disabilities, and active older people.

10. Transport is dealt with in a number of sections due to its serious impact on various aspects of Leitrim life.

Aim 2: To extend and improve the opportunities for health-promoting rural transport system.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Expand and extend best practice of rural transport models. 	1. To support the implementation of the recommendations of the Rural Transport Audit.	1. Leitrim County Council , County Leitrim Partnership, Rural Lift, Bus Eireann, Iarnrod Eireann, NWHB, Community Sector including Community Forum.	L2	Medium Term
	2. To increase commitment for funding and subsidy schemes for rural transport with more consideration for funding for rural transport built into all agency budgets.	2. CDB/All Statutory Bodies.	L2	Short Term
	3. To measure health benefits of rural transport and feedback to planning process by design and implementation of Health Impact Assessment (HIA) around expansion/new transport project (e.g. Rural Lift, new infrastructural development such as Carrick-on-Shannon by-pass).	3. NWHB , Relevant State Agencies, Leitrim County Council.	L2	Medium Term

Area: Access

Aim 1: To make Leitrim the leading proponent of Universal Design in Ireland and a model for others to emulate.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop and implement activities that promote access underpinned by Universal Design. 	1. To develop and implement training programmes and awareness raising modules for different audiences and groups.	1. NWHB, DJELR.	L2	Short Term
	2. To positively reinforce good access and usage practice and provide incentives for new developments in Leitrim that fully implement Universal Design.	2. CDB.	L3	Short Term
	3. To promote a CDB policy that all public agencies are to hold all meetings/events/activities in access friendly venues for all people.	3. CDB.	L2	Short Term
	4. To appoint a County Access Officer for mobility impaired people and those who have a disability.	4. Leitrim County Council.	L2	Medium Term



Area: *Health and the Community*

Aim: To promote healthy sustainable communities through supporting community activities and social interaction.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop a co-ordinated strategy to maximise community activities and facilities by increasing capacity and resources, and overcoming insurance issues. Promote healthy physical and social development of all children and adults, including those with mental illness. 	1. To ensure greater utilisation of existing community centres for a variety of community activities for different ages and interests.	1. Arigna Leader , County Leitrim Partnership, Community Forum, NWHB.	L2	Short Term
	2. To ensure that wide dissemination of information on these activities and opportunities are available through a variety of media.	2. CDB , Community Forum.	L1	Short Term
	3. To extend/upgrade provision of community-based childcare facilities in both the formal and informal sectors in order to have a positive impact for all children with differing physical, sensory and learning abilities.	3. County Childcare Committee , and partners.	L1	Short Term
	4. To extend/improve the provision of leisure/recreation facilities in Leitrim for adults of different physical, sensory and learning abilities, in line with the Go for Life Programme.	4. Leitrim County Council , NWHB, Sports Partnership, VEC.	L2	Medium Term
	5. To extend/improve the opportunities for leisure/recreation and physical activities around water sports and the lakes. Additional swimming pools will be a prerequisite as expanding water sports requires swimming skills.	5. Leitrim County Council .	L2	Medium Term

Area: *Environmental Health*

Aim: To strengthen shared responsibility for environmental health in Leitrim.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Initiate a multi-sectoral partnership relating to environmental health at County level, in line with forthcoming National Environmental Health Strategy, locally identified needs, priorities and available funding. 	1. To establish multi-sectoral partnership, with roles, responsibilities and financial contributions of all partners agreed.	1. NWHB , and Multi-Sectoral Partnership.	L2	Short Term
	2. To develop a County Environmental Health Policy to foster executive action around environmental health issues in County Leitrim.	2. As for No. 1.	L2	Medium Term
	3. To assist in the development of Environmental Health Action Plan with time frame for Leitrim.	3. As for No. 1.	L1	Short Term
	4. To develop and implement monitoring and evaluation guidelines for the County Environmental Health Policy and Action Plan.	4. As for No. 1.	L1	Short Term
	5. To provide for the implementation of all Food Control Laws, Tobacco Control Law, and Environmental Law, and relevant regulations and standards through enforcement and advisory role.	5. As for No. 1.	L1	Short Term
	6. To widely publicise appropriate channels of complaint for individuals in line with forthcoming National Strategy for Environmental Health, and to develop communication tools for this.	6. As for No. 1.	L1	Short Term
	7. To focus on environmental health issues in the area of Child Care Facilities.	7. NWHB , Multi-Sectoral Partnership, County Childcare Committee.	L1	Short Term
	8. To improve the ability to collect and share data relating to environmental health among all agencies.	8. CDB , Multi-Sectoral Partnership.	L2	Short Term

Area: *Health in the Workplace*

Aim 1: To increase awareness of shared responsibility for workplace health, and to promote best practice.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Support employers to create and sustain healthy and family-friendly workplaces for their employees and themselves. 	1. To develop Best Practice Guidelines for workplace opportunities to disseminate health-related information targeted to, and tailored for, different types of workforces, and gender/age composition.	1. NWHB , Health and Safety Authority, all CDB partners.	L2	Medium Term
	2. To develop health awareness training modules for Community and other Employment Schemes, Men's and Women's Groups.	2. NWHB , Health and Safety Authority, Arigna LEADER, County Leitrim Partnership, Community Forum, Chamber of Commerce.	L2	Short Term
	3. To support all employers to put in place anti-racist and anti-bullying Codes of Practice.	3. DJELR , all CDB partners.	L1	Short Term
	4. To promote information about the Office of Tobacco Control and the changing regulations/legislation about use of tobacco in the workplace, and the rights of non-smokers to breathe clean air.	4. NWHB , Health and Safety Authority, CDB.	L1	Short Term
	5. To develop and implement family-friendly best practice guidelines for all employers in Leitrim.	5. NWHB , County Childcare Committee, Leitrim County Council, DSCFA, all CDB partners.	L2	Short Term
	6. To support workplaces and employees to establish a smoke free environment.	6. NWHB , Health and Safety Authority, all CDB partners.	L2	Short Term



Area: *Strengthening Health Care and Health Promotion Services*

Aim 1: To develop health care and health promotion services in Leitrim in line with national strategies, local needs and available funding, with particular emphasis on addressing the main causes of mortality (cardiovascular disease, cancers, accidents, and suicide).

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Implement National Strategies relating to health¹¹ in recognition of the particular priorities and needs of Leitrim. Develop and implement Regional Strategies relating to health in recognition of the particular priorities and needs of Leitrim. Address future needs of people with learning disabilities in Leitrim. Promote consumer involvement in the planning and delivery of health services in Leitrim. Strengthen health care services and health promotion services for early school leaver groups (e.g. young Traveller women). Review and implement changes to the configuration of health service centre provision in the South Leitrim area. Follow up on the health-related recommendations and implications of the North Leitrim Men's Study for the whole of Leitrim. Support the needs of Carers in County Leitrim. 	1. To improve acute, primary care, mental health, and health promotion services, through developed infrastructure, information technology, Primary Care Teams and best practice.	1. NWHB, and Inter-Agency partners.	L2	Medium Term
	2. To complete Learning Disability Needs Assessment, disseminate results, develop Action Plan, and implement key recommendations.	2. As for No. 1.	L1	Medium Term
	3. To establish consumer panels, to contribute to the development of the Regional Consumer Involvement Strategy, and implement recommendations at County level.	3. As for No. 1.	L1	Short Term
	4. To review all health services to South Leitrim in relation to service needs and forward planning.	4. As for No. 1.	L1	Short Term
	5. To work in partnership with North Leitrim Men's Group to implement recommendations focusing on causes of suicide.	5. As for No. 1.	L1	Short Term
	6. To develop targeted, group-specific programmes to reach early school leavers (covering key issues such as sexual and reproductive health, parenting skills, life coping skills, substance misuse, nutrition, and physical activities).	6. NWHB, Inter-Agency partners, Travellers.	L2	Short Term
	7. To promote the development of a 40 bed hospital on NWHB owned land in the East of the County.	7. Community Forum, CDB, NWHB, Dept. of Health and Children.	L2	Medium Term
	8. To assess the role, needs and requirements of health carers in the community and lobby for the necessary resources to meet identifiable needs and resources.	8. NWHB, Community Forum, Rehab, National Carer's Association, Dept. of Health and Children.	L2	Short Term

Aim 2: To make knowledge in all sectors work for health.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Create a cross-sectoral commitment to shared data for tracking health inequalities in Leitrim. 	1. To ensure all agencies implement changes to enable disaggregation of their sectoral data by social-economic class and ethnicity.	1. CDB.	L2	Short Term
	2. To develop data/intelligence systems that facilitate the measuring and monitoring of health inequalities, and performance indicators for social inclusion in line with National Anti-Poverty Strategy targets.	2. NWHB, CDB.	L2	Short Term
	3. To strengthen capacity for operational research to inform the provision of evidence-based health care.	3. As for No. 2.	L1	Medium Term

11. Health Strategy, Best Health for Children, including Investing in Parenthood; Our Children; Their Lives, National Children's Strategy; Childcare Strategy; Adolescent Health Strategy; Health Promotion Strategy; Health Information Strategy; Drugs Strategy; Alcohol Strategy; Primary Health Care Strategy; Cancer Strategy; Cardiovascular Strategy; Traveller Health Strategy.

Area: “Silent” Social Priorities for Health Gain

Aim 1: To reduce domestic violence which has a significant impact on individual, family and community health.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Begin to change the societal norm that accepts domestic violence. • Improve information and communication approaches and tools; on data collection around the nature and extent of domestic violence; information for those affected; supports; dedicated services; and legal aid policies. 	1. To review and strengthen the approaches around the variety of health and well-being issues for those affected by domestic violence.	1. Coalition Against Violence Against Women , Regional Planning Committee, NWHB, DSCFA, North Leitrim Men's Group, DJELR, County Leitrim Partnership, An Garda Síochana, County Childcare Committee, Community Forum.	L2	Short Term
	2. To support the Coalition Against Violence Against Women, expand to South Leitrim and explore ways of addressing violence against men, including men's representation on existing/new groups.	2. As for No. 1.	L2	Medium Term
	3. To ensure representative participation of South Leitrim on Regional Planning Committee.	3. As for No. 1.	L1	Short Term
	4. To support the expansion of the 16 Days of Action Against Violence Against Women Campaign, and other intensive information/ awareness raising in the public domain.	4. As for No. 1.	L1	Short Term
	5. To address the information gap about the nature and extent of violence, and issues around violence against women and men.	5. As for No. 1.	L2	Medium Term
	6. To lobby for all agencies to pro-actively implement the recommendations of relevant strategies on domestic violence.	6. As for No. 1.	L3	Medium Term
	7. To support more activities dealing with trauma in childhood within mainstream childcare providers.	7. As for No. 1.	L2	Medium Term
	8. To encourage linkage/dialogue between local groups and regional and national level, including the increased commitment and involvement of the judiciary and the Garda Síochana.	8. As for No. 1.	L2	Short Term
	9. To create a social awareness of the issues relating to domestic violence against men.	9. As for No. 1.	L2	Short Term



Aim 2: To promote health gain among socially excluded groups.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote health gain through breaking the silence around hidden/sensitive social issues¹² that impact negatively on health in its broadest sense. 	<ol style="list-style-type: none"> To design and implement multi-sectoral actions targeting people who are socially excluded, with a focus on: <ul style="list-style-type: none"> Operational research to fill information gaps and influence policy; Communication tools and approaches to bring about societal behaviour change; Appropriate, tailored information; Specific/dedicated services; Promotion of sustained support networks; Support recommendations of existing groups. 	<ol style="list-style-type: none"> NWHB, DSCFA, North Leitrim Men's Group, North Leitrim Women's Group, DJELR, County Leitrim Partnership, An Garda Síochana, Community Forum, Local Area Interagency Drugs Group. 	L2	Medium Term

Aim 3: To maximise the health and well-being of asylum seekers to their full potential.

Objective	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop an holistic approach to the health and well-being of asylum seekers in Leitrim. 	<ol style="list-style-type: none"> To evaluate the level of awareness in all CDB agencies and the wider community about asylum seekers' needs and circumstances, including health-related issues, and respond by filling/addressing areas for improvement. 	<ol style="list-style-type: none"> NWHB, DSCFA, North Leitrim Men's Group, North Leitrim Women's Group, DJELR, County Leitrim Partnership, County Childcare Committee, An Garda Síochana, Community Forum, VEC, Chamber of Commerce, Leitrim County Council. 	L2	Medium Term
	<ol style="list-style-type: none"> To increase collaboration and linkages between different County, regional and national agencies dealing with different aspects of service to asylum seekers, as well as with asylum seekers themselves. 	<ol style="list-style-type: none"> As for No. 1 	L2	Medium Term

12. Includes gays/lesbians and other non-heterosexual groups; people who have survived or are still affected by abuse; people living with HIV/AIDS; those addicted to alcohol and drugs or who have problems of substance misuse; those with low literacy levels; ex-prisoners; the homeless, especially youth.

3.4.3 Housing and Planning

Housing was raised across a number of forums especially in relation to both the quality of housing and the need to plan for future development in a way which recognises the unique rural nature of County Leitrim.

Vision: Planned provision of safe and universally designed accommodation that maximises health and the potential for lifelong living in mixed sustainable healthy communities.

Area: *Housing and Planning*¹³

Aim 1: To ensure that planning policy takes account of the rural nature of County Leitrim and the need to maintain viable rural communities.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure the availability of good quality housing and associated amenities in both rural and urban areas in County Leitrim. 	1. To lobby for the right of people to live in the rural parts of the County.	1. CDB.	L2	Short Term
	2. To ensure that communal facilities are provided in rural areas as well as urban areas (in areas where there are at least 6-8 houses) similar to that provided under the Voluntary Housing Scheme.	2. DOELG, Leitrim County Council, NWHB.	L3	Medium Term
	3. To provide serviced sites in rural areas.	3. DOELG, Leitrim County Council.	L3	Medium Term
	4. To ensure that private developers and the Local Authority are obliged to provide communal facilities and waste management facilities in new estates.	4. DOELG, Leitrim County Council.	L2	Medium Term
	5. To secure the availability of grants towards the renovation of derelict houses by local beneficiaries, in order to supply the local market, for tourism, social housing and/or as a source of additional income for "underemployed" farm families.	5. CDB, Clár Programme, DOELG.	L3	Short Term
	6. To ensure the provision of affordable housing within new estates in the County.	6. DOELG, Leitrim County Council, Private Developers, Community Forum.	L1	Medium Term
	7. To ensure the design and density of housing is appropriate to the area.	7. Leitrim County Council.	L1	Short Term

Aim 2: To improve information on housing.¹⁴

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Improve information access regarding assistance available and user-friendly application procedures. 	1. To improve the provision of information on the various housing assistance supports available and to ensure that the application procedures are user friendly.	1. Leitrim County Council, Community Forum.	L2	Short Term
	2. To develop innovative ideas to maximise existing Grant Schemes e.g. Use of FÁS Youth Training or C.E. Schemes to carry out some of the housing repair work.	2. FÁS, Leitrim County Council; Social Housing Programme, DOELG, NWHB.	L2	Short Term
	3. To develop a training/information session for new tenants in all Local Authority housing with a view to providing vital local information and contacts.	3. Leitrim County Council, NWHB, County Leitrim Partnership.	L2	Short Term
	4. To promote the development of estate management concepts within estates in the County led by people living in the estate.	4. County Leitrim Partnership, Leitrim County Council, FÁS, Community Forum.	L2	Short Term

13. Traveller accommodation is dealt with in the Traveller section.

14. This issue is also dealt with in the Marginalised Men section



Aim 3: To promote both a universal design concept and environmental awareness in housing/building developments in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Increase awareness and action on incorporating universal design concepts in all buildings in County Leitrim. • Increase awareness and action on encouraging environmentally sustainable housing projects in County Leitrim. 	1. To highlight the need to incorporate universal design concepts into training courses for planners, engineers, architects etc.	1. Leitrim County Council , Dept. of Education and Science, FÁS, VEC, Enterprise Ireland, IDA, County Enterprise Board, County Leitrim Partnership, Arigna LEADER, NWHB.	L2	Short Term
	2. To provide induction training on universal design concepts to existing staff working on the design and construction of buildings within County Leitrim.	2. Leitrim County Council , all agencies of CDB.	L2	Short Term
	3. To examine the potential for developing Leitrim as a centre of excellence in environmentally sustainable housing projects.	3. Arigna LEADER , Leitrim County Council, The Organic Centre, DOELG, Enterprise Ireland, IDA, County Enterprise Board.	L2	Medium Term
	4. To provide education on the various environmentally sustainable housing/building designs which could be used in Leitrim.	4. Arigna LEADER , Leitrim County Council, The Organic Centre, County Enterprise Board.	L2	Short Term

Aim 4: To provide for the needs of homeless people in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure that people who are homeless are given access to accommodation and services which will allow them to have a meaningful participation in Leitrim's society. 	1. To implement the recommendations on both physical infrastructure and services in the Homeless Strategy for Leitrim.	1. Leitrim County Council , DOELG, NWHB, Housing Associations, Community Forum.	L2	Medium Term

3.4.4 Marginalised Men

A recent report by North Leitrim Men's Group highlighted the difficulties facing this category of people, particularly in the North of the County. It is important to build on the good work which North Leitrim Men's Group have achieved and to ensure that many of their initiatives are mainstreamed.

Vision: To raise public awareness of issues facing marginalised men and to influence policy and practice at both local and national level.

Area: *Marginalised Men*

Aim 1: To achieve recognition of Single Rural Men as a specific minority.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure that marginalised men are dealt with under a single heading of men's issues, giving a higher profile and greater awareness to the needs of this group. 	1. To set up a countywide action group to implement the necessary programmes which is run similarly to the North Leitrim Men's Advisory Group and established in co-operation with them.	1. North Leitrim's Men's Group, NWHB, County Leitrim Partnership, Leitrim County Council, Statutory Agencies, Government Departments.	L2	Short Term

Aim 2: To improve housing grant aid.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Improve information access regarding assistance available and user-friendly application procedures. 	1. To develop innovative ideas to maximise existing Grant Schemes e.g. Use of FÁS Youth Training or C.E. Schemes to carry out housing repairs.	1. FÁS, Leitrim County Council, Social Housing Programme, DOELG, NWHB.	L2	Short Term

Aim 3: To use FÁS programmes as a means of reaching Marginalised Men.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Provide opportunities for Social Interaction and a platform from which to deliver a wide range of supports and services. 	1. To ensure sponsors will allow time to deliver specific programmes for men on C.E. schemes.	1. FÁS, Local Sponsors, NWHB, County Leitrim Partnership, North Leitrim Men's Group.	L2	Short Term
	2. To get service providers such as the Health Boards to use FÁS as a means of reaching men who are not availing of services.	2. As for No. 1.	L2	Short Term

Aim 4: To improve and target information provision.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop systems of information delivery and advocacy, which seek out marginalised men in an appropriate and acceptable fashion. 	1. To provide Outreach Services for marginalised men which is operated by trained staff.	1. DSCFA, County Leitrim Citizens Information Centre, MABS, NWHB; Leitrim County Council, County Leitrim Partnership.	L2	Short Term



Aim 5: To provide adaptable and specific education for marginalised men.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop innovative and informal approaches to the delivery of education and training programmes. Recognise problems of access and the reluctance of single men to participate in traditional modes of delivery and the importance of building on client group's life experiences. 	<ol style="list-style-type: none"> To develop programmes that are attractive to marginalised men and that are delivered in a comfortable, supportive atmosphere. 	<ol style="list-style-type: none"> VEC, FÁS, Dept of Education and Science. 	L2	Short Term

Aim 6: To recognise the rural context in which most of the target group live.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure that policies/initiatives aimed at improving the situation of single rural men take into account particular problems caused by their rural location, in particular issues of physical access and mobility. 	<ol style="list-style-type: none"> To improve transport and other services in rural areas. 	<ol style="list-style-type: none"> Dept. of Public Enterprise, Rural Lift, Leitrim County Council, NWHB, Other Service Providers. 	L2	Short Term
	<ol style="list-style-type: none"> To ensure flexible provision of services at times and locations convenient to the target group. 	<ol style="list-style-type: none"> All Service Providers. 	L2	Short Term

Aim 7: To provide personal development for men.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop new and effective approaches to personal development specifically targeted at men, in order to address issues such as low self-esteem, apathy and negative self-image. 	<ol style="list-style-type: none"> To implement personal development programmes in conjunction with Vocational, Arts or Crafts workshops rather than as stand-alone modules. 	<ol style="list-style-type: none"> FÁS; County Leitrim Partnership, NWHB, VEC, North Leitrim Men's Group, Leitrim County Council. 	L1	Short Term

Aim 8: To promote the development of skills, attitudes and information for dealing with this target group.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure all service providers have the skills and experience to interact with marginalised men in an appropriate fashion. 	1. To provide a list of trainers/tutors who are sensitive to the issues involved in interacting with the target group.	1. All Service Providers – both Statutory and Voluntary.	L2	Short Term

Aim 9: To support voluntary groups working with this target group.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Provide support to allow for the development of existing Men's Groups. Create dedicated Men's Groups in localities where they do not currently exist. 	1. To seek funding and other supports to develop Men's Groups and support those already in existence.	1. DSCFA, County Leitrim Partnership, Arigna Leader, All Funding Agencies.	L1	Short Term
	2. To increase networking among Men's Groups.	2. As for No. 1.	L2	Short Term
	3. To carry out further research where necessary.	3. As for No. 1.	L2	Medium Term



3.4.5 Marginalised Women

The rural nature of the County and the history of limited economic development creates the need to focus on the needs of marginalised women in County Leitrim, living in both rural and urban settings. Marginalised women are defined as including women in the following categories: women with low or no income; women with low educational attainment; women working in the home; women who are unemployed/underemployed; women experiencing physical or social isolation; women experiencing violence; women who are carers; Lone Parents; women with disabilities; Traveller women; women requiring childcare assistance; asylum seekers/refugees/non-nationals; older women and women from low income farm households.

Vision: To reduce the economic disadvantage experienced by women, promote recognition of women and womens groups and address the political disadvantage experienced by women.

Area: *Marginalised Women*

Aim 1: To support the ongoing development of Leitrim Womens Network and the Womens Community Sector in Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Resource and support Leitrim Womens Network to support local womens groups and undertake policy development work. 	1. To provide funding for political leadership training and policy development for Leitrim Womens Network.	1. County Leitrim Partnership , NWHB, FÁS, DSCFA.	L1	Short Term
	2. To ensure that all relevant funding agencies provide clarification of current criteria and timescales for grant-aid programmes that they operate.	2. All Funding Agencies.	L2	Short Term
	3. To set up a comprehensive funding programme for community based womens groups to sustain their activities taking account of all levels of needs.	3. County Leitrim Partnership , DSCFA, NWHB, Leitrim Women's Network, Government Departments, FÁS, Arigna LEADER.	L2	Medium Term
	4. To provide funding to womens groups to enable them to specifically target women experiencing multiple forms of disadvantage e.g. Travellers, women parenting alone etc.	4. As for No. 3.	L2	Medium Term

Aim 2: To highlight and encourage family friendly work practices.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote awareness and inform employers and employees about family friendly work policies. 	1. To develop awareness campaigns to inform employers and employees about family friendly policies.	1. Gender Equality Steering Committee of CDB , Equality Authority, all state agencies, County Leitrim Partnership, Leitrim County Enterprise Board, Community Forum.	L2	Short Term
	2. To assist statutory bodies to identify and implement (within their own organisations), family friendly work practices in accordance with the recommendations of the Equality Authority.	2. As for No. 1.	L2	Short Term

Aim 3: To promote gender equality in decision making.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Support and resource gender balance on the CDB and its member agencies. 	1. To carry out an Equality Audit from a Gender Focus within Leitrim County Council and other constituent members of the CDB.	1. Leitrim County Council, The Equality Authority, Gender Equality Steering Committee of CDB.	L2	Short Term
	2. To provide training on gender mainstreaming, gender impact assessment and gender proofing for the CDB and sub-structures.	2. As for No. 1.	L1	Short Term
	3. To provide gender equality and gender proofing training to the community forum.	3. Gender Equality Steering Committee of CDB, Community Forum.	L1	Short Term
	4. To identify and ring fence resources for gender mainstreaming within the constituent agencies of the CDB - including for staff of such organisations who are not directly involved in the CDB process.	4. Gender Equality Steering Committee of CDB, Equality Authority, all state agencies, County Leitrim Partnership, Leitrim County Enterprise Board, Community Forum.	L3	Long Term
	5. To request the DOELG to consider increasing representation from the Community and Voluntary Sector on the CDB to four members with a gender balance.	5. CDB, DOELG.	L3	Medium Term
	6. To ensure that the CDB leads the way in promoting gender balance, requesting its members organisations to put forward a male and female nominee when replacing members on the board so that the director can select in order to achieve a gender balance.	6. CDB.	L2	Short Term

Aim 4: To enable access for women on decision making structures and to ensure respect for the role of women in such partnership decision-making structures.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Provide supports to enable womens participation on decision making structures such as the CDB and boards of its constituent organisations. 	1. To provide supports such as: childcare, eldercare and transport and ensure that all are informed of availability of same at all meetings of the CDB and member agencies.	1. All Constituent Members of CDB, County Leitrim Partnership, Community Forum.	L1	Short Term
	2. To ensure that all meetings of the CDB are accessible in terms of the language used, venue and time.	2. As for No. 1.	L2	Short Term



Aim 5: To provide services in Leitrim for women experiencing violence. ¹⁵

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure the provision of women centred services within the County for women experiencing violence. 	<p>1. To support and fund the development of women centred services within Leitrim for women experiencing violence.</p>	<p>1. NWHB, DSCFA, County Leitrim Partnership, Arigna LEADER.</p>	L2	Medium Term
	<p>2. To ensure that all relevant agencies undertake training in models of good practice in responding to violence against women, in line with Government Task Force on Violence Against Women Guidelines.</p>	<p>2. NWHB, DSCFA, County Leitrim Partnership, An Garda Síochana, Local Womens Groups, Leitrim Womens Network, Arigna LEADER.</p>	L2	Short Term

¹⁵. Domestic Violence affecting men and women is dealt with in the Health section.

3.4.6 Older People

It is clear from the socio-economic profile of the County that there is a high proportion of older people. There is a need to plan for services and facilities to cater for the growing number of older people in the population.

Vision: The contribution of older people to all aspects of development in Leitrim will be valued and supported through improved facilities and opportunities.

Area: *Older People*

Aim 1. To ensure there is increased co-ordination in delivery of services to older people in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure that all agencies working with older people in County Leitrim have a better knowledge of the services each is providing and where possible work jointly on projects. • Support the development of a Working with Older People Forum in County Leitrim whereby all agencies and Groups working with older people can meet and update each other on a regular basis. • Support the work of developing a network of Older Peoples' Groups in the County. • Encourage the participation and voice of older people in particular through the Community Forum. • Enrich older people's lives through the arts. 	1. To develop a Working with Older People Forum in County Leitrim.	1. NWHB , Community Connections, DSCFA, County Leitrim Partnership, Arigna LEADER, VEC, Leitrim County Council, NUIG Outreach Service, North Leitrim Women's Group, North Leitrim Men's Group.	L1	Short Term
	2. To encourage and increase the participation of older people in various community activities through day care centres and active age groups.	2. Working with Older People Forum .	L2	Short Term
	3. To facilitate the inclusion of older people in the Community Forum.	3. Community Forum .	L1	Short Term
	4. To develop a programme of creative/community arts activity with older people.	4. County Leitrim Partnership , Leitrim County Council, Community Sector including the Community Forum.	L1	Short Term



Aim 2: To promote the development of rurally based services to meet the needs of older people in the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop sheltered housing facilities in older people's own areas, which would allow them independence yet, provide back-up support when needed. Encourage greater interaction between youth and older people in the County to the mutual benefit of both groups. Improve the provision of transport for older people in rural areas of the County. Increase the awareness of services available to benefit older people among agency staff meeting older people in the course of their work and continue to encourage visits to older people as part of the work of people such as the gardaí, community wardens etc. Incorporate the older age profile of the County into planning development. 	1. To examine the potential of developing a pilot community development independent living facility (along the lines of Mulranny Village in Mayo).	1. NWHB, Working with Older People Forum.	L1	Short Term
	2. To develop a model of good practice on the provision of repairs to housing for older people through a social economy project. ¹⁶	2. County Leitrim Partnership, Leitrim County Council, FÁS.	L2	Short Term
	3. To develop a project with youth and older people groups which would involve a sharing of skills and talents of both youth and the older people.	3. County Leitrim Partnership, Youth Groups, Working with Older People Forum, VEC.	L2	Medium Term
	4. To provide support for the work of Rural Lift in the provision of rural transport services.	4. Dept. of Public Enterprise, CDB, Rural Lift, DOELG, Leitrim County Council, NWHB, FÁS.	L1	Short Term
	5. To develop a social inclusion unit among agencies of the CDB which would promote social inclusion policies among their staff in addition to developing pilot projects with groups such as the older people.	5. CDB.	L2	Short Term
	6. To incorporate services for the older people in the new County Development Plan.	6. Leitrim County Council.	L2	Short Term
	7. To create and operationalise links between older people, agencies and community-based groups/projects, ensuring consultation with older people as equal participants.	7. NWHB, Community Forum, Active Ageing, Dept. of Education and Science, County Leitrim Partnership, DSCFA.	L2	Short Term
	8. To develop and implement schemes around safety in the community, ensuring consultation with older people as equal participants.	8. As for No. 7.	L1	Short Term

16. This scheme is also referred to in the Housing and Planning section.

3.4.7 People Parenting Alone

The Social Inclusion Measures Report indicated that there was an need to increase the co-ordination of services to People Parenting Alone.

Vision: People Parenting Alone in Leitrim will have improved access to all services through a clear identification of the barriers and obstacles facing their participation in economic, social and cultural activities in County Leitrim.

Area: *People Parenting Alone*

Aim 1: To ensure that there is increased co-ordination in delivery of services to people parenting alone in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure that all agencies working with people parenting alone (PPA) in County Leitrim have a better knowledge of the services each is providing and where possible that projects are worked on jointly by all agencies involved. • Support and resource the findings of County Leitrim Partnership's research into the needs of PPA in Leitrim. • Ensure that the views of the PPA Networks are represented and supported through the CDB Community Forum. • Encourage family friendly work practices which would allow PPA greater access to training and employment. • Recognise the particular support needs of PPA in the allocation of housing in the County. • Ensure that agencies who are providing training and education to PPA also provide transport and childcare costs. • Promote health and well-being of PPA by improving their access to mainstream services. 	1. To develop a Consultative and Response Forum for PPA in Leitrim.	1. County Leitrim Partnership , Leitrim County Council, DSCFA, NWHB, FÁS, PPA Networks, Community Forum, North Leitrim Women's Group, North Leitrim Men's Group.	L1	Short Term
	2. To facilitate the inclusion of PPA in the Community Forum.	2. Community Forum .	L1	Short Term
	3. To include PPA in the work of the Gender Equality Officer of Leitrim CDB.	3. Gender Equality Steering Committee of CDB .	L1	Short Term
	4. To highlight family friendly work practices and workplace policies which would encourage greater participation of PPA in training and employment.	4. As for No. 3.	L1	Short Term
	5. To incorporate the needs of PPA into policies on housing allocations within the Local Authority.	5. Leitrim County Council , PPA Consultative and Response Forum.	L2	Short Term
	6. To make it a requirement of all programmes for PPA that travel and childcare costs are provided.	6. State Agencies .	L3	Short Term
	7. To plan and implement effective co-ordination of links between PPA and childcare, transport, getting back to work initiatives, information and services.	7. NWHB , Community Forum, Dept. of Education and Science, County Leitrim Partnership, DSCFA.	L2	Short Term



3.4.8 People with Disabilities

Actions relating to people with a disability are included throughout various sections of the Strategy. This section also deals with developing supports particular to the people with disabilities Sector.

Vision: People with disabilities in Leitrim will have improved access to all services through a clear identification of the barriers and obstacles facing their participation in economic, social and cultural activities in County Leitrim.

Aim 1: To ensure that there is increased co-ordination in delivery of services to people with disabilities in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure that all agencies working with people with disabilities in County Leitrim have a better knowledge of the services each is providing and where possible that projects are worked on jointly by all agencies involved. • Ensure that the views of people with disabilities are clearly defined and supported through the CDB Community Forum. • Support employers to meet their 3 per cent employment quota for people with disabilities. 	1. To establish an independent co-ordinating committee made up of individuals from all agencies/groups.	1. NWHB , County Leitrim Partnership, Community Sector including Community Forum.	L2	Short Term
	2. To include People with Disabilities in the work of the Gender Equality Officer of Leitrim CDB.	2. Gender Equality Steering Committee of CDB .	L1	Short Term
	3. To plan and implement effective co-ordination of links between people with disabilities and transport, information and services.	3. NWHB , Community Forum, Dept, of Education and Science, County Leitrim Partnership, DSCFA.	L2	Short Term
	4. To include a representative of people with disabilities on the Community Forum.	4. Community Forum, CDB .	L1	Short Term
	5. To support and provide training for employers/ employees through job coaches.	5. NWHB , FÁS, County Leitrim Partnership.	L2	Short Term

3.4.9 Travellers

Vision: That Traveller life and culture will be recognised and respected as an integral part of life in Leitrim.

Area: *Education and Employment*

Aim 1: To enable and empower Travellers to develop their role in society.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Provide information to Travellers. • Deliver training to Travellers, particularly male Travellers, to enable them to participate fully in Leitrim society. • Develop and expand education initiatives. 	1. To continue and expand existing crèche and pre-school facilities for Traveller Children.	1. County Leitrim Partnership, FÁS, County Childcare Committee.	L1	Short Term
	2. To continue to support Traveller Children who progress to second level and other courses.	2. County Leitrim Partnership, VEC, NWHB.	L1	Short Term
	3. To expand the Traveller Training Centre in County Leitrim.	3. VEC.	L2	Medium Term
	4. To hold meetings in order to give information to Travellers concerning issues relevant to their lives.	4. NWHB, County Leitrim Partnership.	L2	Short Term
	5. To continue Community Enterprise and Community Response programmes as means of offering continuing training to Travellers.	5. FÁS, County Leitrim Partnership.	L1	Short Term
	6. To provide employment for Travellers through the use of community enterprise type schemes.	6. FÁS, County Leitrim Partnership, St. Joseph's Training Centre.	L2	Medium Term
	7. To ensure that both Traveller men and women are given opportunities to receive training and to gain employment.	7. All development bodies, statutory and otherwise.	L2	Short/ Medium Term

Area: *Accommodation*

Aim 1: To provide Travellers in Leitrim with accommodation appropriate to their needs.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Provide accommodation for all Traveller families resident in Leitrim to suit their needs. Improve accommodation for all existing Traveller families in County Leitrim. 	1. To improve both existing halting sites in line with best practice and in accordance with the County Leitrim Accommodation Plan.	1. Leitrim County Council , Leitrim Traveller Accommodation Consultative Committee, DOELG.	L2	Medium Term
	2. To provide additional accommodation to meet anticipated future needs of the Traveller population in County Leitrim.	2. Leitrim County Council , Leitrim Traveller Accommodation Consultative Committee DOELG, NWHB.	L2	Short/medium Term
	3. To provide a full time caretaker to work between the halting sites in Mohill and Carrick on Shannon together with an assistant, recruited from the Travelling community, who will be based on each site.	3. Leitrim County Council , FÁS, County Leitrim Partnership.	L2	Short Term
	4. To provide training in estate management for residents of halting sites.	4. County Leitrim Partnership , Leitrim County Council.	L2	Short Term

Aim 2: To develop and expand the Traveller Accommodation Consultative Committee.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Maximise Traveller participation in the County Leitrim Traveller Accommodation Consultative Committee. 	1. To increase numbers of Travellers participating on County Leitrim Traveller Accommodation Consultative Committee.	1. Leitrim County Council , Traveller Accommodation Consultative Committee, Travelling Community.	L1	Short Term
	2. To implement the current guidelines as issued by the DOELG with regard to the running of the committee.	2. Leitrim County Council , Traveller Accommodation Consultative Committee.	L2	Short Term

Area: *Health*

Aim 1: To guarantee that health policies are put in place that are appropriate to the needs of the Traveller Community.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Adopt existing health initiatives to meet the needs of the Travelling community. 	1. To make available ante natal packs modified to suit Traveller women.	1. NWHB.	L1	Short Term
	2. To provide training to Travellers with a view to a number of community care workers being put in place.	2. As for No. 1.	L2	Long Term
	3. To make a designated Public Health Nurse available to work with Travellers.	3. As for No. 1.	L1	Short Term
	4. To provide training in lifestyle and health issues.	4. NWHB, County Leitrim Partnership.	L2	Short Term
	5. To group appointments in hospitals and clinics so that transport can be organised.	5. As for No. 1.	L2	Short Term

Area: *Traveller Culture and Lifestyle*

Aim 1: To ensure that Traveller culture is seen as an important aspect of life in Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote the culture and lifestyle of Travellers in order that the settled community is better informed. Preserve traditional crafts and skills. 	1. To use magazines and newspaper articles to highlight Traveller traditions and lifestyle.	1. County Leitrim Partnership, Leitrim County Council, Combat Poverty Agency.	L2	Short Term
	2. To run courses that will highlight Traveller skills and crafts.	2. County Leitrim Partnership, FÁS, VEC, NWHB.	L2	Short/ Medium Term
	3. To promote the issue of Traveller culture to the settled community and in particular to people working in statutory bodies who have responsibility for Traveller welfare or issues.	3. County Leitrim Partnership, Statutory Agencies.	L2	Short Term



3.4.10 Under/Unemployed

Vision: To improve the prospects of the long term unemployed and those most distanced from the labour market to access suitable gainful employment and self-employment through education/training, work experience, job placement, enterprise and the social economy.

Area: *Under/Unemployed*

Aim 1: To increase the opportunities for income generation for those people who are under/unemployed targeting in particular: people with disabilities, lone parents, Travellers, disadvantaged women, long term unemployed, low income smallholders, ex-prisoners and isolated rural men.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote the development of viable micro-enterprise to provide sources of income to those within the target communities, particularly those who are long term unemployed. Assist the target group in sourcing finance for their business ideas. Provide training for those who take part in the Back to Work, Enterprise Allowance and Social Economy Projects. Increase the chances of people with disabilities securing sustainable and suitable employment. Support and develop a network of information and training providers for services for the unemployed in order to maximise employment potential. Promote health gain among the underemployed and unemployed. 	1. To provide advice and on-going support to those wishing to become self-employed under the Back to Work Enterprise Allowance Scheme.	1. County Leitrim Partnership, DSCFA, FÁS.	L1	Short Term
	2. To operate a mentor programme to provide guidance and assistance to members of the target groups on the continued running of their enterprises.	2. County Leitrim Partnership, County Enterprise Board.	L1	Short Term
	3. To provide an interest subsidy on loans secured by members of the target group for business start-up or expansion.	3. County Leitrim Partnership, County Enterprise Board, DSFCA, Arigna Leader, Peace Programme, Credit Union Movement, First Step.	L1	Short Term
	4. To provide financial support to small enterprises to enhance their viability.	4. As for No. 3.	L1	Short Term
	5. To provide financial assistance to small holders and community groups to improve the angling infrastructure of the County.	5. As for No. 3.	L1	Short Term
	6. To organise courses on issues such as running a business; sales and marketing; and managing a limited company.	6. County Leitrim Partnership, DSCFA, FÁS, County Enterprise Board.	L1	Short Term
	7. To support an Employment Service to enable people with a disability to secure and retain good quality employment.	7. NWHB, FÁS, County Leitrim Partnership, Irish supported Employment Association, NTDI, TACA, Donegal Melvin Project, Dochas Clubhouse Sligo, LAPWD, Local Employers, DSCFA.	L2	Medium Term
	8. To provide training for long term unemployed people in job-seeking skills and building self-esteem through the operation of a Jobs Club.	8. County Leitrim Partnership, DSCFA, FÁS, VEC, Revenue Commissioners, Local Employers, Irish Congress of Trade Unions.	L1	Short Term
	9. To provide assistance to the Resource Centres for the Unemployed towards the training needs of the participants of the CE Scheme run by the Centres.	9. As for No. 8.	L1	Short Term
	10. To form a Local Employment Scheme to assist unemployed people to secure work or further training.	10. As for No. 8.	L2	Medium Term
	11. To develop and implement community activities/amenities relating to information and support around issues of depression and suicide.	11. NWHB, County Leitrim Partnership, VEC, Community Forum.	L2	Short Term

3.4.11 Youth

Vision: That Leitrim will value young people and the role they have to play in society.

Area: *Empowerment of Young People*

Aim 1: To enable and empower young people to develop their role in society.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Provide young people with access to play, sport, recreation and cultural activities to enrich their experience of childhood. Ensure that young people have opportunities to explore information and communication technologies in ways that are safe and developmentally supportive. Encourage adult leadership in order to provide a wider range of supports for young people. 	1. To revive disused and underused sports and recreation facilities.	1. Community Sector including Community Forum, FÁS, County Leitrim Partnership, Sports Partnership.	L2	Short/Medium Term
	2. To lobby for a blanket insurance policy to cover community owned play and recreational facilities.	2. Community Sector including Community Forum.	L3	Short Term
	3. To deploy youth development workers to support clubs and projects.	3. County Leitrim Partnership, FÁS, Arigna LEADER, VEC.	L2	Short/Medium Term
	4. To lobby for an increased rate of pay for Students Summer Scheme to minimum wage level.	4. Community Sector including Community Forum.	L3	Short Term
	5. To increase the number of equipped playgrounds and other playspaces in the County.	5. Leitrim County Council, Community Sector including Community Forum, National Children's Office, County Leitrim Partnership.	L2	Short/Medium Term
	6. To educate and train youth in the proper and safe use of computer information technology.	6. VEC, County Leitrim Partnership.	L1	Short Term
	7. To identify adult volunteers who will be trained to support activities for young people.	7. Community Sector including Community Forum, Youth Organisations, County Leitrim Partnership, VEC.	L1	Short/Medium Term



Aim 2: To give young people the opportunity to participate in decisions that affect their lives.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Put mechanisms in place in the public sector that will achieve participation by young people in matters that affect them. 	1. To establish and develop a youth council that will contain representation from all second level schools in Leitrim.	1. Leitrim County Council, NWHB, Secondary schools.	L1	Short Term
	2. To establish a youth information service in County.	2. VEC, County Leitrim Partnership, Foroige, North Connacht Youth Service.	L2	Medium Term
	3. To establish a youth forum which will be representative of all young people in the County.	3. VEC, County Leitrim Partnership, Foroige, North Connacht Youth Service, North Leitrim Youth Participation Project, Macra na Feirme.	L2	Medium Term

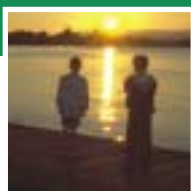
Area: *Young people should continue to live in their native County*

Aim 1: To encourage young people in Leitrim to appreciate the positive values of their home County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Make children aware of the environment and heritage of Leitrim through the formal and informal education systems. 	1. To implement environmental projects through schools, youth clubs and community groups.	1. VEC, Leitrim County Council, Foroige, North Connacht Youth Services, Macra na Feirme, Community Sector including Community Forum, Arigna LEADER, County Leitrim Partnership, FÁS, Dept of Education and Science.	L2	Short/ Medium Term
	2. To make a local environmental resource pack available through schools, youth clubs and community groups.	2. Leitrim County Council, Arigna LEADER, County Leitrim Partnership.	L2	Short Term

Aim 2: To put in place policies and structures to encourage young people to live in Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Ensure that young people benefit from and contribute to vibrant local communities. • Promote an enterprise culture among young people in Leitrim through showing examples of entrepreneurship by Leitrim people living in Leitrim or abroad. 	1. To provide and expand facilities/activities for young people.	1. Foroige , North Connacht Youth Service, Scouting Ireland, Community Sector including Community Forum, FÁS, County Leitrim Partnership, North Leitrim Youth Participation Project, Macra na Feirme, VEC.	L1	Short/ Medium Term
	2. To establish a further education facility in the County.	2. VEC .	L2	Medium Term
	3. To increase the level of affordable housing schemes and serviced sites in Leitrim.	3. Leitrim County Council , Voluntary Housing Agencies.	L2	Medium Term
	4. To make available more sport, play and recreational facilities.	4. Leitrim County Council , Community Sector including Community Forum, Sports Clubs, Leitrim County Council, National Children's Office, FÁS, County Leitrim Partnership, All Youth Organisations.	L1	Short Term
	5. To make young people aware of: <ul style="list-style-type: none"> • Employment opportunities in County Leitrim; • Further education and training opportunities in County Leitrim; • Enterprise opportunities in County Leitrim; • The range of supports available to encourage enterprise. 	5. County Leitrim Partnership , Arigna LEADER, Leitrim County Enterprise Board.	L2	Short Term
	6. To develop an improved rural transport.	6. Leitrim County Council , County Leitrim Partnership, Iarnród Éireann, Bus Éireann, Rural LIFT, NWHB, Community Sector including Community Forum.	L2	Short/ Medium Term



Area: **Protection of Young People**

Aim 1: To ensure that young people in Leitrim are entitled to an enriching and secure environment within which they can develop their potential.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Introduce measures that will reduce the likelihood of children becoming at risk. • Put in place a full and comprehensive support structure to support children at risk. • Safeguard children so that they may enjoy their childhood free from all forms of abuse and exploitation. • Provide children with the financial supports necessary in order to reduce and eliminate child poverty. 	1. To provide courses in parenting.	1. NWHB, County Leitrim Partnership.	L2	Short Term
	2. To put in place schemes to divert young people potentially at risk from crime whether or not they actually are involved.	2. Foroige, North Connacht Youth Service, DIELR.	L2	Short Term
	3. To provide properly resourced and adequate career guidance and counselling in all second level schools	3. Dept of Education and Science.	L1	Short Term
	4. To increase counselling and other back up support for workers with at risk children.	4. NWHB.	L1	Medium Term
	5. To establish after school clubs throughout the County.	5. County Leitrim Partnership, VEC.	L2	Medium Term
	6. To introduce co-ordination of all diversion schemes by one body.	6. An Garda Síochána, VEC, NWHB, Foroige, North Connacht Youth Service, North Leitrim Youth Project.	L2	Medium Term
	7. To increase the number of remedial and resource teachers in second level schools.	7. Dept of Education and Science.	L2	Medium Term
	8. To provide properly resourced and adequate career guidance and counselling in all second level schools.	8. As for No. 7.	L2	Medium Term
	9. To introduce a full psychological service for young people in County Leitrim.	9. Dept of Education and Science, NWHB.	L2	Medium Term
	10. To increase involvement of the Gardai, in youth clubs in order to break down barriers that might exist between Gardai and young people.	10. An Garda Síochána.	L2	Short Term
	11. To continue and expand the Gardai Schools Programme.	11. As for No. 10.	L1	Short Term
	12. To encourage communities to provide places for young people to socialise as alternatives to licenced premises.	12. County Leitrim Partnership, Community Sector including Community Forum, FÁS, Youth Organisations.	L2	Short/Medium Term
	13. To provide recreation and play areas in all new housing developments.	13. Leitrim County Council, DSCFA.	L2	Short/Medium Term
	14. To develop support programmes for early school leavers throughout the County.	14. County Leitrim Partnership, Dept of Education and Science, DSCFA, Community Sector including Community Forum, VEC.	L2	Medium Term
	15. To ensure that available per capita funding for youth facilities and development from all funding bodies is maximised.	15. All youth organisations, Other Support Bodies- Statutory and Otherwise, VEC.	L2	Short Term

3.5 Cultural Development

The following are the headings prioritised within Cultural Development:

- Arts, Heritage and the Environment
- Communities
- Sport

3.5.1 Arts, Heritage and the Environment

Vision: That Leitrim's culture and heritage will be protected, treasured and promoted for the benefit of all of its citizens, both current and future.

Area: **Arts**

Aim 1: To ensure that the arts is recognised as a fundamental part of life and is fostered, supported, developed and promoted.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Support and stimulate public participation in the arts. • Encourage the development of audiences for the arts. • Increase opportunities for children and young people to engage with the arts. • Support the development of the professional artist. • Provide supports to encourage greater artistic activity in Leitrim. 	1. To develop arts projects targeted at combating social exclusion.	1. County Leitrim Partnership , Leitrim County Council, FÁS, VEC, NWHB, Dept of Education and Science.	L1	Short/ Medium Term
	2. To support the work of voluntary and amateur arts groups in the County.	2. Leitrim County Council , FÁS.	L1	Short/ Medium Term
	3. To make appropriate transport available throughout County Leitrim.	3. Rural LIFT , Bus Eireann, Iarnród Eireann.	L3	Short/ Medium Term
	4. To make facilities accessible to those with mobility and other forms of disability.	4. Leitrim County Council , DSCFA, Arigna LEADER, County Leitrim Partnership.	L2	Short/ Medium Term
	5. To provide incentives to encourage improvements to venues to ensure their suitability to stage cultural events.	5. Arts Council , Arigna LEADER.	L2	Short/ Medium Term
	6. To initiate, design and implement a range of arts projects in the areas of visual arts, music and literature.	6. Leitrim County Council , Community Sector including Community Forum, County Leitrim Partnership, Dept of Education and Science, Teachers' Centre, Irish Museum of Modern Art, National Arts Agencies.	L2	Short/ Medium Term
	7. To develop Community Arts Schemes that build new audiences for the arts.	7. Community Sector including Community Forum , FÁS, Leitrim County Council.	L2	Short/ Medium Term
	8. To implement Youth Drama/Dance schemes within the County.	8. County Leitrim Partnership , Leitrim County Council, Arts Centres, Community Sector including Community Forum.	L2	Short/ Medium Term
	9. To develop community arts projects targeted at children and young people.	9. County Leitrim Partnership , Leitrim County Council.	L2	Short/ Medium Term



Aim 1: To enable and empower young people to develop their role in society.

Objectives	Actions	Stakeholders	Complexity	Timeframe
	10. To support the implementation of the new primary school curriculum in visual arts and music through in-service training for teachers.	10. Dept of Education and Science, Teachers' Centre, Leitrim County Council.	L2	Short Term
	11. To support the completion of Leitrim Sculpture Centre.	11. Dept of Arts, Culture, the Gaeltacht and the Islands, International Fund for Ireland, Interreg.	L2	Short/ Medium Term
	12. To continue the Visual Leitrim Initiative long term.	12. County Enterprise Board.	L1	Short/ Medium Term
	13. To develop a dedicated gallery space in Leitrim.	13. Leitrim County Council, Dept of Arts, Culture, the Gaeltacht and the Islands, IFI.	L2	Medium Term
	14. To develop a Community Arts Training Course to train artists in additional skills.	14. Leitrim County Council, FÁS.	L2	Medium Term
	15. To seek funding in order to continue the position of Arts Officer.	15. Leitrim County Council, The Arts Council.	L2	Medium/ Long Term
	16. To enhance and develop the two existing arts centres in Leitrim.	16. The Arts Council, FÁS, Peace Programme, Leitrim County Council.	L2	Medium/Long Term
	17. To support, financially and otherwise, the new arts centre in Carrick-on-Shannon.	17. Dept of Arts, Culture, the Gaeltacht and the Islands, Bord Fáilte, IFI, Leitrim County Council, The Arts Council.	L1	Short/Medium Term
	18. To put in place a team of community arts animateurs throughout the County.	18. County Leitrim Partnership, FÁS.	L2	Short/ Medium Term
	19. To ensure there is a balanced distribution of supports for arts in the County.	19. Leitrim County Council, The Arts Council, FÁS.	L2	Short/ Medium Term

Area: *Heritage and Environment*

Aim 1: That Leitrim's heritage and environment will be valued, preserved and enhanced for the good of its people with due regard to maintaining and strengthening the County's rural population.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> • Raise awareness and teach people the value of the heritage and environment in County Leitrim. • Protect Leitrim's heritage and environment. • Promote enjoyment of heritage and environmental events and activities. • Promote best practice with regard to all activities within the County to safeguard against adverse impacts on the environment in accordance with the principle of sustainability. • Actively promote protection of the existing environment in all of its forms and implement improvement programmes in areas where deterioration has occurred. 	1. To increase awareness of environmental matters and use of best practice through contact with schools, community groups, council members and local authority staff.	1. Leitrim County Council, Teagasc, Farm Organisations, Community Forum.	L1	Short/Medium Term
	2. To increase awareness of environmental matters through the use of local media and distribution of information.	2. As for No. 1.	L1	Short/Medium Term
	3. To encourage participation by schools and community groups in heritage and environmental projects and competitions such as An Taisce's Green Schools Competition and the Golden Mile competition.	3. As for No. 1.	L1	Short/Medium Term
	4. To seek funding in order to continue the work of the Heritage Officer and Environmental Education Officer.	4. As for No. 1.	L2	Medium Term
	5. To rigorously enforce heritage and environmental legislation.	5. As for No. 1.	L2	Short/Medium Term
	6. To increase the number of Bring Centres in Leitrim.	6. As for No. 1.	L1	Short Term
	7. To seek funding to enhance the protection of County Leitrim's heritage and environment. This may entail the retention of Conservation Officer, Waste Management Officer and Enforcement Officer.	7. As for No. 1.	L2	Medium Term
	8. To ensure accessibility for the public to places of heritage and environmental interest, e.g. highlight and provide/improve walkways, signage and information booklets.	8. Leitrim County Council, Office of Public Works.	L2	Short/Medium Term
	9. To use local media and Leitrim County Council website to highlight and promote features of heritage and environmental value.	9. As for No. 1.	L1	Short/Medium Term
	10. To organise community workshops to discuss and encourage more interaction with local heritage and environment.	10. Leitrim County Council, Community Forum.	L2	Short/Medium Term
	11. To promote schemes and programmes to identify deterioration of the environment and to arrest decline where relevant including support for Local Agenda 21.	11. Leitrim County Council, IFA, Teagasc, DOELG.	L2	Medium Term

Area: **Irish Culture**

Aim 1: To promote cultural education and awareness in Leitrim with particular emphasis on Irish language, culture and tradition.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Support and strengthen existing organisations and activities in the field of Irish cultural activity. Promote cultural activity by various means, including by the use of all types of media and modern technology. Place greater emphasis on culture within the education system. Make information on all types of culture more widely available. Provide programmes and events promoting and highlighting the cultures of all people living in Leitrim. 	1. To appoint a full time Oifigeach Gaeilge for the County.	1. Leitrim County Council , Dept of Arts, Culture, Gaeltacht and Islands.	L2	Medium Term
	2. To establish Naíonraí in the main population centres in Leitrim.	2. Community Sector including Community Forum , DJELR, County Childcare Committee.	L2	Medium Term
	3. To support the development of a Gaelscoil in the County.	3. Dept of Education and Science , Community Sector including Community Forum.	L2	Short Term
	4. To put in place supports to foster the teaching of Irish traditional music, song and dance.	4. Leitrim County Council , Arts Council.	L2	Medium Term
	5. To support and develop festivals, summer schools and other outlets for performance.	5. Leitrim County Council , Arigna LEADER.	L2	Short/Medium Term
	6. To continue to operate Aisling Gheal Liatroma as Leitrim's mobile cinema and to develop its use in promoting cultural events.	6. Leitrim County Council .	L1	Short/Medium Term
	7. To utilise school curricula, both at National and Secondary level to develop skills in Irish cultural activity.	7. Dept of Education and Science .	L3	Short/Medium Term

Area: **Multiculturalism**

Aim 1: To recognise and accept cultural diversity in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure Traveller culture is considered when statutory bodies are developing policies. Develop support mechanisms to allow non-nationals to integrate into society. Promote the varying cultures of people living in Leitrim. Support the capacity of people from differing cultures to live and work in Leitrim. 	1. To promote Traveller culture and way of life through the use of magazines, newspaper articles etc.	1. Leitrim County Council , County Leitrim Partnership, St. Joseph's Training Centre.	L2	Short/ Medium Term
	2. To use newspaper articles to highlight issues surrounding non-nationals in the County.	2. County Leitrim Partnership , Community Sector including Community Forum.	L1	Short/ Medium Term
	3. To organise countywide celebrations of cultural diversity.	3. County Leitrim Partnership , Arigna LEADER, Leitrim County Council, Community Sector including Community Forum.	L2	Medium Term
	4. To establish a Refugee Support Group in County Leitrim.	4. Community Sector including Community Forum .	L2	Short Term
	5. To run courses for non nationals in language and lifestyle.	5. VEC , County Leitrim Partnership.	L2	Short/ Medium Term

3.5.2 Community

Vision: That an active and vibrant community sector is seen as vital to the future development of County Leitrim.

Area: *Participation by Community Groups*

Aim 1: To encourage participation in voluntary activities by everyone.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop community activities and facilities in such a way that no person will be excluded because of physical, social or economic factors. Ensure that communities are aware of issues and opportunities available to them. Offer support to all groups, regardless of their level of development. Assist groups to recognise the opportunities arising from the Peace Process. 	1. To carry out an audit of community facilities to identify those in need of investment and those that are not accessible to all.	1. Community Forum , CDB, FÁS.	L2	Short Term
	2. To distribute information to all community groups on all issues that are seen to be relevant to them.	2. Community Forum , Leitrim County Partnership, CDB, Arigna LEADER, FÁS.	L2	Short/Medium Term
	3. To assist groups to meet their potential through a process of support and information.	3. County Leitrim Partnership , Leitrim County Council, Peace Programme.	L1	Short/Medium Term

Aim 2: To ensure our communities continue to be secure and safe places in which to grow up and live.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure that communities continue to be supportive to one another. Provide supports for the more vulnerable members of society through community groups. 	1. To promote security awareness in communities and introduce it as an issue in community planning processes.	1. Community Sector including Community Forum , in particular Community Alert Groups, County Leitrim Partnership, An Garda Síochana, DJELR.	L2	Short/Medium Term
	2. To support programmes in parenting skills and relationship negotiation for all families.	2. NWHB , County Leitrim Partnership, Community Sector including Community Forum.	L2	Short/Medium Term
	3. To encourage formation of Community Alert and Neighbourhood Watch schemes where they do not exist.	3. Community Sector including Community Forum , DJELR.	L2	Short/Medium Term
	4. To ensure that all community premises are accessible to people with mobility and other disabilities.	4. Community Sector including Community Forum , Leitrim County Council.	L2	Short/Medium Term



Aim 3: To encourage communities to interact and learn from one another.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Encourage community groups to network and to share experiences. Assist groups to develop linkages with similar groups in Northern Ireland and to develop common goals with them. 	1. To continue to develop the two community networks in County Leitrim and to use these in order to disseminate information to the constituent groups.	1. County Leitrim Partnership , Community Sector including Community Forum.	L1	Short/ Medium Term
	2. To support and encourage groups that wish to develop relationships with similar organisations in the North.	2. Leitrim County Council , County Leitrim Partnership, Peace Programme, Community Sector including Community Forum.	L1	Short/ Medium Term
	3. To support and encourage community groups that wish to develop linkages with other parts of the European Union.	3. Arigna LEADER , Community Sector including Community Forum, Funding Agencies.	L1	Short/ Medium Term

Aim 4: To ensure that communities in Leitrim are properly equipped to address all issues that are of relevance to them.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure that members of community groups have the skills to deal with the issues they see as important. 	1. To provide training and development programmes in management and decision making.	1. County Leitrim Partnership , Arigna LEADER, Community Sector including Community Forum.	L1	Short/ Medium Term
	2. To organise seminars in areas such as funding, housing and other relevant issues.	2. Community Forum , County Leitrim Partnership, Agencies.	L2	Short/ Medium Term
	3. To provide leadership training for volunteers in the areas of sport and youth.	3. VEC , County Leitrim Partnership, Arigna LEADER, NUIG.	L1	Short/ Medium Term

Area: *County Leitrim Community Forum***Aim 1: To support County Leitrim Community Forum and to ensure its continued development.**

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop County Leitrim Community Forum, ensuring that it continues to be representative of all facets of community activity in the County. Ensure that County Leitrim Community Forum is recognised as the primary representative structure for community groups in the County and encourage it to develop as a strong and independent voice for those groups. Provide training to Community Forum members and to community activists throughout County Leitrim. Act as a lobbying tool for the community sector in order to achieve change by influencing public policies. 	1. To provide training and other inputs to the members of the forum so as to allow them to perform their duties more effectively.	1. Community Forum, CDB.	L2	Short/ Medium Term
	2. To inform the public of the activities of the forum by the use of newspaper articles, newsletters, radio interviews, the internet and any other media thought suitable.	2. As for No. 1.	L2	Short/ Medium Term
	3. To hold public meetings and seminars for the purpose of consulting with and communicating with communities in the County.	3. As for No. 1.	L2	Short/ Medium Term
	4. To seek representation on the Working Groups and other sub committees of the CDB.	4. As for No. 1.	L2	Short Term
	5. To lobby public bodies on issues that are seen as causing inequities in communities.	5. Community Forum.	L2	Short/ Medium Term

Aim 5: To develop an integrated Estate Management Programme in the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Ensure an integrated response to community development on Local Authority Housing Estates. Ensure full participation by all in community development activity. Ensure full participation of residents in decision making structures. 	1. To establish an Estate Management Forum in the County.	1. County Leitrim Partnership/Leitrim County Council, NUIG, Tenants First.	L2	Short Term
	2. To support existing and new residents associations to fully develop community development and estate management plans.	2. As for No. 1.	L2	Short/Medium Term
	3. To organise programmes which meet the needs of target groups within estates.	3. As for No. 1.	L2	Short/Medium Term
	4. To develop and deliver a Countywide Estate Management/Tenant Participation course.	4. As for No. 1.	L2	Medium Term
	5. To improve the dissemination of information relevant to residents associations and provide relevant training programmes.	5. As for No. 1.	L2	Short Term



3.5.3 Sport

Vision: That sport in County Leitrim will be available to all of the population.

Area: *Participation in Sporting Activities*

Aim 1: To encourage participation in sport by everyone.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Promote sport at all levels so that everybody, regardless of ability, will have the opportunity to participate. Provide sports leadership training in order to encourage as wide a level of participation as possible. 	1. To develop a Sports Partnership in Leitrim to provide a Sports Officer/Co-ordinator who will provide support coaching, promotion, health and safety, finance, treatment of injuries etc.	1. VEC, NWHB, Dept of Tourism, Sport and Recreation, Community Sector including Community Forum.	L2	Medium Term
	2. To promote all sports facilities in the County so that all of the population is aware of the choice available to them.	2. VEC.	L2	Short/Medium Term
	3. To train volunteers in sports leadership skills so that young people will be encouraged to participate in activities.	3. VEC, County Leitrim Partnership.	L2	Short/Medium Term

Area: *Provision of Facilities*

Aim 1: To develop facilities that will allow access to sport by all of Leitrim's population.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Provide additional sports facilities in all parts of Leitrim. Provide facilities accessible to people with mobility or other forms of disability. 	1. To undertake a census of sports facilities in the County in order to identify gaps and weaknesses in the infrastructure.	1. VEC, CDB.	L2	Short Term
	2. To develop further community fields in all parts of the County including those with all weather playing surfaces.	2. Community Sector including Community Forum , Dept of Tourism, Sport and Recreation, Leitrim County Council.	L1/L2	Short/Medium Term
	3. To develop further signed walks and cycle paths throughout the County.	3. Leitrim County Council , Community Sector including Community Forum, North Leitrim Glens Tourism, North West Tourism, Arigna LEADER, Leitrim Tourism, VEC, Sports Partnership.	L1	Short/Medium Term
	4. To make existing facilities accessible, where possible.	4. Sports Clubs , Community Sector including Community Forum, Leitrim County Council, Arigna LEADER.	L1	Short/Medium Term

Aim 2: To develop new sports facilities to improve the quality of sport in the County.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop new sports facilities to increase the level of participation in Leitrim. Improve existing facilities so that a higher quality of sports amenity is available in the County. 	1. To develop new and improve existing sports facilities in communities throughout County Leitrim, especially those in the North of the County.	1. Local clubs, Community Sector including Community Forum, Dept of Tourism, Sport and Recreation, Leitrim County Council.	L1	Short/Medium Term
	2. To support the development of 18 hole golf courses in Leitrim.	2. Local clubs, Private Investors, Tourism Agencies.	L1	Short/Medium Term
	3. To develop adventure sports in the County.	3. County Enterprise Board, Leitrim Tourism, Arigna LEADER, VEC.	L1	Short/Medium Term
	4. To further develop those equestrian centres based in Leitrim and to promote one of these for international visitors.	4. North West Tourism, Leitrim Tourism, Arigna LEADER.	L2	Medium Term
	5. To encourage the development of one or more indoor swimming pools in Leitrim.	5. Leitrim County Council, Community Sector including Community Forum, Dept of Tourism, Sport and Recreation, Sports Partnership.	L2	Medium Term

Aim 3: To develop a flagship project to focus on sport in County Leitrim.

Objectives	Actions	Stakeholders	Complexity	Timeframe
<ul style="list-style-type: none"> Develop a facility that will enable regional sporting events to be held in County Leitrim and will attract both participants and spectators from other parts of Ireland. Provide facilities that will allow sport at all levels to develop in the County. Develop facilities that will promote sport at a regional level. 	1. To develop a multi purpose sports centre with both indoor and outdoor facilities at Carrick on Shannon. This centre will act as a centre of excellence for elite sports people as well as offering top class facilities for the use of all sports clubs.	1. Leitrim County Council, Dept of Tourism, Sport and Recreation.	L2	Short/Medium Term



Savannah McGowan, Age 8
Four Masters N.S.



4.0 Implementation, Monitoring and Evaluation Cir í gCích, Monatóireacht agus Meastóireacht



co-operation

implementation

towards a better future

policy change

achieving goals

project management



Section 4 - Implementation, Monitoring and Evaluation

4.1 Introduction

Although the preparation of the baseline analysis and development options of this Strategy has involved much time and effort, the importance of the implementation and monitoring stages cannot be over emphasised. The successful implementation of the Strategy is dependent on the commitment of all the stakeholders (agencies, local communities and social partners) to lead or contribute to the implementation of the agreed actions.

4.2 Implementation

The first steps in implementing the Strategy will involve the provision of project management and project planning training for the board and working groups. This will involve setting out the priorities for each working group on a yearly basis and developing a plan for achieving the actions within each sector. This training will address the crucial issue of ensuring that the actions set out are realised within the timeframes agreed.

4.3 What is Monitoring and Evaluation?

Over the lifetime of the Strategy, an on-going review/monitoring process will provide the mechanism through which the CDB can determine whether the Strategy is working. Are objectives being achieved? Are actions being performed? This process will also involve taking into account changes in policy at local, national or regional level. Proofing and the use of the proofing matrix to which we referred in Section 1, will also continue throughout the life-time of the Strategy. This whole learning process helps to identify and remedy shortcomings during the development stage.

An evaluation involves making judgements about the effectiveness and efficiency of the strategy process as a means of assessing the worth of the final outcome.

4.3.1 Role of Stakeholders in Monitoring and Evaluation

Leitrim CDB has overall responsibility for the implementation of the Strategy as determined by the Local Government Act. However this is dependent on individual constituent agencies and organisations carrying out the actions they have agreed to. The CDB's implementation role is to co-ordinate and monitor the Strategy in order to ensure that the objectives and actions are achieved within the framework agreed. The responsibilities of the stakeholders are as follows:

- Stakeholders will be required to proof their existing strategies/plans in relation to its impact on the aims, objectives and values of the CDB Strategy;
- Stakeholders will be required to prepare new strategies/plans on the basis of this proofing and as part of a commitment to collaborate in the achievement of objectives, as agreed in the Strategy;
- Mainstreaming of innovative programmes and actions, which are contained in the CDB Strategy, into the operational strategies and plans of local and state agencies.

The evaluation of the contribution of stakeholders to the achievement of the Strategy objectives and the regular revision of internal plans and strategies will form a central part of the monitoring process.

4.3.2 Role of the Working Groups and Fora in Monitoring and Evaluation

The working groups and fora which have been established will have responsibility for the monitoring and implementation of the Strategy. These groups will continue to meet on a quarterly basis. The following items will be addressed at each meeting:

- Review of progress made in the implementation of the objectives and actions within their sector;
- Identification of issues affecting the delivery of agreed actions and outputs;
- Preparation of Progress Report;
- Proofing against national guidelines.

The progress reports from each of the Working Groups will be submitted to the CDB for consideration.

4.3.3 Role of the CDB in Monitoring and Evaluation

The CDB will continue to meet at least every two months. An Implementation Sub-Group of the Board will coordinate the monitoring and implementation process of the Strategy in conjunction with the CDB Executive. At each meeting, the reports from the Working Groups and Fora will be discussed in the context of an on-going review of the implementation of the Strategy. The on-going review will have the following elements:

- *Review of Working Group and Fora reports;*
- *Review of new policies and strategies affecting Leitrim (e.g. through inputs from relevant agencies); Identification of new aims, objectives and actions that may have to be instigated to address emerging needs;*
- *Monitoring of effectiveness of CDB structures (e.g. Working Groups, Community Forum etc);*
- *Training - participation in training which will improve and inform the workings of the Strategy (e.g. project management, gender awareness training, team building).*

4.4 How will we ensure implementation of such a large volume of actions?

A work plan will be developed within each sector of the Strategy which will include indicators of achievement for each action. A computerised database system will be set up which will be accessible to CDB members, who will be trained to input updates on their tasks, difficulties encountered and milestones achieved. This project management system will allow all stakeholders to review how each action is being progressed from a remote location.

4.4.1 Annual Review

The CDB will prepare an annual report which will provide an overall assessment of the progress of the Strategy, including progress in implementing the various annual plans developed by the working groups and in achieving the targets and outcomes specified. The report will also contain an overview of amendments or new policy directions that have emerged through the implementation of the Strategy. The annual reviews will allow for the identification of more detailed long-term actions for the latter end of the ten year period.

Given that the impact of many actions will happen over a comparatively long time frame, and that there is a need for evaluation to match the planning cycle, a full evaluation will be carried out on a three year cycle. This independent evaluation will look at the level of impact of the process; i.e. has the Strategy made a difference? This three year evaluation will report on the following:

- *Are the aims and objectives been achieved?*
- *How have each of the sectors progressed?*
- *Is the Strategy improving the quality of life for all the people of Leitrim by developing a more inclusive society?*
- *Are stakeholders buying-in or committing to the Strategy - e.g. by increased co-ordination and integration in the delivery of their services, equal access to services for all parts of the County, creating a more socially inclusive Leitrim?*
- *Are actions agreed in the Strategy being incorporated into the future plans of local, regional and national organisations?*

In order to carry out monitoring and evaluation it will be necessary to regularly update data on the County - the onus for the provision of this information will be on constituent members of the CDB in collaboration with the executive of the CDB. The CDB will in some cases carry out research for the purposes of capturing all aspects of the impact of the Strategy implementation. This will include both targeted surveys of users of specific public services and an analysis of needs based on on-going policy analysis. Leitrim CDB will update the socio-economic profile of the County on a regular basis and develop innovative ways of making this information available to all potential users of such information.

The implementation, monitoring and evaluation process will begin immediately in order to ensure that timeframes are met and that the impetus developed throughout the process is harnessed for the betterment of the County.



APPENDIX ONE - STRATEGY PROCESS

The following eight-step process outlines how the Integrated Strategy was developed

Where are we?

- Step 1: Process Initiation: Formation of Aims and Philosophy of Leitrim County Development Board*
- Step 2: Audit of Service Provision*
- Step 3: Analysis of present Economic, Social and Cultural Situation*
- Step 4: Analysis of Strengths, Weaknesses, Opportunities and Threats*

Where do we want to go?

- Step 5: Development of Vision, Goals and Objectives*

How should we get there?

- Step 6: Identification and Selection of Options and Development of Strategies*
- Step 7: Establishment of Targets and Key Result Areas*

How will we know we're getting there?

- Step 8: Drafting, Monitoring, Feedback and Evaluation System*

Consultation

APPENDIX TWO - MEMBERSHIP OF CDB, WORKING GROUPS AND FORA

Leitrim County Development Board Membership

Local Government Sector

Cllr. Sinead Guckian ¹	<i>Leitrim County Council</i>
Cllr. Gerry McGee (Cathairleach)	<i>Leitrim County Council</i>
Cllr. Jim McPadden	<i>Leitrim County Council</i>
Cllr. Liam McGirl	<i>Leitrim County Council</i>
Cllr. Francis Gilmartin	<i>Leitrim County Council</i>
Cllr. Damien Brennan	<i>Leitrim County Council</i>
Mr Sean Kielty ⁴	<i>Acting Leitrim County Manager</i>

Social Partners Sector

Mr Gerry Fitzgerald	<i>Employer/Business Pillar</i>
Mr John Comiskey ²	<i>Trade Union Pillar</i>
Mr Michael Comiskey	<i>Farming Organisations Pillar</i>
Mr Patrick Love	<i>Community and Voluntary Sector</i>
Mr Paddy O' Rourke ³	<i>Community and Voluntary Sector</i>

Local Development Sector

Ms Martina Earley, ⁵ Mr John Bredin	<i>Arigna LEADER</i>
Mr Tom Lavin, Mr Pat Monaghan	<i>County Leitrim Partnership</i>
Mr Joe Lowe, Mr Oliver Haslette	<i>Leitrim County Enterprise Board</i>

Statutory Agencies

Mr Brian O' Malley	<i>Enterprise Ireland</i>
Mr Joe McHugh	<i>I.D.A. Ireland</i>
Mr Des Keegan ⁶	<i>Teagasc</i>
Mr Damian Brennan	<i>North West Tourism</i>
Dr Helen McHenry ⁷	<i>Western Development Commission</i>
Mr Christy McDonagh	<i>Dept. of Social, Community and Family Affairs</i>
Chief Supt. Jim Sheridan	<i>An Garda Siochana</i>
Ms Carmel Taheny ⁸	<i>North Western Health Board</i>
Mr Peter Tiernan ⁹	<i>FÁS</i>
Mr John Blunnie	<i>VEC</i>

Cultural Development Working Group

Cllr. Francis Gilmartin (Chair)	<i>Leitrim County Council</i>	Mr John Comiskey	<i>Trade Union Pillar</i>
Cllr. Liam McGirl	<i>Leitrim County Council</i>	Mr Patrick Love	<i>Community and Voluntary</i>
Mr Oliver Haslette	<i>Leitrim County Enterprise Board</i>	Mr Pat Monaghan	<i>County Leitrim Partnership Co.</i>
Mr John Blunnie	<i>VEC</i>	Mr John Bredin	<i>Arigna LEADER</i>
Mr Sean O' Suilleabhain	<i>Library Service</i>	Ms Terre Duffy	<i>Arts Officer</i>
Ms Bernie Guest	<i>Heritage Officer</i>	Mr Liam Maloney	<i>Environmental Education Officer</i>

Economic Development Working Group

Cllr. Gerry McGee (Chair)	<i>Leitrim County Council</i>	Mr Sean Kielty	<i>Acting Leitrim County Manager</i>
Cllr. Sinead Guckian	<i>Leitrim County Council</i>	Mr Gerry Fitzgerald	<i>Employer/Business Organisation Pillar</i>
Ms Martina Earley	<i>Arigna LEADER</i>	Mr Brian O' Malley	<i>Enterprise Ireland</i>
Mr Joe Lowe	<i>Leitrim County Enterprise Board</i>	Mr Des Keegan	<i>Teagasc</i>
Mr Damian Brennan	<i>North West Tourism</i>	Mr Joe McHugh	<i>I.D.A. Ireland</i>

1. Cllr Tony Ferguson served from May - July 2000 & Cllr Michael Colreavy from Sept 2000-May 2001.

2. Mr Paddy Beirne served from May 2000 - February 2001.

3. Ms Nicola Murphy served from May 2000 - October 2001.

4. Mr John Tiernan served from May 2000 - January 2002.

5. Mr Patsy Daly served from May 2000 - January 2002.

6. Mr Joe Hennelly served from May 2000 - February 2001.

7. Mr Frank Doheny served from September 2000- September 2001.

8. Mr Tom Kelly served from May - November 2000.

9. Mr Michael Tully served from May - November 2000.



Social Inclusion Working Group

Cllr. Damien Brennan (Chair)	<i>Leitrim County Council</i>	Mr Paddy O' Rourke	<i>Community & Voluntary Sector</i>
Cllr. Jim McPadden	<i>Leitrim County Council</i>	Mr Michael Comiskey	<i>Farming Organisations Pillar</i>
Mr Tom Lavin	<i>County Leitrim Partnership</i>	Dr Helen McHenry	<i>Western Development Commission</i>
Mr Christy McDonagh	<i>DSCFA</i>	Chief Supt. Jim Sheridan	<i>An Garda Síochana</i>
Mr Martin Beirne	<i>North Western Health Board</i>	Mr Peter Tiernan	<i>FÁS</i>
Mr Gerry McGourty	<i>North Leitrim Men's Group</i>	Ms Sinead Barrons	<i>Holywell Trust Support Agency</i>

Agriculture and Rural Development Forum *

Mr Tom Coll	<i>Teagasc</i>	Ms. Martina Earley	<i>Arigna LEADER</i>
Mr Michael Comiskey	<i>IFA</i>	Mr Jim McCorry	<i>Lakeland Dairies</i>
Mr Brian Smyth	<i>County Leitrim Partnership</i>	Mr James Madden	<i>Chief Veterinary Officer</i>
Mr Michael MacGiolla Ri	<i>District Veterinary Office</i>	Mr Pdraig Griffin	<i>ICMSA</i>
Mr Enda Candon	<i>Connacht Gold Co-op</i>	Mr Eoin Kane	<i>Drumshanbo Mart</i>
Mr Brendan Grimes	<i>Carrigallen Mart</i>	Mr Ivan Moffatt	<i>Manorhamilton Mart</i>
Ms Marcella Tiernan	<i>I.C.A.</i>	Mr Jack Devanney	<i>Farm Development Service</i>
Mr John McHale	<i>Coillte</i>	Mr John McCauley	<i>Leitrim Organic Farmers Co-operative</i>
Mr Joachim Schaefer	<i>Leitrim Organic Farmers Co-operative</i>	Ms Barbara Ohlig Schaefer	<i>Leitrim Organic Farmers Co-operative</i>
Ms Mary Luthers	<i>Leitrim Organic Farmers Co-operative</i>	Mr Pat Monaghan,	<i>CDB Member</i>
Mr Michael Comiskey	<i>CDB Member</i>	Ms Peggy Kilraine	<i>Farmer</i>
Mr John O' Neill	<i>The Organic Centre</i>	Ms Cariosa Lynch	<i>WDC</i>

Education and Training Forum *

Cllr. Damien Brennan	<i>Leitrim County Council</i>	Mr Gerry McGovern	<i>St Joseph's Training Centre</i>
Mr Donal Scully	<i>County Leitrim VEC</i>	Mr Pdraig Griffin	<i>Education Centre</i>
Cllr. Gerry McGee	<i>CDB Member</i>	Ms Mary Phair	<i>DSCFA</i>
Ms Jane Golden	<i>North Leitrim Women's Group</i>	Ms Adele Barrett	<i>FÁS</i>
Ms Aedamar Gillespie	<i>County Leitrim Partnership</i>	Ms Caoimhe Gleeson	<i>NUIG</i>
Mr John O'Doherty	<i>Comhairle</i>	Mr Pat Love	<i>CDB Member</i>

Health Forum *

Ms Carmel Taheny	<i>Public Health, CDB Member</i>	Ms Bernie Donoghue	<i>County Leitrim Partnership</i>
Dr Mary Manandhar	<i>NWHB</i>	Mr Frank Moore	<i>An Garda Síochana</i>
Mr Donal Scully	<i>VEC</i>	Mr Gerry Doyle	<i>Housing Section, LCC</i>
Ms Betty Duignan	<i>County Leitrim Partnership</i>	Mr Pat Love	<i>CDB Member</i>
Ms Denise McNamee	<i>Foroige</i>	Ms Aine Murray	<i>Probation Officer</i>
Ms Jane Golden	<i>North Leitrim Women's Group</i>	Mr John Doherty	<i>Comhairle</i>
Cllr Sinead Guckian	<i>CDB Member</i>	Ms Linda Flanagan	<i>Social Worker, LCC</i>
Mr Pat Fitzpatrick	<i>St Josephs Training Centre</i>	Mr Andy McGovern	<i>LAPWD</i>
Mr Tommy Murphy	<i>LAPWD</i>	Ms Colette Flynn	<i>CLP Unemployed Sub-Committee</i>
Ms Maria Hainsworth	<i>Holywell Trust Support Agency</i>	Mr Gerry Fitzgerald	<i>CDB Member</i>
Ms Rosemary Kerrigan	<i>Rural Lift</i>	Ms Adele Barrett	<i>FÁS</i>
Mr Jerome McGirl	<i>Physical and Sensory Disability, NWHB.</i>		

Leitrim Community Forum

Mr David Spence	Men	Ms Bernie Murray	Women
Mr Pdraig Griffin	Sports	Ms Antoinette McGowan	Older People
Mr Pat Love	Community Enterprise	Ms Patricia Kiernan	Arts/Culture/Environment
Mr Donal Scully	Youth	Ms Margaret Hyland	Disability Sector
Mr Martin Reading	Smallholders	Ms Mary M Parsons	N. Leitrim Community Network
Mr Maureen Byrne	N. Leitrim Community Network	Ms Thomas Kelly	N. Leitrim Community Network
Mr Sean McDermott	N. Leitrim Community Network	Ms Paddy O'Rourke	S. Leitrim Com. Network
Mr Philip Roddy	S. Leitrim Community Network	Ms Mary Butler	S. Leitrim Com. Network
Mr Ellen Kane	N. Leitrim Community Network	Ms John Flynn	Ballinamore/Carrick Areas
Mr Michael McGovern	Ballinamore/Carrick Areas	Ms Lourda McGowan	Ballinamore/Carrick Areas
Mr Bernadette McLoughlin	Ballinamore/Carrick Areas	Ms Julia McEneaney	Ballinamore/Carrick Areas
Mr Robbie McDonald	Manorhamilton/Dromahaire Areas		
Sr Dolores Kilbane	Manorhamilton/Dromahaire Areas		
Mr Ciaran Rock	Manorhamilton/Dromahaire Areas		

Sports Forum *

Mr Pdraig Griffin	Ballinamore Athletics Club	Mr John Connolly	Carrick-on-Shannon Athletic Club
Ms Mary O'Donnell	Carrick-on-Shannon Amenities Ltd.	Mr Tommie Kenny	Carrick-on-Shannon Golf Club
Mr Tony Keane	Carrick-on-Shannon Rowing Club	Mr Gerard McMorrow	Glenfarne GAA
Mr Gerard Taylor	Carrick Town A.F.C.	Mr Tommy Padden	Leitrim Gaels Community Field Development
Mr Steve Flynn	Drumcong United F.C.	Mr Martin Dolan	Leitrim County Council

Tourism Forum

Mr Damian Brennan	North West Tourism Organisation	Ms Sinead McDermott	Tourism Marketing Officer
Mr Raymond Thomas	Riversdale	Ms Valerie Cahill	Attyrory Lodge
Ms Imelda Mc Mahon	Gortmor House	Ms Jeanette Conefrey	Canal View House
Ms Jackie Lee	Sliabh an Iarainn Tourism Group	Mr Paul Garland	Inland Waterways Association
Ms Tina McLoughlin	Community Links Worker, LCC	Mr Alan Hill	Western Development Commission
Ms Catherine O'Keeffe	North Leitrim Glens Co-Op	Mr Joe Lowe	Leitrim County Enterprise Board

Travellers Forum

Mr Pat Fitzpatrick	County Leitrim Partnership	Ms Linda Flanagan	Social Worker, LCC
Mr Des Flynn	Carrick-on-Shannon	Ms Michael McDonagh	Mohill
Ms Ann McDonagh	Mohill	Mr Martin Beirne	North Western Health Board
Ms Geraldine Mullarkey	North Western Health Board	Mr Gerry McGovern	St Joseph's Training Centre

Youth Forum *

Mr Damian Brennan	Leitrim County Council	Mr Gerry McGovern	St Joseph's Training Centre
Ms Tina McLoughlin	Community Links Worker	Mr Donal Scully	County Leitrim VEC
Ms Mary Taylor	North Connaught Youth Services	Mr Gerry McGee	Leitrim County Council
Mr Brian Tuohy	An Garda Síochána Juvenile Liaison Officer	Ms Mary O'Donnell	County Leitrim Athletics Board
Mr Diarmuid Sweeney	County Leitrim Bord na nÓg	Mr Brendan Clarke	Foroige

Written Submissions

- LAPWD
- Mr Martin Reading
- Manorhamilton Community Services Training
- North Leitrim Men's Group
- IWA
- Mr David Spence
- Earthwatch Leitrim
- Mr Ciaran Rock
- Ballinaglera Development Association
- Ballinamore Area Community Council (x 2)
- Bee Park Resource Centre
- North Leitrim Women's Centre
- Ms Margaret Hyland
- Corn Mill Theatre
- Community Forum

* A number of other organisations where also offered the opportunity to participate.



APPENDIX THREE - HEALTH PREAMBLE

Leitrim County Development Board Strategy and Health Towards a shared health agenda

HEALTH – what is it?

The broad dynamic and positive definition of “health” championed by the World Health Organisation (WHO) has received wide support in Ireland, at both community and health service provider levels.

Health is a state of complete physical, mental and social well-being - not simply the absence of disease or infirmity. Everyone in Leitrim wants good health for themselves and their families. A healthy individual is a key family and community resource able to participate fully in different aspects of County development. Healthy families and healthy communities are County, Regional and National assets.

What determines health?

It is estimated that 80% of health impacts arise as a result of inter-acting and complex factors operating outside the formal health sector. WHO has published considerable research that proves health is largely determined by the social, economic and cultural environments in which we grow up, live and work and by our individual choices and lifestyles. Immediately this strong link indicates the possibility of creating synergy between the health of the people of the County and the County Development Strategy for Social, Economic and Cultural Development. Some of the broad layers of influence known to determine health are shown in Table 1.

In recognition of the existence of these multiple and inter-linked determinants of health, the cross-sectoral partnership with the Leitrim County Development Board and others seeks to achieve and maintain better health for all people in Leitrim. A detailed localised mapping of these determinants is an important early exercise for the planning of policy and programmes for healthy individuals living in sustainable healthy communities.

Health for all, or only for some?

Health is a fundamental human right. Everyone, equally, has a right to health. But in Leitrim, as elsewhere, we still have some way to go before this is achieved in practice. Not everyone in society has the same opportunities to achieve and maintain good health. A small part of this is due to fixed individual factors like genetic predisposition and age that determine some aspects of health status.

If we look at the picture of health in County Leitrim, although health care facilities, staff and resources exist to serve all people, not everyone has equal access to them, and not everyone has the same experience of health. Research increasingly indicates that there are very strong relationships between ill health and poverty, deprivation and social disadvantage. These relate to differences in income as well as other factors such as social class, ethnic group, gender, living conditions, physical isolation, and family situation.

Some members of certain groups and communities (for example, Travellers, the unemployed, lone parents, those living alone in remote rural areas, drug addicts, ex-offenders) have worse health overall than the majority of people. Many of them live shorter lives, and are often more affected by sickness and physical and emotional burdens than the rest of the population, resulting in health inequalities. This is because they suffer from what is now being called “social exclusion” – that is, cumulative disadvantages in terms of educational opportunities, employment, social and family networks, transport and access to services, and adequate accommodation, all of which can adversely affect their physical and mental health. Any strategy to improve the health, well-being and quality of life for all people in Leitrim must address all these factors. But whose responsibility will that be?

Who is responsible for health in Leitrim?

The greatest gains in health worldwide over the past 100 years have been achieved through improvements outside health service provision, such as education, working conditions, accommodation and housing, food safety, water supplies, waste management and the physical environment including improved transport and access. The same is true for Ireland as a whole, and for County Leitrim. This overwhelming historical evidence clearly shows that health cannot be left solely to the health sector, its preventative and curative care services, and the provision of health information. Table 2 details where various responsibilities for health lie.

Shaping the way forward

The Leitrim County Development Board Strategy gives the people of Leitrim a new opportunity to ask fundamental questions about health, such as:

- *What are the things that we need to do to make our health better than it is today?*

- What are the things that we need to do to create a healthier future for our children and our grandchildren?
- Who needs to take these actions and how can they be supported?
- How will everyone work together?

Answering these questions will require serious, concerted, multi-sectoral efforts to tackle the social, cultural and environmental determinants of health. It can only be achieved by a renewed and dynamic commitment to a community development approach to health. For it is at the community level that the best opportunities exist for action to address inequalities in health.

Table 1: Broad Layers of Influence Known to Determine Health

Fixed	Social and Economic Circumstance	Living and Working Environments	Lifestyle	Access to services
<ul style="list-style-type: none"> • Hereditary factors • Age • Sex 	<ul style="list-style-type: none"> • Poverty • Employment opportunities • Social exclusion • Discrimination / racism • Inequality • Child rearing practices • Health belief systems • Level of community participation in development • Level of literacy 	<ul style="list-style-type: none"> • Appropriate, affordable housing or traveller's accommodation • Water quality • Air quality • Level and nature of crime and dangerous activities • Safe roads and traffic management • Safe clean play spaces 	<ul style="list-style-type: none"> • Diet • Physical activity • Stress and the balance of work, rest and play • Smoking • Alcohol • Sexual behaviour • Drugs 	<ul style="list-style-type: none"> • Education and lifelong learning • Health care services and support • Social care and support • Transport • Leisure facilities

Table 2: The Various Responsibilities for Health

Individual	<i>Individuals tend to take a subjective view of their own health, comparing their present health with their past/ideal health, or with the health of those around them. But whatever their view, every person holds a vital responsibility for many aspects of their own health as well as the health of those around them. Smoking, drink driving, drugs, eating disorders, domestic violence, child abuse, and sexual behaviour are key examples of individual health behaviours that can have health consequences beyond the individual. The Health Board has a health promotion ethic, providing information in an accessible format for people to make informed choices to improve their health, lifestyles and environment. With heart disease, cancer and accidents the main killers of people in Leitrim, individual responsibility for health is clearly important.</i>
Community	<i>The community is a collection of individuals, all of whom have a responsibility towards health for themselves, their families and their communities. Communities are where social, economic, and environmental factors all interact and can contribute to ill health or impede health improvement. The Health Board believes in helping communities identify what they need to do to improve health and to act to address those needs. This may involve supporting activities addressing different health determinants: for example, lobbying for safe routes to school, and for safe, clean play spaces; ensuring foundations for health are laid down in lifelong learning and education; act as watchdogs for public amenities like water and waste disposal; set up community transport schemes and networks to improve access to services; and address concerns about housing/accommodation.</i>
Health Board	<i>The Health Board aims to support all action to prevent disease and improve the health and well-being of people in the region at home, at work and in the wider community. This includes providing accessible, efficient, well-resourced health facilities providing timely, appropriate, high quality, care in a sensitive and respectful manner. But it is not all that is needed for a healthy population. Increasingly, the Health Board also aims to influence social and economic policy that impacts on health. At County level, the Health Board aims to improve its partnerships with those whose policies, activities and networks greatly influence the determinants of the health in their area.</i>
Statutory Bodies	<i>The policies of all local bodies have an impact of the health of people who live in the locality. Sometimes we are not always fully aware of this, although many organisations already contribute to efforts that affect the health of the people of Leitrim. There is a need to ensure that all agencies take health into account even where it is not normally considered as part of our collective work to address the health needs of vulnerable and disadvantaged groups and thereby reduce health inequalities.</i>
Workplace	<i>The Health Board is committed to working towards healthy, family-friendly workplaces in Leitrim. As the region's biggest employer, the Board aims to act as a role model for the business sector. Employers, Trade Unions, economic partnerships and their representatives already have obligations under existing legislation and voluntary codes that can enhance health in the workplace, and have a key responsibility for providing clean, smoke-free and safe working environments, and to support healthy lifestyles. They also need to be responsive to the fact that their employees are members of families. Setting up practical support systems for working parents, especially women, is an important part of this. Achieving healthy workplaces will be vital to Leitrim's prospects and competitiveness in the market place. Everyone benefits.</i>



With all the different social, economic and environmental determinants of health, and the role of each individual's behaviour and lifestyle choices in determining health, multi-sectoral approaches deserve to be strengthened. This requires close collaboration and coordination with other agencies that can influence the determinants of health. The County Development Board, working in close and meaningful partnership with other agencies and civil society to promote community development and healthy communities, as well as simultaneously ensuring the best possible care services in Health Board care facilities, will together have the most beneficial impact on health in Leitrim. We can all contribute to achieving better health and we can all benefit as a result.

Health cuts across the three key pillars of the County Development Plan: the productive sector, human resources and social inclusion, and social and economic infrastructure. Developing tools such as Health or Human Impact Assessment allows for analysis and interpretation of the health effects of what we are doing in any sector on people and on the quality of their daily lives, and even what we propose to do before we do it. Such tools will enable us to ensure that the health consequences of future decisions in any sector are not overlooked.

Against the general backdrop of the County Development Board Strategy and its consultation process, the Health Board is committed to reducing health inequalities within its region, and champions the fundamental values of respect, equity and inclusion for all. In partnership with the County Development Board, the Health Board is committed to promoting physically and mentally healthy workplaces for all employees, regardless of age, sex, marital or family status, ethnicity, social class, sexuality, disability, religion, or membership of the Traveller community.

Our vision is for Leitrim to provide the best working and living environments for health, well-being and quality of life in Ireland, and be a place where everyone has equal opportunity to achieve their best health potential.

The Health Board looks forward to joining colleagues working in active cross-cutting partnerships to address all the determinants of health for its people, and make coordinated and sustained efforts to improve health and well-being across County Leitrim. For when it comes to health, there is no "them". There is only all of "us".

APPENDIX FOUR - GLOSSARY OF TELECOMMUNICATION TERMS

ATM - Asynchronous Transfer Mode - ATM is a fast switching and multiplexing technique that allows voice, data, audio, video and other kinds of telecommunications traffic to be carried on the same network.

Backbone Network - A high capacity network that links together other networks of lower capacity, usually local area networks.

Bits per second (bit/s) - A "bit" is a unit of information. The speed of a communications link is often referred to as bits per second.

Broadband - A high speed telecommunications link.

DSL - Digital subscriber line - which allows high speed broadband communications over existing copper wires.

DWDM - Dense Wave Division Multiplexing. A relatively new technology that allows a significant increase in the capacity of a single fibre pair.

Local Area Network (LAN) - A high speed communications system designed to link computers and other data processing devices within a small geographic area.

SDH - Synchronous Digital Hierarchy - a standard for high capacity transmission. Designed with ATM in mind, SDH has many advantages over previous transmission technologies including flexibility in managing the transmission and capable of carrying more information at faster speeds.

Wireless Local Loop (WLL) - This technology allows companies to beam high speed internet services to buildings via radio waves rather than using wires. This allows the service to become operational quicker than traditional broadband connections, which have to be installed by digging up roads and laying cable.



APPENDIX FIVE - PROOFING MATRIX

Economic Development - Agriculture and Rural Development					
Aims	Gender Equality	Integration	Social Inclusion and Poverty	Spatial Equity	Sustainability
<i>To encourage farm development by overcoming the problems relating to land fragmentation and the costs of consolidating farm holdings.</i>	<i>All information and advice will be targeted at the farm family unit.</i>	<i>Actions 1 to 6 involve a partnership of Agencies.</i>	<i>Land fragmentation has been one of the main causes of low incomes. Actions 1-7 all advocate for the improvement in income and greater opportunities for farm families.</i>	<i>The actions are common to all of the County.</i>	<i>Actions 1-3 and 7 involve helping to improve the viability of existing farm families which make up a significant proportion of Leitrim's population. Actions 4-6 encourage greater participation in the REPS scheme.</i>

Social Inclusion - Housing and Planning					
Aims	Gender Equality	Integration	Social Inclusion and Poverty	Spatial Equity	Sustainability
<i>To improve information on housing.</i>	<i>Actions target a range of groups including both women and men on CE Schemes, and new tenants on Local Authority Housing Estates.</i>	<i>Actions 1 to 4 involve a partnership of Agencies.</i>	<i>Information on housing repairs and grants can help to increase people's access to activities and improve their quality of life.</i>	<i>Actions involve innovative ways of dispersing housing information to people living in all parts of the County</i>	<i>Improved housing helps to sustain people in their own areas and estate management by people from the estate helps to generate a community spirit and improve people's ability to help themselves.</i>

Cultural Development - Arts, Heritage and the Environment					
Aims	Gender Equality	Integration	Social Inclusion and Poverty	Spatial Equity	Sustainability
<i>To ensure that the Arts be recognised as a fundamental part of life in Leitrim and be fostered, supported, developed and promoted.</i>	<i>Actions target a range of groups in order to increase the number of people enjoying art in Leitrim.</i>	<i>All actions involve a partnership of Agencies.</i>	<i>Action 1 specifically involves developing arts projects which target people who are socially excluded. Other actions ensure all people have access to the arts through schools, communities, transport to events and universally designed buildings</i>	<i>Transport, accessibility and a dispersion of art activities to schools, communities etc ensures people from all parts of Leitrim can enjoy the arts.</i>	<i>Promotion and development of the arts ensures that Leitrim's rich art heritage is preserved for all and that such art can encourage people to live in Leitrim.</i>

