

A stylized map of Roscommon county is shown in a bright yellow color, centered on a dark blue background. The map is surrounded by a radial pattern of light blue lines and bokeh light effects, suggesting a sense of vision or development.

Roscommon common vision

*A strategy for economic, social
and cultural development*

2009 - 2012



Table of Contents

1. Background
2. Purpose of the Report
3. The CDB National Co-ordination Group
4. Context and Framework
5. Profile of County Roscommon
 - Population Trends
 - Age Dependency
 - Employment and Unemployment
 - Education
 - Social Inclusion
 - Interagency Approach to Travellers
 - Migration
 - Agriculture
 - Enterprise
 - Tourism
 - The Creative Sector
6. Summary of Roscommon County Development Boards achievements 2006 – 2008
7. Key Priorities for 2009 – 2012
8. Implementation, Structures and Monitoring
9. Appendices

List of Tables

- | | |
|----------|--|
| Table 1. | Population Changes in County Roscommon |
| Table 2. | Age Dependency Ratio |
| Table 3. | National Live Register |
| Table 4. | Primary, Secondary and Third Level Education |
| Table 5. | Permanent employment in Companies in Roscommon. |
| Table 6. | Tourism in Roscommon 2007 |
| Table 7. | Economic Contribution of the Creative Sector to the Western Region |

1. Background

The 34 City and County Development Boards (CDBs) were established in early 2000, and their ten-year Strategies for the economic, social and cultural development of their areas were published during the first half of 2002. These Strategies were reviewed in late 2005 and early 2006. This is the second and final review of the Strategies with actions up to 2012.

The Department of the Environment, Heritage and Local Government issued Circulars LG 06/08 and LG 11/08 which indicated that each CDB should undertake a review of its County/City Strategy – as revised in 2005/2006 - focussing on a very limited number of priorities over the period mid 2009 to end 2012 and produce a short review document.

The CDB's have established themselves on firm footing and this is evidenced by the continual reference by Government to the CDB structure needing to be strengthened and reinforced, and a continual reminder that state agencies must work collectively. The Government sees the CDB as a key-coordinating mechanism for public service delivery. These sentiments are evident in the INDECON review of CDB's, 2008 budget, Towards 2016, the NDP 2007-2013, and the Taskforce Report Transforming Public Service.

2. Purpose of the Report

The purpose of this report is to

- Review priorities for 2006 – 2008
- Identify priorities going forward from 2009 to 2012.

This will be done in the context of key developments at local, regional and national level that have occurred since the strategies were revised in 2005/2006 and assessing the implications of those developments.

The most important achievements to date, in terms of implementation of the existing Strategies, (as revised), with particular regard to inter-agency co-operation and practical outcomes will be identified. Ways in which such co-operation can be improved will be highlighted. The process and mechanisms currently being used to implement and monitor the strategies and the work of the Boards, will be examined, with a view to streamlining them and ensuring their effectiveness.

3. The CDB National Co-ordination Group

The CDB National Co-ordination Group, which was re-established following the Indecon Report, aims to bring a national dimension and profile to the work of the CDB's. It considers it important that the review of the strategies would focus on the CDB's **core co-ordination role** resulting in a limited number of **key priorities** at local level. These limited priorities, should also focus on **integrated actions** aimed at a more joined up approach to local service delivery involving relevant agencies. There should be a particular emphasis on **interagency co-operation** and the need for sharing of resources to ensure efficiencies and value for money to meet the needs of the relevant client groups.

4. Context and Framework

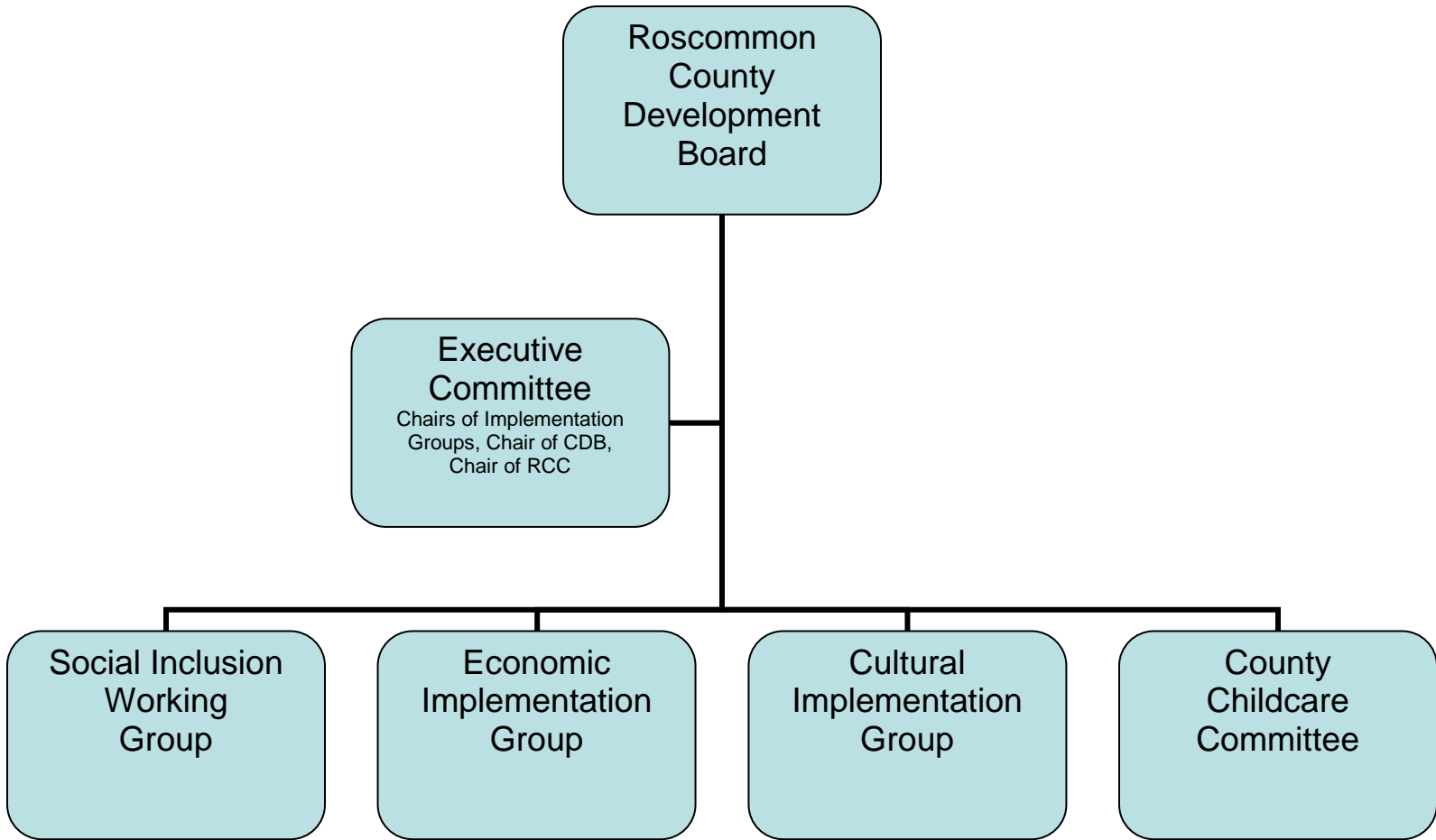
This review takes place in a much changed climate to that of 2006. The priorities for 2009-2012 are cognisant of the massive economic changes that have taken place in Ireland and in Roscommon since early 2008. Bearing this in mind, and with an aim of positively developing the County, this document lays out clear economic, social and cultural actions that will achieve results for people and their lives into the future.

We have moved from low to rising unemployment, from a vibrant construction sector to a dormant one, from significant disposable income to a reduction in disposable income, from a high percentage of migrant workers to a stagnation in migrant workers and from jobs at home to

emigration. All these factors have contributed to a changed economic environment, which resulted in a high degree of despondency about employment opportunities in Roscommon (John P. Burke. 2009. *Employment Trends in County Roscommon*)

The CDB member organisations are cognisant of the situation and commit to better co-ordination of services through interagency co-operation and integrated actions in County Roscommon. As part of this one of the priority actions is to enhance the way service providers inform the public about their services. This will involve putting in place a web based map browser tool to display service provider information available to the public including broadband information with an aim of improving the co-ordination of services throughout the county.

Structure of Roscommon CDB



5. Profile of County Roscommon Population Trends

Table 1 Population Changes in County Roscommon

	2006	2002
Population	58,768 30,178 (M) 28,590 (F)	53,774
Trend	+9.3% (4,994)	+3.46% (1,799)

The population of County Roscommon rose by 9.3% (8.2% nationally) between 2002 and 2006 and 87% of this was due to immigration and not due so much to an increase in the birth rate (Roscommon Integrated Development Company. 2008. Submission under the National Rural Development Programme 2007 - 2013). The birth rate in Roscommon has been steady in the past few years. Migration seems to be leveling off and therefore will not contribute to an increase in population. Therefore, the biggest influence on the rate of population change in the coming years is likely to be the extent to which local people have to leave the County for jobs.

The population rose significantly more in the south of the County (14%) than in the north (7%). Despite the average population growth for County Roscommon as a whole, some of the rural Electoral Divisions have lost as much as one quarter of their population over the past fifteen years (Trutz Haase & Jonathan Pratschke, February 2008. *New Measures of Deprivation in the Republic of Ireland. An Inter-temporal and Spatial Analysis of data from the Census of Population, 1991, 1996, 2002 and 2006*) making them even more isolated.

While the Roscommon County Development Plan projects a growth of 1.6% in population between 2006 and 2016, this may not materialise based on the current economic situation in County Roscommon.

While the County town of Roscommon grew, the County continues to face significant challenges arising from its population size and distribution. Roscommon, with an average age of 38.3 had the oldest population in the country at the time of the 2006 Census 33% of the population of the County is under 25 years of age. Any co-ordinated actions in the CDB strategy must cater for the aging population and the significant numbers of young people in County Roscommon.

Age Dependency

Table 2 Age Dependency Ratio

	1991	2006
Ireland	38.1%	31.4%
Roscommon	43.3%	35.2%

There has been a continuous decline in the age dependency rate (the proportion of population under 15 years of age or over 64 as part of the total population) throughout Ireland over the past 15 years, from 38.1% in 1991 to 31.4% in 2006. An even greater decline applies to County Roscommon (43.3% to 35.2%), albeit starting from a higher level. Roscommon continues to have the highest dependency ratio throughout the country.

Within Roscommon, there exist the typical urban-rural differential, with age dependency being lower in the County's more urban areas, Athlone West Rural (27.5%) and Roscommon Urban (30.0%) and up to fifteen percentage points higher in its rural areas. Dependency rates exceed forty per cent in 11 Electoral Divisions, (Trutz Haase & Jonathan Pratschke, February 2008. *New Measures of Deprivation in the Republic of Ireland. An Inter-temporal and Spatial Analysis of data from the Census of Population, 1991, 1996, 2002 and 2006*)

Therefore planning for the elderly and the young has to be a particular priority in this 3 year CDB strategy. The social actions around rural transport will affect young and old people and the rural men's initiative will deliver a better co-ordinated service to men in rural areas. The emphasis on the development of broadband will also positively affect the young and old.

Employment and Unemployment

The national unemployment rate is 9.2% (INOU February 2009). The live register (including Jobseekers Benefit, Job Seekers Allowance, Part time employed, and claimants of PRSI credits) increased by 92%, nationally between December 2007 and January 2009 and by 104% in Roscommon. This is a most telling indicator of a weakening in the labour market. (John P. Burke. 2009. *Employment Trends in County Roscommon*)

Table 3 Live Register

	Nationally	Roscommon
December 2007	169,700	1,512
January 2009	326,100	3,094 (2,183m, 911f)
Dec. 07 – Jan '09	Up 92%	Up 104%

- The County's labour force participation rate is 58.9% compared to the national average of 63.5% (Roscommon Integrated Development Company. 2008. Submission under the National Rural Development Programme 2007 – 2013)
- Employment in private firms (with 5 or more persons engaged) in the construction industry nationally decreased by 20.2% in November 2008 by comparison with November 2007.
- Employment growth was dominated by part time employment while full time employment did not grow at all in Q2 2008. FAS have predicted that employment growth will be negative in 2009.

There needs to be a cohesive and integrated approach to enterprise development and job creation involving the CDB and all services providers. The actions to co-ordinate and develop community enterprise space, thereby supporting small businesses will stimulate innovation and provide maximum support for projects with employment potential as highlighted by the research *Employment Trends in County Roscommon*. Mapping broadband coverage in the County and promoting the uptake of broadband will ensure that a much needed piece of infrastructure is available to small businesses and people working from home.

Education and Training

Unemployment is rising nationally and in County Roscommon. Re-education and training are cited as essential developments to ensure Ireland's longer term economic and social progression. However, unless concerted work is undertaken to ensure that training and education are matched with emerging employment opportunities they will not yield the necessary results. (INOU February 2009)

Table 4 Primary, Secondary and Third Level Education

	Primary Education Only		Under 15 without a Leaving Certification Qualification		Third level Education	
	Nationally	Roscommon	Nationally	Roscommon	Nationally	Roscommon
1991	36.7%	18.9%			13%	9.2%
2006	40.5%	22.0%	16%	8%	30.5%	23.4%

In 2006 the number of persons over 15 years of age in County Roscommon without a leaving Certificate qualification was just over 8% lower than the regional (13%) and national figures (16%). Increasing retention rates at secondary level and progression to tertiary education will require the successful targeting of poorly performing students earlier in their development. (Forfás. 2008. Annual Competitiveness Report).

Third level education has more than doubled over the past 15 years. In 1991, 13.0% of the national adult population had completed third level education. This grew to 30.5% in 2006. The proportion of Roscommon's population with third level education has grown from 9.2% to 23.4%, a growth which is well below that which has occurred nationally. (Trutz Haase & Jonathan Pratschke, February 2008. *New Measures of Deprivation in the Republic of Ireland. An Inter-temporal and Spatial Analysis of data from the Census of Population, 1991, 1996, 2002 and 2006*)

The County has a strong educational attainment level up until secondary level, but it falls short of the national average in terms of third level qualification attainment. Proximity to third level education is fundamental in encouraging regional labour force up-skilling either through night courses or through full-time studies. Lack of opportunities for gaining third level qualifications makes an area much less attractive to in migrants and return migrant Roscommon Integrated Development Company.

It is estimated that 62% of net new jobs which employers are expected to create in 2010 are likely to require 3rd level education, compared with less than 30% of new jobs in 2001 (National Development Plan 2007-2013 p 228). Roscommon County Development Boards own analysis found that the lack of a skilled workforce was a major problem for the County.

The leakage of skills and qualifications from County Roscommon contributes to a cycle of deskilling of the labour force and rendering the County less attractive for the location of jobs with knowledge content. There is an urgent need for outreach facilities offering a range of courses in the key towns within Roscommon and Monksland.

The Roscommon County Development Board is now proposing to analyse training, training gaps and demand for courses with a view to better co-ordination of efforts between training providers in the County. This is with a view to ensuring that participation and completion of third level courses happens and increases.

Skills Training

Education and training promotes opportunities for individuals to reach their full potential and this benefits the economy and society as a whole. FAS apprentices entering the workforce was down 39% in 2008. Employment vacancies notified to FAS in 2008 showed Transport down 50%, IT related down 43%; construction down 43%; retail sales down 26%. Rising unemployment places new demands on existing structures for skills-specific training (e.g. construction related apprenticeships), retraining and upskilling (Forfás. 2008. Annual Competitiveness Report 2008). Therefore, the co-ordination of the provision of training programmes in the County as an action in this strategy is crucial at this time. Training must be tailored towards future jobs and future opportunities in the county.

Social Inclusion

In addition to economic development, sustainable communities require the provision of and access to education, health, childcare services, recreation and leisure amenities, community support services and a good quality of built environment. For some members of the community there are more barriers in accessing the same opportunities, facilities and services, whether through age, gender, disability, unemployment, location, origin or language barriers. Social

inclusion refers to the manner in which all members of the community are integrated in an equal manner and it seeks to reduce barriers such as those mentioned above.

This strategy will develop a multi-agency approach to the delivery of social inclusion measures through various actions including a disability awards scheme in the private sector and a community gardens scheme to support communities to work together. It will build on the recommendations contained in the Needs Analysis of the Lesbian, Gay, Bisexual and Transgender (LGBT) population.

Interagency Approach to Travellers

At the time of the 2006 census there were 320 travellers in County Roscommon. As some travellers would not have participated in the census this would be up on 380. There were 91 Traveller families in County Roscommon on the 30th September 2008. This is projected to increase to 95 in 2009 and to 98 in 2010.

The County Roscommon Interagency Strategy for the Traveller Community 2007 – 2009 was developed in 2007. This work is a partnership approach between service providers and the Traveller Community in the delivery of services and supports to Travellers in County Roscommon and will remain a priority going forward. Primary health care, education, training and employment, early education and childcare have all been identified as issues for consideration and actions in these areas are currently underway.

The CDB's have been asked by the Department of the Environment and Local Government to lead on this strategy over and above the CDB strategy. Because these issues are included in the Interagency Strategy for Travellers the RCDB is not including Traveller specific actions in this plan.

Migration

It is important to note that growth in population in 2006 was not due so much by an increase in the birth rate, but due to immigration, 87% (Roscommon Integrated Development Company. 2007. Submission under the National Rural Development Programme 2007-2013). While migrant workers contributed greatly to employment in County Roscommon the trend seems to indicate that economic migration into Ireland is levelling off. No firm statistics are available on this. The inflow of workers from central Europe, with the number of PPS numbers issued to EU12 workers, is down 41% on 2007 showing a slowdown in the movement of immigrants.

A proportion of the population in County Roscommon are migrant workers up to 10% in some towns. Of the 4,388 Brazilians in the country in 2006 over 300 Brazilian people live in Roscommon Town. There are 61 asylum seekers in Station House Reception Centre in Ballaghaderreen predominantly from Nigeria, Togo and the Congo along with a small number of Romanians. 86 refugees have settled in Roscommon from the Chechen community who came to Ireland through international country to country quota agreements. (Roscommon Integrated Development Company. 2007. Submission under the National Rural Development Programme 2007-2013)

This diversity is to be recognised and included in any plans for the future of our County. Actions in this plan are to continue to plan for and accommodate cultural diversity through the Roscommon Intercultural Strategy 2007 – 2010.

Agriculture

There are 6,000 farmers in County Roscommon with declining farm incomes and an increased dependence on off farm jobs. Part time farming is now part of life for many of these. 48% of farmers are over the age of 50 according to the Teagasc National Farm Survey 2006.

The Roscommon Integrated Development Company has identified that the older age structure of farmers coupled with a down turn in the sectors synonymous with off-farm employment (e.g. construction) is a cause of concern for the future of farming in Roscommon.

Farming into the future has a major contribution to make to the rural economy of Roscommon. The Rural Men's Initiative will support farmers in rural Roscommon. The promotion of broadband will help farmers seeking to make their farms more efficient through the use of IT specific software developed by Teagasc. In this way farmers will be able to make their farms as efficient as possible.

Enterprise

County Roscommon although heavily dependent on Agriculture as its primary form of employment does have significant numbers of people employed in small and medium sized enterprises. The CDB Enterprise and Employment Profile and Action Plan 2005-2007 identified that the micro enterprise sector continues to be a major strength with almost 1,500 firms employing between 1 and 9 people. About 10% of these receive agency assistance.

The existence of such firms testifies to local entrepreneurial spirit but there is both a challenge and an opportunity to assist some of these to expand through innovation and diversification. 80% of businesses surveyed in the 'Employment Trends in County Roscommon' research had been negatively affected by the down turn in the construction industry.

Table 5 Permanent Employment in Companies in Roscommon.

County Roscommon	2005	2006	2007	2008
Foreign Companies				
Enterprise Ireland	137	49	43	49
IDA Ireland	902	901	840	881
Irish Companies				
Enterprise Ireland	1,839	1,757	1,848	1,493
All Ownership				
Enterprise Ireland	1,976	1,806	1,891	1,542
IDA Ireland	902	901	840	881

Forfás 2008.

The total permanent employment in Companies in Roscommon receiving support from Enterprise Ireland in 2008 was 1,545. This is a reduction on the 2007 (1,891) and 2006 (1,806) figures. The total permanent employment in Companies in Roscommon receiving support from the IDA increased slightly in 2008 at 881 which was up on the 2007 figure of 840.

Of concern to Roscommon is our inability to attract investment outside of the food processing, retail, construction and professional services sectors. This together with a significant brain drain (only 15% of graduates from Roscommon get their first post-graduation job in their home County) puts increasing pressure on us to support micro enterprises as the future of jobs in Roscommon.

Job creation in Roscommon is dependent on identifying, nurturing and providing a much higher level of support for entrepreneurship. The actions in this strategy focus on co-ordinating the provision of enterprise space to nurture small businesses, promoting broadband to increase business opportunities for small businesses and co-ordinating training to up skill people who may need to move jobs.

Tourism

Table 6 Tourism in Roscommon 2007

	Overseas Visitors	Revenue Generated	Domestic Visitors	Revenue
West (Galway, Mayo & Roscommon)	1,476,000	€515 million	1,264,000	€270m
Roscommon	58,000 58,000 (2006)	€24 million €21 million (2006)		

Fáilte Ireland 2008. *Regions West 2007*

While tourism generates significant revenue for the County, co-ordinated efforts are needed to maintain and build on the number of domestic and overseas tourists to protect this revenue stream. The recent employment trends in County Roscommon research indicated that tourism is to be regarded as an important growth area. The Regional Planning Guidelines particularly highlight the development of the Shannon as having potential economic gain for the County.

The County Tourism Strategy is a fundamental step in identifying tourism development areas and maintaining and developing this important industry in the County. This strategy seeks to develop the County as a viable tourism destination by identifying Roscommon as a place of cultural tourism. This will be done through the further development and promotion of a logo and the prioritising of cultural tourism sites in the County in conjunction with other agencies. The virtual mapping exercise will be important for the tourism sector as it will offer potential visitors in-depth information about facilities and attractions throughout the County.

Infrastructure

The Regional Planning Guidelines for the West 2004-2016 seek to tackle infrastructure deficits in telecommunication in to the future. The NSS also supports the universal delivery of broadband as a key utility for effective development of County Roscommon.

Only 51% of Roscommon households owned a PC in 2006. 9% of PC owners in Roscommon have a broadband connection, an extremely poor average when considered in comparison to the national average of 27% of PC owners. This is an area of infrastructural development that must be tackled in the immediate future in County Roscommon.

County Roscommon has a number of broadband suppliers in the County and the availability of broadband is increasing although the uptake is slow. The lack of uptake of broadband acts as an inhibiting factor for businesses and investment in the County. It is expected that the actions to map broadband in the County and to promote its uptake among householders and small businesses will improve the attractiveness of the County to visitors and investors alike. Roscommon County has to invest in this infrastructure to remain competitive.

Rural Transport

Because of its rural nature County Roscommon depends heavily on car ownership for people to travel throughout the County. Rural Transport is an area that needs further development to serve the needs of the young (not car users) and the old and enable them to contribute to the future development of the County. Commitments have been made to the Rural Transport Initiatives in 'Towards 2016' and the Roscommon County Development Plan identifies Rural Transport as an integral part of infrastructure in County Roscommon.

Rural transport is a key factor in addressing social exclusion and this strategy will audit the existing rural transport services, identify barriers and consider additional routes. Various partners

in the CDB are committed to the promotion and development of rural transport services in the County in order to achieve better co-ordination of local services.

The Creative Sector

The creative sector is defined as occupations and industries centred on creativity, for the production and distribution of original goods and services. The creative sector has a strong growth potential, generates high quality employment, stimulates innovation in other sectors, plays a key social role and can stimulate both rural and regional development (Creative West, Western Development Commission January 2009).

Table 7 Economic Contribution of the Creative Sector to the Western Region

	Western Region	Roscommon
No. of Creative Businesses	4,779	
Jobs	11,000 (3% of total employment in the region)	478 (1.7% of employment in the County)
Annual turnover	€534 million	
Gross Value Added	€270 million	

Western Development Commission. January 2009. *Creative West – The Creative Sector in the Western Region*.

Creative businesses tend to be small scale with 39% of business in the Western Development Commission’s research being self employed with only 12% employing more than 10 people. The kinds of supports needed to develop the creative sector are networking, marketing and promotional activities and access to funding. The eligibility criteria for certain funding sources were felt to be inappropriate for creative businesses which often do not require capital or training grants. This is an issue for funding organisations themselves to address in order to include the creative sector as a player in the economic development of the County.

Following on from the Economic Job Creation Strategy it is now proposed to develop a Job Creation Strategy for the Creative Sector. The creative sector benefits all of society, socially, culturally and economically. Creativity is a characteristic essential to the development of new solutions in any sphere from technology, environment, education, industry, tourism and so on. Together with the arts office the CDB will work to make advancements in wider creative and cultural contexts such as the development of the creative Economy and Cultural Tourism.

6. Summary of Roscommon County Development Boards achievements 2006 – 2008

Between 2006 and 2009 several projects initiated and implemented by the CDB displayed real interagency work and achievement for the County. Some examples of these include;

The Job Creation Strategy where a number of agencies came together to combined their energy and resources in one agreed direction related to the knowledge economy over a three-year period. Actions such as exploring alternative business location models like the provision of hot-desking facilities were tried and successful. A broadband company looking to locate 'somewhere' availed of the hot-desking facility to start their business and grew from that to employing 8 people. The Roscommon Ambassador Programme was developed where people with Roscommon roots are brought together to promote County Roscommon as an ideal location for investment and development.

Tourism where flagship tourism projects such as the re-development of Lough Key Forest Park was achieved. Agencies together saw the need for this project in order to boost visitor numbers in the county. No one agency could have brought this project to fruition but all agencies were dedicated to making it happen.

The Rural Men's Initiative where Rural Men's Groups were established to improve the socialisation and isolation of rural men and provide advocacy. To date over 180 men have had contact with the initiative including 70 men who take part in the groups. A full programme of training, education and socialisation was put together for the 3 groups who availed of the Rural Transport Initiative to transport them to the groups in some areas. As budgets became more reduced the men themselves contributed towards the cost of running the groups. Several agencies have been involved in this programme demonstrating a clear example of better co-ordination of local services for e.g. participants are being referred to and from the HSE where appropriate. The cost of running each group in 2008 i.e. €30,000 is less that the cost of institutionalising one man for a year, demonstrating real value for money.

3rd Level Education was only available outside the county. Agencies saw a need to develop the County Roscommon Higher Education Centre in Boyle where third level training and outreach courses are being run. The emphasis was to drive business growth and innovation. The priority now is how to maintain and develop this centre to make it a viable asset to the county into the future.

The Job Creation Strategy for the Creative Sector was initiated to develop the job creation potential of this sector. During 2006 – 2008 the strategy was researched and developed. In the next 3 years this strategy will be rolled out with input from cultural and economic agencies alike. While the creative sector makes up a small percentage of jobs in County Roscommon it can be developed through the co-ordinated efforts of several agencies in the Roscommon CDB.

Economic Priority Actions 2009-2012

Theme: TOURISM				
AIM: To build on County Roscommon's rich heritage, landscape and natural environment to develop the county as a viable tourism destination				
OBJECTIVE: To develop a strategy, through a process of consultation, to capitalise on the tourism potential of the county				
Action	Lead	Partner Organisations	Timescale	Outcome
1. Oversee the formulation and development of the county tourism strategy through the Tourism Strategy Steering Committee	Roscommon County Council	Fáilte Ireland, RIDC	June 2009	County Tourism Strategy in place
2. Establish a working group to oversee the Implementation of the Tourism Strategy	Roscommon County Council	Fáilte Ireland, RIDC	September 2009	Structure / mechanism in place for monitoring and implementing strategy

Theme: Enterprise Space				
AIM: To ensure that there is adequate provision of enterprise space to support the development of the SME sector in county Roscommon				
OBJECTIVE: To coordinate the development of new and existing community enterprise centres in the county				
Action	Lead	Partner Organisations	Timescale	Outcome
1. Meet with the promoter(s) of each enterprise centre individually to identify - status of development - issues / obstacles - timeframe for completion - management structure - funding arrangements	Enterprise Ireland	CEB, RCC, RIDC	September 2009	Current position established
2. Provide relevant support and assistance where necessary to promoters to ensure centres are completed	Enterprise Ireland	CEB, RCC, RIDC, FÁS, VEC	Ongoing until centres are complete	Enterprise centres constructed
3. Examine feasibility of shared management services of Enterprise Centres	Enterprise Ireland	CEB, RCC, RIDC, FÁS, VEC	December 2011	Management structures in place
4. Continue to work with promoters of Community Enterprise Centres post-construction to assist with management, marketing and other issues	Enterprise Ireland	CEB, RCC, RIDC, FÁS, VEC	December 2011 and ongoing	Continued support in place
5. Promote enterprise centre space among new business start-ups and entrepreneurs	Enterprise Ireland	CEB, RCC, RIDC, FÁS, VEC	December 2011 and ongoing	Uptake of enterprise units

Theme: Training				
AIM: To ensure that relevant and appropriate training programmes are available in County Roscommon				
OBJECTIVE: To coordinate the provision and delivery of training programmes to meet the needs of the changed economic circumstances in the county				
Action	Lead	Partner Organisations	Timescale	Outcome
1. Carry out a feasibility study to establish the future of the Higher Education Centre in Boyle	VEC	Boyle HEC Steering Committee (RCC, RIDC, VEC, CEB, Abbey Community College, Teagasc, Boyle 2000, Community Fora, NUIG, Lónra, FÁS)	May 2009	Study and recommendations for future of centre complete
2. Implement recommendations of the Boyle HEC feasibility study	VEC	Boyle HEC Steering Committee (RCC, RIDC, VEC, CEB, Abbey Community College, Teagasc, Boyle 2000, Community Fora, NUIG, Lónra, FÁS)	December 2011	Recommendations implemented
3. Undertake an audit of training programmes and courses currently available in the county	FÁS	CEB, VEC, RIDC, EI, Teagasc, Fáilte Ireland	June 2009	Audits complete
4. Undertake analysis of findings to ascertain if: - Duplication of training is occurring - There are gaps in provision of training - Weak demand for existing programmes / courses - There are potential linkages with Boyle HEC - There are sufficient linkages with HEIs	FÁS	CEB, VEC, RIDC, EI, Teagasc, Fáilte Ireland	June 2009	Findings analysed and recommendations in place

Action	Lead	Partner Organisations	Timescale	Outcome
5. Meet with the principal training agencies locally to present findings and analysis of audit. Ensure agencies reflect findings in their programme for training delivery	FÁS	CEB, VEC, RIDC, EI, Teagasc, Fáilte Ireland, Skillsnet	June 2009	Agencies take cognisance of findings in setting programme for training delivery
6. Ensure training and up-skilling initiatives are reflective of local future employment opportunities	FÁS	CEB, VEC, RIDC, EI, Teagasc, Fáilte Ireland, Skillsnet	Ongoing	Training programmes reflect employment opportunities in the county
7. Hold a public seminar to present all the opportunities in training, up-skilling, support and employment in the county chaired by a suitable key note speaker. Repeat annually if appropriate	Roscommon County Council	RIDC, CEB, VEC, EI, IDA, Westbic, FÁS, WDC, Fáilte Ireland, Community Fora	September 2009	Event held

Theme: Broadband

AIM:

To give everyone who lives and works in the county access to a reliable and affordable broadband service

OBJECTIVE:

To audit existing broadband services in the county and to work with the providers to extend service provisions to areas not currently served

Action	Lead	Partner Organisations	Timescale	Outcome
1. Call meetings with broadband providers in order to engage a strategic approach to extending services into areas not currently served	Roscommon County Council	Community Fora, CEB, FÁS, RIDC, Teagasc, VEC, WDC, Westbic & Broadband Providers	June 2009 And ongoing	Service extended into un-served areas
2. Undertake research into broadband, internet usage and PC ownership in the county in order to establish level of demand, provision and issues relating to uptake of service	Community Fora	RCC, CEB, FÁS, RIDC, Teagasc, VEC, WDC, Westbic & Broadband Providers	February 2010	Demand identified

Theme: Virtual Roscommon

AIM:

To enhance the way service providers inform the public about their services

OBJECTIVE:

To put in place a web based map browser tool to display service provider information available to the public

Action	Lead	Partner Organisations	Timescale	Outcome
1. Collate all existing service provider data in the county for display on web based map system	Roscommon County Council	HSE, VEC, RIDC, FÁS, Teagasc, CEB, IDA, EI, Fáilte Ireland, DoSFA, An Garda Síochána, WDC, Community Fora	October 2009	All available data collated
2. Audit and map broadband services in the county using 3D technologies where possible	Community Fora	RCC, HSE, VEC, RIDC, FÁS, Teagasc, CEB, IDA, EI, Fáilte Ireland, DoSFA, An Garda Síochána, WDC, Community Fora	June 2010	Audit and map exercise complete
3. Import all available data from service providers onto map system	Roscommon County Council	HSE, VEC, RIDC, FÁS, Teagasc, CEB, IDA, EI, Fáilte Ireland, DoSFA, An Garda Síochána, WDC, Community Fora	February 2010	System populated with available data
4. Hold media launch of web based map browser tool	Roscommon County Council	HSE, VEC, RIDC, FÁS, Teagasc, CEB, IDA, EI, Fáilte Ireland, DoSFA, An Garda Síochána, WDC, Community Fora	April 2010	Launch held

Social Inclusion Priority Actions 2009-2012

Theme: Isolation and Socialisation				
AIM 1: To ensure a more co-ordinated multi-agency approach to the delivery of social inclusion measures in County Roscommon County Council				
OBJECTIVE 1: To continue the development of the rural men's project				
Action	Lead Organisation	Partner Organisations	Timescale (to be completed by)	Outcome
1. Investigate using Rural Social Scheme and other possible funding sources to support and thereby sustain three groups.	Roscommon Integrated Development Company	Dept. of S,FA; VEC; FAS; HSE; North West CDP; Family Life Centre, Boyle; RCC; RTI	April 2009	Three groups sustained
2. Identify new locality for the development of a group.	Roscommon Integrated Development Company	Dept. of S,FA; VEC; FAS; HSE; North West CDP; Family Life Centre, Boyle; RCC; RTI	June 2009	New locality identified
3. Establish new group.	Roscommon Integrated Development Company	Dept. of S,FA; VEC; FAS; HSE; North West CDP; Family Life Centre, Boyle; RCC; RTI	September 2009	New group established
4. Investigate using Rural Social Scheme and other possible funding sources to support and thereby sustain the project.	Roscommon Integrated Development Company	Dept. of S,FA; VEC; FAS; HSE; North West CDP; Family Life Centre, Boyle; RCC; RTI	June 2010	New group sustained

OBJECTIVE 2:

To continue to plan for, and accommodate, cultural diversity.

Action	Lead Organisation	Partner Organisations	Timescale (to be completed by)	Outcome
1. Review current actions in the Roscommon Intercultural Strategy 2007 – 2010.	Roscommon County Council	RCC; CIS: VEC; FAS; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RTDG; Ros Women's Network CDP; North West CDP; CEB; Roscommon Community Forum, Melting Pot	February 2009	Actions reviewed.
2. Identify new actions to be developed.	Roscommon County Council	RCC; CIS: VEC; FAS; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RTDG; Ros Women's Network CDP; North West CDP; CEB; Roscommon Community Forum, Melting Pot	February 2009	New actions identified
3. Implement actions.	Roscommon County Council	RCC; CIS; VEC; FAS; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RTDG; Ros Women's Network CDP; North West CDP; CEB; Roscommon Community Forum, Melting Pot	December 2010	Actions implemented

OBJECTIVE 3:

To promote and develop rural transport services in the county

Action	Lead Organisation	Partner Organisations	Timescale (to be completed by)	Outcome
1. Audit existing rural transport services.	Roscommon Community Forum	RTP; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY, RCC; VEC; HSE; North West CDP; RTI; Dept of S, FA; Community Groups	September 2009	Clear outline of all existing routes in the County
2. Audit of other transport in the County outside of existing rural transport Initiatives.	Roscommon Community Forum	RTP; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY, RCC; VEC; HSE; North West CDP; RTI; Dept of S, FA; Community Groups	October 2009	Audit of other transport services in the County (Community buses etc)
3. Identify barriers in relation to the possible use of buses, drivers and insurance etc and eliminate, if possible.	Roscommon Community Forum	RTP; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY, RCC; VEC; HSE; North West CDP; RTI; Dept of S, FA; Community Groups	January 2010	Barriers identified and eliminated if possible
4. Expand existing rural transport routes to identified areas.	Rural Transport Programme	Community Groups	June 2010	Additional routes in place

OBJECTIVE 4: To increase inclusion of lesbian, gay, bisexual, transgender (LGBT) community				
Action	Lead Organisation	Partner Organisations	Timescale (to be completed by)	Outcome
1. Establish Working Group to progress recommendations in the 'Needs Analysis of the LGBT Population'	Roscommon Integrated Development Company	VEC, RCC, Roscommon Women's Network CDP, North West CDP; Roscommon Community Forum; CIS; HEC.	May 2009	Working Group established

OBJECTIVE 5:

To promote physical access for people with disabilities in the private sector

Action	Lead Organisation	Partner Organisations	Timescale (to be completed by)	Outcome
1. Establish a Working Group to develop a disability awards scheme in the County.	Roscommon County Council	Chambers of Commerce; Disability Organisations; HSE	May 2009	Working Group established.
2. Develop Disability Awards Scheme.	Roscommon County Council	Chambers of Commerce; Disability Organisations; HSE	December 2009	Awards Scheme in place.

Theme: Community Development				
AIM 2: To foster a sense of community participation and involvement leading to increased social cohesion				
Objective 1 To support communities to work together developing community gardens				
Action	Lead Organisation	Partner Organisations	Timescale (to be completed by)	Outcome
1. Establish a Working group to develop the community garden initiative.	HSE	MHI; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RCC; VEC; FAS; Roscommon Community Forum	May 2009	Establish a Working Group
2. Research similar models.	HSE	MHI; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RCC; VEC; FAS; Roscommon Community Forum	October 2009	Similar models researched
3. Identify funding source.	HSE	MHI; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RCC; VEC; FAS; Roscommon Community Forum	October 2009	Funding sourced
4. Identify a possible site.	HSE	MHI; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RCC; VEC; FAS; Roscommon Community Forum	October 2009	Site identified
5. Identify interested participants.	HSE	MHI ;ROSCCOMMON INTEGRATED DEVELOPMENT COMPANY; RCC; VEC;	October 2009	Interested participants identified

		FAS; Roscommon Community Forum		
6. Develop community garden.	HSE	MHI; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RCC; VEC; FAS; Roscommon Community Forum	April 2010	Community garden developed
7. Maintain community garden.	HSE	MHI; ROSCOMMON INTEGRATED DEVELOPMENT COMPANY; RCC; VEC; FAS; Roscommon Community Forum	Ongoing	Community garden maintained

Cultural Priority Actions 2009-2012

Theme: Cultural Tourism				
AIM: To build on county Roscommon's rich culture to develop the county as a viable tourism destination				
OBJECTIVE: To ensure that cultural tourism is prioritised in the new County Tourism Strategy as a means by which to strengthen the viability of the cultural sector in the county				
Action	Lead Agency	Partner Agencies	Timescale	Outcome
1. Design logo and tagline depicting cultural identity of County Roscommon.	Roscommon County Council	Fáilte Ireland, RIDC, Ros Sports Partnership, Community Fora	December 2009	Logo and tagline agreed
2. Promote new tourism logo and tagline among agencies, tourism enterprises and communities to ensure support and consistency across the county via Fáilte Ireland networks	Fáilte Ireland (P)	Roscommon County Council, RIDC, Ros Sports Partnership, Community Fora	July 2010	Promotion of branding and identity complete
3. Design a new template for cultural tourism signage incorporating appropriate tourism logo and tagline	Roscommon County Council	Fáilte Ireland, RIDC	December 2012	Design complete
4. Provide assistance and support to local festivals to further develop local events in order to attract more short stay domestic and international tourists	Roscommon County Council	Fáilte Ireland, RIDC, CEB	December 2012	No of festivals assisted
5. Identify 3 cultural tourism sites in the county and undertake an audit of the standard of amenities and facilities provided	Roscommon County Council	RIDC, Fáilte Ireland	June 2010	Audit of 3 sites complete
6. Prepare a work-plan for the improvement of facilities at the 3 sites in conjunction with the Council Area Office	Roscommon County Council	RIDC, Fáilte Ireland	September 2010	Work-plan for 3 sites complete

Action	Lead Agency	Partner Agencies	Timescale	Outcome
7. Carryout improvement works on 3 sites subject to availability of funding	Roscommon County Council	RIDC, Fáilte Ireland	July 2011	Improvement works complete
8. Collate information relating to cultural tourism attractions in the county and compile database for publication on the web based public information system and an online guide book Refer to Economic Objective No 5 – Virtual Roscommon	Roscommon County Council	RIDC, Fáilte Ireland, Community Fora, Ros Sports Partnership	December 2010	Information collated

Theme: Creative Sector Supports				
AIM: To develop the creative economy in county Roscommon				
OBJECTIVE: To develop an inter-agency action plan to develop the creative economy in the county				
Action	Lead Agency	Partner Agencies	Timescale (To be completed by)	Outcome
1. Update and finalise research into Creative Industries, incorporating other recent research include WDC	RIDC (P)	RCC, CEB, VEC, WDC	October 2009	Research updated and finalised
2. Develop inter-agency action plan to support the Creative Industries	RIDC (P)	RCC, CEB, VEC, WDC	March 2010	Inter-agency plan agreed
3. Establish a steering group to monitor the implementation of the action plan	RIDC (P)	RCC, CEB, VEC, WDC	March 2010	Monitoring Steering group established

8. Implementation, Structures and Monitoring

Roscommon CDB welcomes the re-establishment of the National CDB co-ordination group. While there was great positivity about the achievements of the CDB some CDB members expressed a view that the CDB seemed toothless, powerless and lacking a public profile. There was strong evidence that Roscommon CDB has networked very well. It now needs to move to better co-ordination, co-operation and collaboration.

Suggested Improved Structures

- Profile the CDB's own achievements and better inform the public about its central role in co-ordination of services.
- Increase in CDB lobbying when a collaborative response is required.
- Board members to highlight and prioritise the work of the CDB to their local, regional and national organisations
- Board members to acquire, from their regional or national organisations, the autonomy to contribute effectively to CDB interagency actions.
- Board members budgets to provide for CDB actions and annual plans to dovetail with CDB commitments.
- Review the practice of changing the CDB chairperson annually which people felt weakened the CDB.
- Reduce the ongoing reliance on the C&E team as primary implementers.
- Resume the Executive Board previously known as the standing committee.
- Examine the membership of Implementation Groups.

9. Appendix

Bibliography

1. John P. Burke Associates Ltd. 2009. *Employment Trends in Co. Roscommon.*
2. Roscommon County Development Board. *Roscommon Intercultural Strategy 2007 – 2010 – ‘Roscommon – An Intercultural County’*
3. INOU. *www.inou.ie* Viewed on February 16, 2009
4. Roscommon Integrated Development Company 2008. *Submission Under the National Rural Development Programme 2007 – 2013.*
5. Forfás. 2007. *National Skills Strategy 2007-2013* p 228
6. Forfás 2008. *Annual Competitiveness Report 2008.*
7. County Development Board. 2005. *Enterprise and Employment Profile and Action Plan 2005-2007.*
8. Central Statistics Office. 2006. *SAPS 2006*
9. Western Development Commission. January 2009. *Creative West – The Creative Sector in the Western Region.*
10. Roscommon County Council. 2008. *Roscommon County Development Plan 2008 – 2014.*
11. West Regional Authority. February 2009. *Regional Planning Guidelines for the West Region 2004 – 2016 Review. Background Issues Paper.*
12. Roscommon County Council. 2009. *Arts Plan 2009 – 2012. ‘Sustaining the Arts’*
13. Trutz Haase & Jonathan Pratschke, February 2008. *New Measures of Deprivation in the Republic of Ireland. An Inter-temporal and Spatial Analysis of data from the Census of Population, 1991, 1996, 2002 and 2006*
14. *National Development Plan. 2007. 2007-2013*
15. Teagasc. 2006. *National Farm Survey 2006.*
16. Fáilte Ireland. 2008. *Regions West 2007.*