

CAVAN COUNTY DEVELOPMENT BOARD
BORD FORBARTHA CHONTAE AN CHABHÁIN



A STRATEGY FOR THE ECONOMIC,
SOCIAL AND CULTURAL DEVELOPMENT
OF COUNTY CAVAN



2002-2012

Cavan in 2012

“ We would like Cavan to have a park with swings and slides and a lake.
I would like to have new friends. I wish we had an airport in Cavan.
I wish I had peace and quiet. I wish we had a playground.
Cavan needs a park with climbing frames. ”



Cavan in 2012

“ My name is Coileen. I live at Laragh Crescent, Cavan.
I would love swings and seesaws and slides.
I would love my lights painted pink. ”

Foreword



In April 2000, Cavan County Development Board was established to oversee the implementation of an agreed Strategy for the Economic, Social and Cultural Development of the County.

As Chairperson of the County Development Board (CDB) it has been a pleasure to co-ordinate the active participation of Local Government, Local Development, State Agencies and Social Partners in the development of this Integrated Strategy for the County.

The Strategy represents two years of consultation with the CDB, CDB Sub-Groups, Community and Voluntary Area Forums and the County Forum. I would like to take this opportunity to thank all those representatives who actively participated in the process and without whom the Strategy could not have been completed.

I would like to pay tribute to Joe McLoughlin, the Director of Service, Rosemary Corr and Fidelma O'Hanlon, the Community and Enterprise Officers and Kathleen Lynch, the Assistant Staff Officer, for their commitment and hard work throughout the preparation of the Strategy.

We as a Board are fully committed to the implementation of the Strategy over the next ten years, which aims to enhance the quality of life for the people living in the County.

I look forward as Chairperson of Cavan County Development Board to participating in and supporting this multi-agency approach throughout the implementation of the Strategy.



Cllr. Clifford Kelly

Chairperson Cavan County Development Board

A Message from the Director



The publication of this Integrated Strategy for the Economic, Social and Cultural Development of our County is the first major task undertaken by the County Development Board. It is ultimately a statement by all the major agencies operating in the County in which they identify existing challenges and address possible solutions.

I wish to express my thanks to the members of the Board for their support and co-operation in achieving this significant step. I also wish to acknowledge the support received throughout the last two years from officials at the

Department of the Environment and Local Government, the County Manager and the members of Cavan County Council. In formulating the Strategy, the Board was assisted by Peter Quinn Consultancy Services. I wish to acknowledge the professional approach adopted by the firm.

I look forward to working with the Board to implement this agreed Strategy and in the process to make Cavan a better County to live in for all its people.



Joe McLoughlin

Director of Service



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Introduction

- 1.1 This document represents the culmination of an extensive consultation process throughout County Cavan that has taken place over the last eighteen months. The outcome of this process is the production of a ten-year Integrated Strategy for the County's development. The focus of the Strategy is on 'integration', that is, developing a framework that encourages individuals, organisations and agencies to work in partnership. Such a focus will result in improved co-ordination and co-operation. It aims to avoid duplication of effort and maximise results via the synergistic relationships that develop. There is also an emphasis on ensuring the effectiveness of the Strategy. 'Key targets' and 'monitoring indicators' have been established for each action in each section of the Strategy.
- 1.2 The Strategy is divided into seven sections as follows:
- ◆ Economic Development;
 - ◆ Infrastructure;
 - ◆ Tourism;
 - ◆ Social Development;
 - ◆ Agriculture and Rural Development;
 - ◆ Environment;
 - ◆ Cultural Development.
- 1.3 Each section of the Strategy consists of the following:
- ◆ A Context that outlines some of the past, present and future challenges for the sector;
 - ◆ A Strategic Aim that describes a long-term aspiration;
 - ◆ Strategic Objectives that highlight specific steps that need to be achieved in order to fulfil the strategic aim;
 - ◆ Key Targets that will assist in evaluating the overall impact of the Strategy;
 - ◆ Actions that are required in order to achieve the objectives;
 - ◆ Timescales are identified for each action with Year 1 being 2002;
 - ◆ Identification of Lead Partners, the organisations highlighted in bold text, who have responsibility for driving the action;
 - ◆ Monitoring Indicators for each action that will facilitate continuous assessment of the implementation of the Strategy.
- 1.4 In the Strategy, the Lead Partner column includes both the Lead organisations and those who will support them in implementing the actions. The Lead Partners are highlighted in bold.
- 1.5 It is envisaged that this Strategy will be used as a working document and that, where events dictate, the objectives, priorities, and actions will be adapted to suit the current economic, political, social, cultural, and environmental climate of the next ten years. In the event of new Government priorities and policy changes, the Strategy will also be amended to reflect these. Cavan County Development Board (CDB) will endeavour to integrate future national, regional, and local strategies that are developed, for example, the County Childcare Strategy, the County Rural Transport Strategy, and Recommendations from the National Disability Authority. As outlined in Appendix 3, a number of existing national, regional, and local strategies have been considered in the development of this Integrated Strategy.

The County Development Boards

- 1.6** In 2000, a total of thirty-four County or City Development Boards (CDBs) were established throughout Ireland in response to the need to facilitate the co-ordination of services at the point of delivery and "... to address the challenge of local service integration at the county and city level." The formation of the CDBs resulted from the recommendation of the Task Force chaired by the Minister for the Environment and Local Government, Mr. Noel Dempsey.
- 1.6.1** County or City Development Boards are bringing together, for the first time, the key players at local level to engage in a process of long-term planning for each county or city for the next ten years. The Boards are representative of local government, local development bodies (Area Partnerships, LEADER groups, and county/city enterprise boards) and the state agencies and social partners (employers and business, farming, trade union and community and voluntary sectors) operating locally. By adopting this partnership approach, it is intended that the county or city will develop in an integrated and cohesive manner with efforts being channelled into the co-ordinated provision of quality services. The CDBs, therefore, provide a statutory framework for the planning of public policy within each of the local authority areas.

Cavan County Development Board

- 1.7** Cavan County Development Board was established in April 2000 and consists of twenty-seven members drawn from local government, local development bodies, the state agencies and social partners. A diagrammatic representation of the Board's structure, including its members, is outlined in Appendix 1. The Board created five sub-groups under the headings of Economic Development, Social Development, Cultural Development, Agriculture and Environment, and Social Inclusion. These sub-groups are representative of the main stakeholder groups in the County and are largely acknowledged as experts in their sector. They have worked together to assist the CDB in developing its ten-year Integrated Strategy for County Cavan. The Cavan CDB has promoted and encouraged the co-operation and participation of these key local players in the development and implementation of its agreed Strategy, a 'shared vision', for the Economic, Social and Cultural Development of the County.
- 1.7.1** In developing this Strategy, Cavan CDB has adopted the guidelines as outlined in the report 'A Shared Vision for County/City Development Boards' prepared by the Interdepartmental Task Force on the Integration of Local Government and Local Development Systems. Such an approach will ensure a holistic approach to the provision of services; it will avoid duplication of effort, and fill gaps in meeting the needs of the community.

County Cavan Community and Voluntary Forum

- 1.8** A County Community and Voluntary Forum was established to ensure that the Community and Voluntary sector was adequately represented on the Board. This Forum consists of twenty members representing a range of Community and Voluntary groups that are active throughout the County. It has also nominated two members onto the CDB and several representatives onto the various sub-groups. The creation of this Forum has ensured a constant flow of information between local communities and the sectors represented on the CDB. It has acted as a platform for voicing concerns and obtaining relevant information.
- 1.8.1** Extensive consultations were also conducted with this Forum. The purpose of these meetings was to identify the priorities for the development of the County over the next ten years. The final meeting focused on obtaining the members' opinions on the content of the draft Strategy.

It also provided an important opportunity for the Community Forum to identify actions in which they could actively participate.

The County Cavan Schools Competition

- 1.9 The CDB felt that it was important to include the voice of the youth of County Cavan in the development of this Strategy. It was therefore decided to hold a competition amongst all national schools in the County. This competition was called 'Cavan 2012 – Your School's Vision.' The Kill School Poet Society (Angela, Ashley, Carol, Ciara, and Karen) developed a very appropriate vision for County Cavan, as follows:

*I would like to make some changes to our community
Not very big, but not very small, but would fit perfectly,
Maybe a kids' centre, maybe a park,
Who knows we might come up with a work of art,
We could play in the centre in the summer time,
Just kids bursting with fun wanting to play all day in the sun.*

- 1.9.1 As a result of this process, a number of key priorities were identified and have been included in the Strategy. These are as follows:

- ◆ A need for more activities and youth centres for children, in particular outdoor activities;
- ◆ The importance of protecting the environment;
- ◆ Safer, wider and better-lit roads;
- ◆ Greater care for the homeless, the elderly and the disabled;
- ◆ A safer Cavan;
- ◆ A more vibrant retail experience;
- ◆ Availability of third-level education in the County.

Proofing

- 1.10 As recommended in the 'Shared Vision' document, proofing has been an integral element of the Strategy's development. Proofing is a term used to describe the process of validating the Strategy to ensure that it reflects:

- ◆ key national policies;
- ◆ public service operational plans and that these in turn reflect further priorities identified by the CDB process;
- ◆ the four key principles as outlined below that were identified as core to the Strategy in having an impact on the quality of life in County Cavan.

Key Principles

- 1.11 The four 'key principles' of the Strategy have been defined as follows:

- ◆ Sustainability: the Strategy aims to protect, promote and sustain the County's economy and its environment;
- ◆ Equality of Opportunity and Social Inclusion: the Strategy aims to ensure that everyone in the County has access to the same level of services regardless of their gender, marital status, family status, sexual orientation, religious belief, age, disability, race or membership of the Traveller community. This list of equality interests corresponds to the nine grounds identified

under the equality legislation. Particular focus is placed on encouraging inclusion and integration of those that find themselves marginalised or disadvantaged;

- ◆ **Integration:** the Strategy aims to ensure that an integrated, multi-agency approach is adopted to the provision of services in the County;
- ◆ **Spatial Equity:** the Strategy aims to ensure that everyone, regardless of where he/she lives, has access to public services. Given that County Cavan is predominantly rural and suffers from a declining population in many areas, significant emphasis is given to sustainable rural regeneration.

1.11.1 These four 'key principles' were determined as being fundamental to the achievement of the County's vision **"to retain Cavan's people in the County through the maintenance, enhancement and promotion of the quality of life therein."** Strategic Objectives and actions were developed so that they were congruent with these key principles. The rationale for proofing the strategy against the 'key principles' is that, by ensuring environmental sustainability, equality of opportunity and social inclusion, integration and spatial equity, County Cavan will be a better place to live and work in by 2012.

Proofing Matrix

1.12 A 'Proofing matrix' has been developed to illustrate how each of the objectives/actions of the Strategy, as far as is reasonable, contributes and adheres to the above key principles. This matrix is included in Appendix 2.

1.12.1 A major cross-cutting theme of the Strategy is also that of 'Cross-border Development'. As Cavan is a border county, there is added importance placed on increased collaboration with organisations and agencies in Northern Ireland. This emphasis is heightened as a result of the current peace process. Cross-border co-operation will proceed not only with organisations in Northern Ireland but also with those in Counties Sligo, Monaghan, and Leitrim, and in particular with the Irish Central Border Area Network (ICBAN) and the Border Regional Authority. Cavan CDB is committed to working in partnership with its counterparts in these border areas.

Monitoring and Evaluation

1.13 An effective Monitoring and Evaluation mechanism is essential to ensure the success of this Strategy. The detail of this mechanism is provided in Chapter 5. The Cavan CDB has overall responsibility for monitoring and evaluating the Strategy. However, as part of the Implementation Plan, the CDB will develop appropriate sub-structures to monitor and facilitate the implementation of the Strategy. In order to assist this process, quantifiable targets and monitoring indicators have been established where possible. Proofing of the objectives/actions will also be incorporated into the monitoring and evaluation of the Strategy. A key question will be to determine the extent to which each objective/action has contributed to sustainability, equality of opportunity and social inclusion, integration and spatial equity.

Targets

1.14 Targets have been set for each of the work programmes. It is important that these targets are not used in isolation to assess the effectiveness of the Strategy. They should be used as a benchmark to measure the impact of the Strategy but in conjunction with continuous assessment of the environment. The targets are not meant to be static. Rather, they should be reviewed and amended, as economic, cultural, political and social circumstances dictate.

1.14.1 The purpose of these targets is as follows:

- ◆ To set a series of challenges to drive the implementation of the Strategy towards the achievement of its 'vision';
- ◆ To provide a sense of direction;
- ◆ To improve County Cavan's position in relation to its neighbouring counties and to the State;
- ◆ To facilitate the monitoring and evaluation of the Strategy.

1.14.2 In most work programmes, targets have been set using baseline data originating from the 1996 Census. It is acknowledged that such data could not accurately reflect the current situation of the County in 2001. However, due to the Foot and Mouth Crisis, the Census scheduled for 2001 did not take place. It is now scheduled to occur in 2002. Once the Census 2002 data become available, the CDB will review the targets and amend these where required in consultation with the five Steering Committees.

Added Value

1.15 Each action in the Strategy was assessed in terms of the following 'levels':

- ◆ Level I – denotes an action that is currently ongoing;
- ◆ Level II – denotes an action where a partnership approach is required; and
- ◆ Level III – denotes an action that would not have happened without the CDB process.

1.15.1 All actions are, of course, very important, as they will contribute to the development of the County over the next ten years. However, of ultimate benefit are the Level III actions, as without the CDB process it is unlikely that they would have been possible within the current timescale. They therefore highlight the 'added value' of the process. The 'added value' actions have been denoted in this document by (III).





Where are we now?

- 2.1 The first step in the development of this Strategy was to conduct an analysis of the Economic, Social, and Cultural situation of the County. A detailed profile of County Cavan was created. This section provides a brief overview of some of the main findings of this profile. It is a summary of the baseline situation from which the Integrated Strategy for County Cavan will develop. It provides a sense of 'Where Are We Now?' The culmination of this process is the SWOT analysis that highlights the Strengths and Weaknesses of the County and the Opportunities and Threats facing it.

PROFILE OF COUNTY CAVAN

Topography

- 2.2 County Cavan is an inland border county in the Province of Ulster. It is centrally located within Ireland. By virtue of its central location and its capacity to deliver sustainable economic growth, County Cavan is well sited as a potential Regional Gateway. The County has no coastal access but has a wealth of inland lakes and waterways, notably the Shannon-Erne Waterway.

Transport and Infrastructure

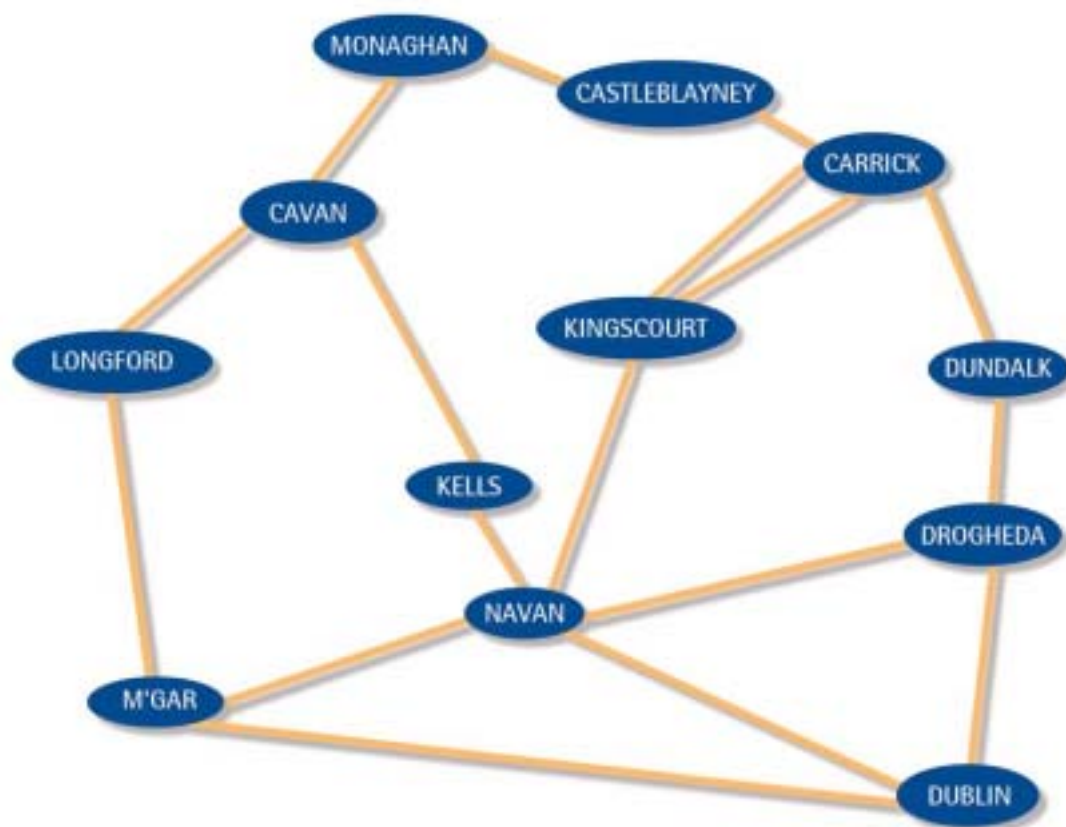
- 2.3 County Cavan has two National Primary Routes – the N3 (Dublin-Cavan-Enniskillen-Ballyshannon) and the N16 (Enniskillen-Blacklion-Sligo). A bypass road has been built to facilitate traffic flows to and from Dublin. Traffic congestion however remains a problem in Cavan town, as the bypass road has not been fully completed. A new national primary road (East-West link) is also proposed from Dundalk via Cavan and Enniskillen to Sligo. This will facilitate development potential. County Cavan also has three National Secondary Routes – the N54, N55 and N87. The County is serviced by a good link to Dublin but the inter-town service is very limited in rural areas. Investment in infrastructural development is fundamental to the economy of the County.

Energy and Power

- 2.4 There are a variety of energy sources in the County, including electricity, gas and renewable sources. These are critically important to both the standard of living in the County as well as to the competitive advantage of its businesses. The Bord Gais network only extends to three main towns in Cavan: Bailieborough, Kingscourt and Virginia. Given the high level of food processing conducted in Cavan (a sector highly dependent on heating), such a lack of gas provision represents a significant competitive disadvantage to businesses located outside these three towns.
- 2.4.1 Continued regulation of the electricity market and the creation of the Alternative Energy Resources (AER) programme will facilitate the development of wind energy generating projects in the County.

Telecommunications

- 2.5 Cavan's telecommunications infrastructure has room for improvement. SDH¹ nodes are located in Cavan Town, Ballyhaise, Bailieborough, Virginia, Ballyjamesduff and Blacklion. There are also a number of optical fibre nodes scattered throughout the County. However, there are no ATM² nodes in Cavan and there are no plans to establish any further SDH or ATM nodes in the County. This will limit access speeds to 34 – 45 MBit s⁻¹, whereas the top access speeds in the island are 155 MBit s⁻¹. This would place limits upon the ability of the County to house a high-technology communications hub, making large demands upon capacity of data transfer. The diagram below illustrates the Fibre Optic Ring (existing and in development) for Eircom/Drogheda District.



Population / Demographics

- 2.6 In the 1996 Census the population of County Cavan was 52,944. Whereas the population in the Republic increased by almost 22% in the twenty-five years, 1971 – 1996, the population level for Cavan has remained relatively stable, with only a 0.6% increase over the same period. Population projections for Cavan vary. Using the CSO estimates for population growth in the Border region as employed in the National Spatial Strategy, it is predicted that the County's population will experience an increase of approximately 2,500 by 2015. This static population highlights the importance of economic investment in the County to attract people to live and work in Cavan. Population growth in the inter-censal period (1991-1996) has been centred about the urbanised areas with the sharpest decreases in the west of the County.
- 2.6.1 Only 16.9% of the County's population live in town areas, compared to an average of 58.1% for the Republic of Ireland³ (1996 Census). Population density in Cavan is twenty-seven persons per square kilometre, compared with a national figure of fifty-three persons per square kilometre. Clearly, the County is predominantly rural, with the majority of the population

living in small villages or rural areas.

- 2.6.2** County Cavan also exhibits a high age dependency ratio – 66.91% compared to the national rate of 54.11%. This reflects the high level of outward migration from the County (almost certainly to other parts of Ireland – especially the Dublin Metropolitan area – rather than abroad) and is consistent with other 'rural' counties from which young people leave for third-level education and do not re-settle in their native area. This indicator is also highly correlated with levels of deprivation and the relative differential between Cavan and the State as a whole, is indicative of a relatively high level of deprivation in the County.
- 2.6.3** Because of the dispersed nature of its population, Cavan needs a disproportionately high level of services. This applies particularly to social services and services for the disadvantaged. There is, therefore, a need to ensure spatial equity in the provision of such services within the County.
- 2.6.4** According to the Haase Index of Relative Affluence and Deprivation, in 1996, thirty-two DEDs in Cavan had a deprivation score of 9 or 10, which ranked them among the most disadvantaged DEDs in the country. In the inter-censal period the Mean Factor Score for Cavan rose from 1.4 over the national mean to 2.1. This indicates an increase in the level of deprivation in Cavan relative to the State since 1991.

Housing

- 2.7** Cavan's housing stock is growing rapidly at present. As of December 2001⁴, the total stock of social and affordable housing in the County was 1,680 units. Of this total, Cavan County Council owned 1,031 units and Cavan Town Council owned another 649 units. According to 1996 Census figures, there were 16,270 private households in County Cavan, of which 13,594 were classified as being located in rural areas.
- 2.7.1** There is a need to improve the mix of housing in areas throughout the County and to provide better services on estates. Cavan County Council has commenced steps to resolve these issues as reflected in its Development Plan.

Agriculture

- 2.8** The 1996 Census showed that 25% of the workforce was employed in agriculture. This compares with a national average of 10%. There has been a substantial fall in the numbers of smallholdings in the County. The total number of farms fell from 6,700 to 5,600, or 16.4%, over the eight-year period 1991 to 1999. The average productive size of the 5,600 holdings in Cavan is 21 hectares, which is below the national average of 28.2 hectares. In modern agricultural terms, the County has a very large number of small farm units and this points towards the need for a move to more intensive forms of farming or towards consolidation. In view of the inevitable decline in the number of farmers, action must be taken to improve opportunities for off-farm income. The importance of this is emphasised by the fact that agriculture as a proportion of total employment, is higher in Cavan than in any other County in Ireland. It is important that the County diversifies into alternative industries or takes advantage of the agricultural base to create significant value-added processing industry in order to minimise the impact of unemployment and underemployment in the sector. This has implications for the retraining of agricultural workers, and this is currently being catered for by Teagasc's Opportunities programme.

¹ Synchronous Digital Hierarchy – an international standard for synchronous data transmission over fibre optic cables.

² Asynchronous Transfer Mode – a network technology based on transferring data in cells or packets of a fixed size.

³ The Census statistics are based on the definition of a town area as having a population greater than 1500.

Manufacturing Employment

2.9 Cavan has experienced a relatively static 'manufacturing economy' over the period 1991-1998, with its situation in 1998 not in any way improved from that of 1991. This period, for the State as a whole, was one of tremendous economic growth and it is clear that Cavan has fallen behind the rest of the State in terms of its economic standing. During the period 1994 to 1998 employment in IDA/Enterprise Ireland companies in County Cavan increased by 4.8%. The equivalent growth rate for the State was 25%. This reflects the difficulty faced by the development authorities in attracting investment to the County. In Cavan (2000), 1,200 (26%) of the County's 4,761 employees were employed in Irish-owned agency-assisted companies. This reflects the strength of indigenous investment in the County. Cavan also has a cluster of quality companies, particularly in the Building and Construction sectors.

Unemployment

2.10 In spite of slow growth in manufacturing employment and a declining agricultural base, Cavan does not appear as an unemployment black spot. One explanation is that in a rural area, those who are not employed on farms or elsewhere, emigrate, contributing to a lower unemployment rate in the County. From 1999 to 2001 the rates of unemployment fell to 5.8% in the Border region and 3.7% in the State (National Household Survey). Such figures mask the considerable unemployment black spots particularly in the west of the County. The statistics do not reflect underemployment in these areas which is a significant problem especially in the farming community. Nor do they reflect the extent of the problem of 'hidden unemployment' that is individuals who are unemployed but who have not registered as such. The majority of these individuals tend to be women.

Labour Availability

2.11 Generally, County Cavan offers a well-educated, flexible and quality workforce. However, Cavan has lower proportions of its potential workforce with tertiary level qualifications in all fields apart from Agricultural Science. The percentage of persons having any third level qualification is significantly lower than the State average – 13.4% compared to 19.0%. Cavan has also a lower level of managerial/professional workers (17%) than the State average (24%).

Entrepreneurship

2.12 Since its inception in 1993, the Cavan County Enterprise Board (CCEB) has assisted 164 start-up companies and has trained over 630 people. In addition, the CCEB has created over 800 jobs, including part-time jobs, over that seven-year period. However, there is a need to continue to provide good quality workspace throughout the County to continue to encourage and stimulate entrepreneurship and to facilitate spatial development.

2.12.1 In the ten-year period 1992-2001, client companies of Enterprise Ireland in the indigenous manufacturing, natural resources and internationally traded sectors, created a total of 2,752 permanent and full time jobs. In addition, some 3,600 part-time positions in these sectors were created in County Cavan. A total of 1,943 job losses were also recorded during this period.

4 Figures supplied by Cavan County Council.

Industrial Output

- 2.13** Whilst the County's net industrial output has increased by 27.1% (1991-1998), its gross industrial output has risen by only 17.4%. This indicates that Cavan's industrial sectors have become more profitable. Cavan also exhibits a high dependence on low growth and low value-added sectors, such as traditional food processing. There is a need to develop niche, high value-added products, not only to stimulate and sustain economic growth, but also to ensure the existing high wage structure in the County.

Tourism

- 2.14** Cavan has a good tourism product with potential for further development. Bord Failte figures indicate that in 2000, a total of 107,000 overseas visitors came to Cavan, representing 17.6% of the total number of overseas visitors to the region. In terms of revenue generation, overseas tourists spent £24 million in County Cavan in 2000, compared to a total of £134 million for the region in the same year (the equivalent of 17.9%). Cavan ranks third in the Northwest region after both Donegal and Sligo in terms of both overseas visitor numbers and the associated revenue generated.

Waste Management

- 2.15** Of the total 22,854 tonnes of household and commercial/industrial waste generated, 20,095 tonnes (87.9%) were municipal waste and 2,759 (12.1%) were commercial/industrial. County Cavan has the lowest tonnage of packaging waste (17,469 tonnes) of the four counties in the North Eastern region. Waste output from the agricultural sector in Cavan is very significant, at almost 1.2 million tonnes per annum. The net effect is that Cavan needs to develop some mechanisms for disposing of its agricultural waste output, if it is to avoid environmental damage.

Education

- 2.16** According to the 1996 Census Report, there were a total of eighty-one National Schools in County Cavan accounting for approximately 2.5% of the total number of National Schools in the State.
- 2.16.1** The percentage of persons having any third level qualification in the County is significantly lower than the State average – 13.4% compared to 19.0%. This trend is likely to have resulted from the absence of an Institute of Higher Education in the County. Students tend to emigrate to the main centres of population within Ireland and overseas to acquire a third-level qualification. They then tend to enter the job market in these areas. Third-level courses provided by the VEC and at Cavan College go some way to filling this gap.
- 2.16.2** Over 40% of Cavan residents achieved 'No Formal/Primary' education in contrast to the State, where the proportion was 28.5%. The rurality of the County may go some way towards explaining the high proportion of the Cavan population having only primary level education, since, in the past, the emphasis was on entry into the job market or into agricultural work.

Community Infrastructure

- 2.17** County Cavan has a huge number of community organisations – almost one for every five hundred inhabitants. However, the sector tends to be fragmented. This is in the process of

being rectified by the creation of the Community Forum. Furthermore, it is felt that there is a tendency to rely on community groups to provide social and community services in rural communities without the requisite financial support.

Arts, Heritage and Culture

2.18 County Cavan has a strong arts and crafts infrastructure which is continuously developing. However, the sector requires continuous support in terms of both financial and human resources. There is need for more quality facilities for the display and performance of artists' work. It also has a wealth of heritage sites on its landscape. Cuilcagh-Anierin uplands and Killyconny Bog have already received Special Area of Conservation (SAC) status. There are also three designated Special Protection Areas (SPAs) located within County Cavan; these are Lough Oughter and associated loughs, Lough Ramor and Lough Sheelin.

Health

2.19 The North Eastern Health Board (NEHB) is charged with the delivery of Health and Social Services to the whole community in County Cavan. The primary aim of the NEHB is to promote the Health and Social well-being of the people of Cavan through the provision of Acute Hospital Services, Mental Health, and Community Services. Within these divisions there are a number of individual Departments and Care Groups.

2.19.1 A report entitled "Health Status in the North Eastern Health Board" prepared by the Director of Public Health was published during 2000. It provides a baseline study of the health status of the region against which future changes in health and social gain can be measured. The report profiles the population, examines patterns of mortality and morbidity, surveys lifestyle and reviews material deprivation in the region. It emphasises that health status is determined by a multiplicity of factors and that it is necessary for the NEHB to work with both official and voluntary bodies in the region to achieve optimum outcomes.

2.19.2 The delivery of services by the NEHB is underpinned by a number of key strategies such as the National Cancer Strategy 1998, the National Cardiovascular Strategy, the National Health Promotion Strategy 1999 and other key strategies at both a national and local level.

2.19.3 The new Health Strategy 2002 "Quality and Fairness" sets out the strategic development of health services over the next 7-10 years. The key principles in the Strategy, which will drive health services forward, are equity and fairness, people centredness, quality of care, and accountability. This Strategy envisages a health system that supports and empowers individuals, their family and communities to achieve their full health potential.

Safety and Security

2.20 Crime rates in the County have been rising, with burglary being, by far, the biggest category. As a result, the number of prosecutions has also increased in recent years.

The SWOT Analysis

2.21 Having completed the Economic, Social, and Cultural profile of County Cavan a comprehensive SWOT analysis was prepared. For the purposes of this report, a brief outline of the SWOT analysis is illustrated in Table 1 overleaf. It identifies some of the most significant Strengths, Weaknesses, Opportunities, and Threats facing County Cavan at present. These are not ranked in any order of importance.

2.21.1 The Strategy for County Cavan has developed on the basis of the SWOT analysis to achieve the following:

- ◆ to build on the strengths of County Cavan;
- ◆ to minimise the weaknesses identified;
- ◆ to use the strengths of County Cavan to take advantage of the opportunities that are present;
- ◆ to use these strengths to negate the effect of the threats.



Table 1: The SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Strong indigenous investment. 2. High level of entrepreneurship as evidenced by the large number of business start-ups. 3. Clean, green, environmental image. 4. Central location of County Cavan. 5. A quality, well-educated workforce. 6. A good tourism product that can be built upon. 7. A cluster of quality companies specifically in the Building and Construction sectors. 8. Richness of Cavan's natural and built heritage and its culture. 9. Strong arts and crafts sectors. 10. A well-developed community infrastructure. 	<ol style="list-style-type: none"> 1. High levels of outward migration. 2. Dependence on low growth and low value-added sectors. 3. Provision of third-level education. 4. Limited transport, energy & power supply, and physical infrastructure (including inadequate signposting) especially in rural areas. 5. Lack of a mechanism to ensure that all children of compulsory school-going age are attending full-time education. 6. A significant incidence of 'hidden unemployment' especially among women and of 'underemployment' particularly in the farming sector. 7. Lack of spatial equity in terms of access to services and infrastructure. 8. Lack of facilities for arts and crafts workers to work and display/perform. 9. Need to improve the housing mix in certain areas and provide better services on estates. 10. High incidence of waste generation that is not being recycled. 11. Lack of good quality workspace. 12. High dependency on community groups to provide social and community services in a rural context that should be provided by agencies, i.e. elderly care. 13. High levels of outward migration.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Niche food processing. 2. Further investment in R&D and technology across all sectors. 3. The Peace dividend for Cavan's industry and tourism sectors. 4. Farm diversification to increase family farm income. 5. Further development of the telecommunications infrastructure, particularly broadband capacity. 6. Continued development of social, health and educational amenities. 7. Potential for the development of renewable energies. 8. Provide lifelong learning for all through innovative methods such as distance, online, and workplace learning. 9. Increase community empowerment leading to greater self-sufficiency. 10. Development of Castle Saunderson. 11. Further growth of the arts and crafts sector. 12. Cavan is Objective 1 under the NDP. 	<ol style="list-style-type: none"> 1. Over-reliance on agriculture, which is a declining sector, resulting in further reduction of the family farm income. 2. Cavan is increasingly becoming a 'dormer' area. 3. Threat of pollution to the environment, exacerbated by further intensive farming, or lack of management in relation to industrial and tourism activities. 4. Downturn in the economy. 5. Risk of further decline of rural communities. 6. Difficulties that the CAP reform is likely to present, especially reduced price supports. 7. Higher than average proportion of youth and elderly when compared with the State. 8. Growing drug culture and alcohol abuse especially amongst the youth. 9. Community centres are often used as venues for cultural events but many are not sustainable and risk closure. 10. Increasing levels of crime.

Where do we want to go?



"Cavan 2012 - Your Schools Vision"
*Competition participants, County Development Board Members,
Adjudicators, Director and Staff of Community & Enterprise,
and Members of Cavan County Council.*

Cavan in the Future

“ In the future I would like Cavan to have
a park with see-saws and a river.
In the future I would like Cavan to have birds.
I would like a play ground and Burger King.
Cavan will have a lot of flowers. ”

Gavin White
First Class



Where do we want to go?

- 3.1 The comprehensive SWOT analysis was used to develop a 'vision' for County Cavan. Strategic aims, objectives and actions were created around the themes of Economic Development, Social Development, Agriculture, Rural Development, Environment and Cultural Development. In order to ensure that the resultant Strategy was effective in achieving its ultimate 'vision', targets and monitoring indicators (quantified where possible) were generated. These will be used as an integral part of the monitoring and evaluation mechanism.

The Vision

- 3.2 The agreed 'vision' for County Cavan is as follows:

“ To retain Cavan’s people in the County through the maintenance, enhancement and promotion of the quality of life therein. ”

This 'vision' is in keeping with that held by the children of the County, in that they envisage

“ A future Cavan which is socially very active, environmentally friendly, economically vibrant, and inclusive of all members of the County. ”

Strategic Aims and Objectives

- 3.3 In order to fulfill this 'vision', it was agreed that the benchmark of success for the Strategy is the degree to which the following Strategic Aims for each section of the Strategy are achieved. This section provides a synopsis of the seven work programmes and their respective strategic aims.

Economic Development

- 3.3.1 The overall aim for the development of County Cavan's economy is **'to stimulate and sustain the growth of Cavan's economy through increased innovation and research.'**

Infrastructure

- 3.3.2 In terms of infrastructural development this Strategy aims **'to ensure that the infrastructure of County Cavan does not impede its economic and social development.'**

Tourism

- 3.3.3 As described previously the tourism sector in County Cavan illustrates significant potential for growth. The strategic aim of the tourism work programme is **'to broaden the appeal of County Cavan as a quality tourist destination.'**

Social Development

- 3.3.4** An improved quality of life is a theme that underpins the entire Strategy. This is reflected in the strategic aim for social development, which is **'to ensure that Cavan is a County that provides 'quality of life' for all its people by focusing on social inclusion and tackling poverty and disadvantage.'**

Agriculture and Rural Development

- 3.3.5** As illustrated in Chapter 2, the agricultural sector has suffered a significant decline, which has placed pressure on the existence of rural populations. As a result of this trend, the strategic aim of the Agriculture and Rural Development work programme is **'to retain the maximum number of people in agriculture through the sustainable production of quality agricultural produce whilst providing viable opportunities for those seeking off-farm employment, thereby maintaining rural communities.'**

Environment

- 3.3.6** Another key principal of the Strategy is to secure a quality environment for future generations. The strategic aim for this work programme is **'to protect, sustain, and enhance the clean, green environment of County Cavan.'**

Cultural Development

- 3.3.7** The development of County Cavan's culture is fundamental. A significant amount of work has been done in this area and it is important that this continues. The strategic aim for this work programme is **'to develop, promote and protect the cultural environment of the County whilst celebrating its cultural diversity and artistic strengths.'**



How do we get there?

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In My Opion...

“ There is loads of factories in Cavan Town. We think some should be moved out to the Dublin road or something. What do you think?

We also think the banks should be moved out the Dublin Road because there is a good bit of space. We need room in the town for shops and amusements and cinema etc.








Well what's your opinion? ”

by Clare McHardy



How do we get there?

4.1 Having agreed a vision for County Cavan in ten-year's time, and a series of strategic aims and objectives, the next step is to determine 'how do we get there?' The answer to this question has resulted in the development of the core actions of this Strategy. The framework of the Strategy is outlined in the table below. This Chapter provides the content of the seven work programmes that constitute the Integrated Strategy for County Cavan.

WORKBOX PROGRAMMES		THEMES
ECONOMIC DEVELOPMENT		<ul style="list-style-type: none"> ◆ The Indigenous Sector – Small/Micro Enterprises ◆ The Indigenous Sector – Medium and Large Enterprises ◆ Inward Investment ◆ Industrial Education and Training ◆ The Retail Sector.
INFRASTRUCTURE		<ul style="list-style-type: none"> ◆ Transport ◆ Telecommunications ◆ Energy
TOURISM		<ul style="list-style-type: none"> ◆ Tourism Product and Services ◆ Promotion ◆ Education and Training ◆ Co-ordination and Collaboration ◆ Environmental Sustainability
SOCIAL DEVELOPMENT		<ul style="list-style-type: none"> ◆ Planning, Housing and Leisure ◆ Education and Training ◆ Youth ◆ Safety and Security ◆ Transport ◆ Health and Care ◆ Employment ◆ Community Development ◆ Social Inclusion and Anti-Poverty ◆ An Accessible Library Service
AGRICULTURE AND RURAL DEVELOPMENT		<ul style="list-style-type: none"> ◆ Agricultural Businesses ◆ Environmental Practices ◆ Development of the Rural Economy.
ENVIRONMENT		<ul style="list-style-type: none"> ◆ Energy ◆ Litter Management ◆ Collaboration and Communication ◆ Waste Management ◆ Protection of the Natural Environment.
CULTURAL DEVELOPMENT		<ul style="list-style-type: none"> ◆ Culture and Heritage ◆ Cultural Diversity ◆ Library, Arts, Museum and Archive Services ◆ The Arts ◆ Youth Arts

4.1.1 Economic Development is considered to be of primary importance in the successful implementation of this Strategy and in the achievement of the 'vision' of making Cavan a better place in which to live and work. Furthermore, it is one of the main drivers of social development, in that a long-term aim of the Strategy is to spread the economic benefits of growth to those who are excluded or marginalised from society. Social development is furthermore a fundamental theme in that a primary focus of the Strategy is on social inclusion and tackling material poverty and disadvantage. The remaining five themes of the Strategy are like building blocks that, when combined, will contribute to the Economic and Social Development of the County.



Economic Development



Cavan in the Future

- ■ *In the future I would like Cavan to have a park.*
- I would like to have a beach.*
- I would like to have a playground.*
- I would love to have new friends.*
- I wish the streets were quite.*
- I would like to have a lake in the park.*
- I would love new books.*
- I wish there was no fighting.*
- I wish there was new shops.*
- I would like new boats.*
- Our town is the best. ■ ■*

By Andrew Graham.

Age 6

I am in First Class.



Economic Development

Context

- 4.2.1** As outlined in Chapter 2, County Cavan is heavily dependent on the agricultural sector. The North East region has a long tradition in the food and agribusiness industry. Processing plants include those engaged in milk, meat and poultry processing. In recent years, the Cavan/Monaghan area has experienced some diversification into mushroom production. There is, however, a predominant focus on low value-added primary processing in the County. It is important therefore that niche markets with high value-added products are identified and developed. A long-term goal is to develop a regional agri-food sector (including cross-border areas such as Fermanagh) of which Cavan will be the regional hub. Such developments will necessitate significant investment in areas such as transport infrastructure, telecommunications, energy, and Research and Development (R&D).
- 4.2.2** This work programme aims to build on the 'agricultural production' strengths of the County to establish a cluster of high quality food processing companies. One sector that offers significant potential is the pig industry. Cavan is a major pig producer, accounting for approximately 19% of the National herd. A fundamental aim of this ten-year Strategy is to develop a significant value-added pork processing industry. County Cavan also has a cluster of quality companies, particularly in the Building and Construction sector.
- 4.2.3** In a changing global environment, manufacturing, as we know it, will increasingly migrate to lower cost locations in Eastern Europe, Asia and Latin America. In the past decade, manufacturing jobs have declined across the developed world whereas in Ireland there has been a substantial increase in job numbers in the sector. This apparent contradiction is due to Ireland's success in attracting investment in high-tech operations. This may not continue unless there is a willingness to embrace the changes needed to cater for the new wave of industry.
- 4.2.4** The term "industrial development" is now somewhat dated and may even be redundant. Ireland is now a knowledge-based economy and, while manufacturing will play a strong role in future development, manufacturing itself is likely to be based on more complex processes requiring advanced procedures, knowledge and skills. If County Cavan is to continue to attract inward investment it must be able to respond to the challenges by adapting to the new processes through developing knowledge and skills. Cavan's capacity to attract new inward investment will be contingent on the availability of people who are willing to adapt by committing to life long learning and the capacity of the educational system to cater for their long-term needs. In addition, key infrastructural improvements will be needed. It is now acknowledged that 'communications' is causing economic space to shrink rapidly. Against this backdrop, counties like Cavan must have the infrastructure to participate in this revolution.
- 4.2.5** The retail sector throughout County Cavan, and in particular Cavan Town, is in need of regeneration. Action is taking place in terms of the Urban and Rural Renewal Programme to regenerate towns throughout the County. There is however a need to attract more high profile retail outlets to the Town. This will occur as a natural consequence of an improved local economy, investment in the County's infrastructure, and a vibrant tourism sector.
- 4.2.6** Another primary aim of this work programme is to promote County Cavan as a Regional Gateway under the National Spatial Strategy. The National Spatial Strategy will be a broad planning framework for the location of development in Ireland over the next twenty years. It

will identify potential development patterns for different areas and set out overall policies for creating the conditions necessary to influence the location of different types of development in the future. The Spatial Strategy defines gateways as 'strategically located centres which by virtue of their critical mass of population, skills, economic base, support services and infrastructure, have the capacity to drive development throughout their surrounding counties and regions. This concept is intended to promote the interests of towns and rural areas in a mutually beneficial manner.'

4.2.7 The Economic Development component of this Strategy is vital to the future quality of life in County Cavan. A booming economy will attract people to the County to live and work; it will encourage companies to invest in the County; it will necessitate investment in areas such as infrastructure, in R&D, in housing, in sports and recreation facilities, in education and training; it will serve to support sectors such as agriculture by identifying added-value processing opportunities and providing alternative employment for those who are unemployed or underemployed; it will create employment and therefore provide sources of income for those previously without work.

4.2.8 This work programme is divided into five main sections:

- ◆ The Indigenous sector – Small/Micro Enterprises;
- ◆ The Indigenous sector – Medium and Large Enterprises;
- ◆ Inward Investment;
- ◆ Industrial Training and Education;
- ◆ The Retail Sector.

Strategic Aim

4.2.9 The overall aim of this strand of the Integrated Strategy is **'to stimulate and sustain the growth of Cavan's economy through increased innovation and research.'**

Strategic Objectives

4.2.10 This aim will be achieved via the following strategic objectives:

- ◆ to broaden and strengthen the base of small/micro enterprises in the County;
- ◆ to promote economic and social inclusion by supporting greater participation of marginalised groups in new business start-ups
- ◆ to support the development and competitiveness of local enterprises on both a national and international scale;
- ◆ to provide employment opportunities in less developed and remote areas of the County so as to achieve a more balanced development, thereby maintaining rural populations;
- ◆ to develop innovative indigenous businesses that are able to effectively compete in a global environment;
- ◆ to continue to attract inward investment and develop the base of non-indigenous industry in the County;
- ◆ to enhance labour quality in the manufacturing, construction, and services sectors through education, training and, in particular, lifelong learning in order to strengthen the employability of individuals (job seekers and employed persons) and to promote competitiveness and adaptability in firms;
- ◆ to stimulate the growth of Cavan's retail sector including the retail sector in small towns and villages.

Key Targets

	BASELINE (1998)	YEAR 3	YEAR 4	YEAR 10
Net industrial output per person engaged	Cavan = £48,113 State = £107,133 Cavan as proportion of the State = 44.9%	49%	52%	60%
Gross industrial Output (£000s)	Cavan = £571,405 State = £50,898,969 Cavan as proportion of the State = 1.12%	1.21%	1.28%	1.46%
Net industrial output/ Gross output ratio	Cavan = 26% State = 54.8%	32.5%	37.7%	54.8%

NOTE:

1. 'Net output per person engaged' assumes a 2.94% annual increase.
2. 'Gross Output' assumes a 2.69% annual increase.
3. 'Net output/gross output ratio' assumes a 7.74% annual increase.

Employment – Spatial Equity

	BASELINE (1996)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Long-term Unemployment (LTU)	68% of DEDs had more than 50% of their unemployed population, out of work for more than 1 year			47%		33%
LTU of Cavan relative to the State	41.5% to 34.6%					34.6%



Cavan Innovation & Technology Centre

THE INDIGENOUS SECTOR: SMALL/MICRO ENTERPRISES

Objective 1: to broaden and strengthen the base of small/micro enterprises in the County.

Actions	Lead Partner	Monitoring Indicators
<p>DEVELOPMENT OF AN ENTREPRENEURIAL CULTURE</p> <p>1. Promote enterprise awareness and develop an enterprise culture in the County through in-school competitions, business information via County Library Network, and seminars and clinics. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> ☐ CCEB ☐ Schools ☐ County Library Network 	<ul style="list-style-type: none"> ☐ An increased pool of emerging entrepreneurs. ☐ 5-10 schools participate in 'enterprise' competitions on an annual basis. ☐ 3-5 points of contact are established in the County. ☐ 5 seminars and clinics are provided per annum.
<p>2. Provide a comprehensive business information, advice and counselling service that includes:</p> <ul style="list-style-type: none"> ◆ Business information and advice; ◆ Business Reference and Information Service via County Library network; ◆ Seminars and clinics; ◆ One-to-one counselling service. (I) <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> ☐ CCEB ☐ County Library Network ☐ Centre for Unemployed ☐ FÁS 	<ul style="list-style-type: none"> ☐ The CCEB is established as the first point of contact for emerging entrepreneurs. ☐ 3-5 points of contact are established throughout the County. ☐ 5 seminars and clinics are provided per annum. ☐ Counselling service to an average of 100 existing or potential entrepreneurs per annum. ☐ A programme of promotion for the Business Information Service to increase awareness and usage from 2002 onwards.
<p>3. Identify, encourage, support and facilitate the establishment of new sustainable enterprises in manufacturing and tradeable services (particularly internationally traded services). (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> ☐ CCEB ☐ Cavan Partnership ☐ LEADER ☐ FÁS 	<ul style="list-style-type: none"> ☐ Increase the rate of new business start-ups. ☐ Improve the long-term sustainability of new business start-ups. ☐ An average of 40 new business start-ups per annum over all business sectors.

THE INDIGENOUS SECTOR: SMALL/MICRO ENTERPRISES

Objective 2: to promote economic and social inclusion by supporting greater participation of marginalised groups in new business start-ups.

Actions	Lead Partner	Monitoring Indicators
<p>SPECIFIC TARGETING</p> <p>1. Develop initiatives to encourage new business start-ups in marginalised groups such as the long-term unemployed, women, people with disabilities and ethnic minorities. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> ☐ CCEB ☐ Cavan Partnership ☐ FÁS ☐ LEADER 	<ul style="list-style-type: none"> ☐ An average of 10 business start-ups per annum.
<p>2. Continue to promote to employers the availability of support for the recruitment of people with disabilities. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> ☐ FÁS 	<ul style="list-style-type: none"> ☐ Opportunities for employment between employers (public and private sectors) and suitable disabled employees are maximised.

THE INDIGENOUS SECTOR: SMALL/MICRO ENTERPRISES

Objective 3: to support the development and competitiveness of local enterprises on both a national and international scale.

Actions	Lead Partner	Monitoring Indicators
<p>EXPORT POTENTIAL</p> <p>1. Encourage the expansion of existing enterprises, particularly those having potential to trade internationally. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB/EI 	<ul style="list-style-type: none"> <input type="checkbox"/> Maximise the number of companies transferring to the Enterprise Ireland portfolio. <input type="checkbox"/> Achieve an average of 3 companies per annum which are involved in exporting for the first time.
<p>2. Support overseas trade missions to targeted markets. (I)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> EI <input type="checkbox"/> CCEB <input type="checkbox"/> ACUMEN 	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate participants on 1 trade mission per annum.
<p>COMPANY DEVELOPMENT</p> <p>3. Assist manufacturing businesses to move up the value chain by producing higher value-added products. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB <input type="checkbox"/> CITC <input type="checkbox"/> CCEF <input type="checkbox"/> EI <input type="checkbox"/> FÁS 	<ul style="list-style-type: none"> <input type="checkbox"/> An average of 15 businesses are assisted each year.
<p>INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)</p> <p>4. Conduct a 'labour and IT' audit of businesses in the County to ascertain their future development needs. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> CCEB <input type="checkbox"/> CITC <input type="checkbox"/> FÁS <input type="checkbox"/> LEADER <input type="checkbox"/> IDA <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> 150 companies will be included in the audit. <input type="checkbox"/> Profile of the development needs of businesses in the County by 2002. <input type="checkbox"/> A strategy by 2003 that incorporates a multi-agency approach to address businesses' needs.
<p>5. Establish a centre for the provision of (National/Regional) technology-based and R&D programmes aimed at Small- and Medium-sized Enterprises (SMEs) in the County. (III)</p> <p>Timescale: 2002-2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CITC <input type="checkbox"/> EI <input type="checkbox"/> Cavan College/VEC <input type="checkbox"/> Dundalk IT/ Sligo IT/ Athlone IT <input type="checkbox"/> UL <input type="checkbox"/> CCEB <input type="checkbox"/> BMW Regional Assembly <input type="checkbox"/> INTEC 	<ul style="list-style-type: none"> <input type="checkbox"/> The centre will act as a focal point to encourage and facilitate the adoption of technology in SMEs in Cavan. <input type="checkbox"/> 3 technology/R&D-based programmes will be delivered in 2002. <input type="checkbox"/> A support unit will be established in 2002/2003 to provide advice and guidance on IT applications in business. <input type="checkbox"/> Support initiatives will be established in late 2002.



Economic Development Sub-Group

THE INDIGENOUS SECTOR: SMALL/MICRO ENTERPRISES OBJECTIVE 3 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>CAPABILITY BUILDING</p> <p>6. Promote managerial and capability development within small firms, including the use of ICT, CAD and CAM. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB <input type="checkbox"/> CITC <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> FÁS 	<ul style="list-style-type: none"> <input type="checkbox"/> An average of 10 programmes per annum are provided across all business disciplines. <input type="checkbox"/> An average of 150 people are trained per annum.
<p>CROSS BORDER LINKAGES</p> <p>7. Maintain and establish new cross-border linkages for specific business, community and targeted sectors initiatives. (II)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CITC <input type="checkbox"/> CCEB <input type="checkbox"/> INTEC <input type="checkbox"/> UU <input type="checkbox"/> UL 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop initiatives as appropriate. <input type="checkbox"/> At least 3 initiatives are implemented before the end of 2003
<p>8. Promote the development of cross-border programmes with agencies such as Enterprise Northern Ireland (ENI), LEDU, Lakeland Partnership for Innovation/Fermanagh University Partnership Board. (II)</p> <p>Timescale: 2002-2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> 3 programmes are developed by 2004.
<p>ACCESS TO FINANCE</p> <p>9. Improve access to affordable finance through loan finance, seed and venture capital. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEF <input type="checkbox"/> CCEB <input type="checkbox"/> EI <input type="checkbox"/> Enterprise Equity <input type="checkbox"/> Intertrade Ireland <input type="checkbox"/> Banks 	<ul style="list-style-type: none"> <input type="checkbox"/> An average of 30 companies per annum are assisted.
<p>10. Influence resource allocation and encourage uptake from sources such as Interreg III, the EU Special Support Programme for Peace & Reconciliation, the IFI, and EU initiatives such as Equal. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB <input type="checkbox"/> CDB <input type="checkbox"/> LEADER <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Proportion of available funds secured.
<p>GRADUATE EMPLOYMENT</p> <p>11. Promote opportunities for Cavan-born graduates. (III)</p> <p>Timescale: 2003 onwards.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CITC <input type="checkbox"/> EI <input type="checkbox"/> CCEB <input type="checkbox"/> Overseas Associations 	<ul style="list-style-type: none"> <input type="checkbox"/> Launch of campaign by the end of 2003.



Cootehill Enterprise Centre

THE INDIGENOUS SECTOR: SMALL/MICRO ENTERPRISES

Objective 4: to provide employment opportunities in less developed and remote areas of the County in order to achieve a more balanced development, thereby maintaining rural populations.

Actions	Lead Partner	Monitoring Indicators
<p>1. Promote the development of multi-purpose serviced commercial/industrial sites in main towns throughout the County. (III)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> Three strategic sites to be acquired and developed within the timeframe.
<p>2. Expand the network of Enterprise Centres throughout the County. (II)</p> <p>Timescale: 2002-2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB <input type="checkbox"/> EI <input type="checkbox"/> CCEF 	<ul style="list-style-type: none"> <input type="checkbox"/> Three, or possibly four, new centres to be developed within the timeframe. <input type="checkbox"/> Achieve occupancy rates of 75-80% minimum.



THE INDIGENOUS SECTOR: MEDIUM AND LARGE ENTERPRISES

Objective 5: to develop innovative indigenous businesses that are able to effectively compete in a global environment.

Actions	Lead Partner	Monitoring Indicators
<p>COMPANY DEVELOPMENT</p> <p>1. Encourage and assist the development of sectoral clusters in the North East in the following:</p> <ul style="list-style-type: none"> ◆ building, construction materials, centred in Cavan; ◆ prepared consumer foods; ◆ specialised engineering; ◆ ICT-based businesses. (II) <p>Timescale: 2002-2005. (Review in 2005)</p>	<ul style="list-style-type: none"> □ EI □ CDB 	<ul style="list-style-type: none"> □ Increase in the number of constituent companies.
<p>2. Assist manufacturing companies to move up the value chain by:</p> <ul style="list-style-type: none"> ◆ producing more high value-added products; ◆ increasing their spend on R&D and on product development, particularly in the food industry. (I) <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> □ EI 	<ul style="list-style-type: none"> □ Encourage companies to increase their R&D spend from 2% to 4% of sales.
<p>3. Assist companies to become more competitive through focusing on the functions of marketing, human resource development, strategy, production, finance, and product development. (II)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> □ EI □ FÁS 	<ul style="list-style-type: none"> □ Significant increase in company exports.
<p>4. Assist companies to increase their sales and exports. (I)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> □ EI 	<ul style="list-style-type: none"> □ Significant increase in sales and exports



**THE INDIGENOUS SECTOR: MEDIUM AND LARGE ENTERPRISES OBJECTIVE 5
(CONTINUED)**

Actions	Lead Partner	Monitoring Indicators
<p>BUSINESS INFRASTRUCTURE</p> <p>5. Identify infrastructural deficiencies and assist/encourage the provision of necessary infrastructural requirements to sustain business in County Cavan. (II)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> CCEB <input type="checkbox"/> EI 	<ul style="list-style-type: none"> <input type="checkbox"/> An audit is conducted by 2002 to identify infrastructural deficiencies in the County. <input type="checkbox"/> A plan is developed by the beginning of 2003 to initiate the removal of such infrastructural obstacles.
<p>6. Identify the potential for the development of a Technology Park (building on the Cavan Innovation and Technology Centre) as a means of creating a new business cluster. If feasible, develop a Technology Park in County Cavan. (I)</p> <p>Timescale: 2002-2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> EI <input type="checkbox"/> CITC <input type="checkbox"/> County Council <input type="checkbox"/> CCEB <input type="checkbox"/> Educational Bodies <input type="checkbox"/> Private sector 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study is undertaken by the end of 2002. <input type="checkbox"/> Develop a Technology Park if the findings of the study are positive.
<p>7. If feasible, develop a Food Park for SMEs as a Research and Development centre for entrepreneurs in the food processing industry. (III)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Enterprise Ireland <input type="checkbox"/> Department of Agriculture, Food and Rural Development <input type="checkbox"/> Teagasc <input type="checkbox"/> Educational Bodies <input type="checkbox"/> Private sector 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study into the development of a Food Park by 2002. <input type="checkbox"/> If feasible, the development and implementation of a strategy to progress the project by 2003. <input type="checkbox"/> A Food Park in Cavan by 2004/05.
<p>8. If feasible, develop a significant scale value-added pork processing industry. (III)</p> <p>Timescale: 2003-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> EI <input type="checkbox"/> Department of Agriculture, Food and Rural Development <input type="checkbox"/> Teagasc 	<ul style="list-style-type: none"> <input type="checkbox"/> A new/expanded facility by 2005 if feasibility proves positive.



INWARD INVESTMENT⁵

Objective 6: to continue to attract inward investment and develop the base of non-indigenous industry in the County.

Actions	Lead Partner	Monitoring Indicators
<p>PROMOTION TO ATTRACT INWARD INVESTMENT</p> <p>1. Promote the selection of Cavan as a "Regional Gateway" under the National Spatial Strategy. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CCEB <input type="checkbox"/> EI <input type="checkbox"/> IDA Ireland <input type="checkbox"/> Cavan Town Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Cavan is selected as a Regional Gateway.
<p>2. Proactively promote County Cavan for inward investment by a targeted approach, maximising itinerary visits to the area and ensuring a balanced approach in all areas. (I)</p> <p>Timescale: 2002-2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> IDA Ireland 	<ul style="list-style-type: none"> <input type="checkbox"/> Increase the number of itineraries in appropriate sectors. <input type="checkbox"/> Reduce the level of outward migration.
<p>3. Develop a marketing strategy and complementary promotional material, to encourage inward investment into the County, targeting particular sectors offering high quality employment e.g. electronics, engineering, ICT. (II)</p> <p>Timescale: 2002-2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> IDA Ireland <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> Strategy/materials to be produced by 2003.
<p>4. Develop IDA Ireland's links with Cavan ITC, as a promotional platform to attract inward investment projects. (III)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> IDA Ireland <input type="checkbox"/> CITC <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> The use of CITC to be optimised in order to promote Cavan for inward investment.
<p>5. Secure decentralisation of a significant section of a government department or agency to Cavan. (II)</p> <p>Timescale: 2002-2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CDB 	<ul style="list-style-type: none"> <input type="checkbox"/> Relocation of a significant government department or agency to Cavan by 2004.

INWARD INVESTMENT OBJECTIVE 6 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>INFRASTRUCTURE TO ATTRACT INWARD INVESTMENT</p> <p>6. Consider the potential of developing a further high quality business/technology campus at Cavan town as a showcase for the mid-border region. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> IDA Ireland <input type="checkbox"/> County Council <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> A Feasibility study by the end of 2002. <input type="checkbox"/> If feasible, a Development Plan is created by mid-2003.
<p>7. Promote the development of new and existing business parks in Cavan. (II)</p> <p>Timescale: 2002-2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> IDA Ireland <input type="checkbox"/> Private Sector 	<ul style="list-style-type: none"> <input type="checkbox"/> One existing park to be further developed. <input type="checkbox"/> Two private sector parks to be developed by 2003.
<p>8. Seek planning permission and procure a developer for high quality advance factory/office space. (II)</p> <p>Timescale: 2002-2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> IDA Ireland <input type="checkbox"/> Private Sector 	<ul style="list-style-type: none"> <input type="checkbox"/> One new facility is established by the end of 2003. <input type="checkbox"/> Roll-over facility once first occupied.

⁵ IDA Ireland has primary responsibility for Inward Investment. However, Enterprise Ireland has responsibility for inward investment in the natural resources sectors, e.g. food/timber.

INDUSTRIAL TRAINING AND EDUCATION

Objective 7: to enhance labour quality in the manufacturing, construction, and services sectors through education, training and, in particular, lifelong learning in order to strengthen the employability of individuals (job seekers and employed persons) and to promote competitiveness and adaptability in firms.

Actions	Lead Partner	Monitoring Indicators
<p>1. Develop training programmes to meet the needs of industry, in particular, remote delivery/on-line learning programmes (based on the findings of the skills audit – The Indigenous Sector: Medium and Large Enterprises, Objective 1 – Action 3. (III))</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> CCEB <input type="checkbox"/> EI <input type="checkbox"/> VEC/Cavan College <input type="checkbox"/> Irish Congress of Trade Unions (ICTU) 	<ul style="list-style-type: none"> <input type="checkbox"/> Responsive training programmes are developed from 2003. <input type="checkbox"/> Programmes include where appropriate online training for targeted businesses by the end of 2003.
<p>2. Encourage companies to adopt a policy of lifelong learning among employees. (III)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> VEC <input type="checkbox"/> EI <input type="checkbox"/> ICTU 	<ul style="list-style-type: none"> <input type="checkbox"/> Human resource development strategies linking to certification, e.g. Excellence Through People
<p>3. Encourage the provision of courses on flexible, part-time and modular bases. (III)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> CCEB <input type="checkbox"/> EI <input type="checkbox"/> FETAC⁶ <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> VEC/Cavan College <input type="checkbox"/> ICTU 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop FETAC certified training programmes for delivery in 2003-2006.
<p>4. Provide training, including introductory skills, specific skills, apprenticeships, and traineeships to job seekers in County Cavan. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> Cavan College <input type="checkbox"/> ICTU 	<ul style="list-style-type: none"> <input type="checkbox"/> A partnership approach to the development and provision of responsive education and training programmes from 2002.
<p>5. Develop formal links between industry and 3rd level colleges / training centres. (II)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Institutes of Technology <input type="checkbox"/> Cavan VEC <input type="checkbox"/> CITC/UL <input type="checkbox"/> EI <input type="checkbox"/> FÁS <input type="checkbox"/> CCEB <input type="checkbox"/> ICTU 	<ul style="list-style-type: none"> <input type="checkbox"/> Formal links to be established from 2003-2006.
<p>6. Identify new job opportunities through the development of a social economy. (I)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> CCEB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> LEADER <input type="checkbox"/> CDB <input type="checkbox"/> ICTU 	<ul style="list-style-type: none"> <input type="checkbox"/> Approximately 50 jobs per annum to be created on average.
<p>7. Foster awareness and demand for training in industry. (I)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> CCEB <input type="checkbox"/> EI <input type="checkbox"/> ICTU 	<ul style="list-style-type: none"> <input type="checkbox"/> On average, 4 Awareness seminars and programme launches per annum.

⁶ FETAC – Further Education and Training Awards Council.

THE RETAIL SECTOR

Objective 8: to stimulate the growth of Cavan's retail sector including the retail sector in small towns and villages.

Actions	Lead Partner	Monitoring Indicators
<p>URBAN AND VILLAGE RENEWAL SCHEME</p> <p>1. Continue to implement the Urban and Village Renewal Programme. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Task Force <input type="checkbox"/> LEADER 	<ul style="list-style-type: none"> <input type="checkbox"/> 2002 – Arvagh, Butlersbridge, Killeshandra, Kingscourt. <input type="checkbox"/> 2003 – Virginia, Ballinagh, Mount Nugent, Bailieborough. <input type="checkbox"/> 2004 – Gowna, Stradone, Shercock, Cavan. <input type="checkbox"/> 2005 – Dowra, Ballyjamesduff, Ballyhaise, Cavan. <input type="checkbox"/> 2006 – Mullagh, Tullyvin, Blacklion, Belturbet.
<p>TOWN RENEWAL SCHEME</p> <p>2. Continue to promote the uptake of tax incentives under the Town Renewal Scheme. (I)</p> <p>Timescale: 2002-2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Town Council <input type="checkbox"/> Cootehill Town Council <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> Major upgrade of derelict premises in designated areas within the towns of Cavan, Ballyjamesduff, Cootehill and Bailieborough. <input type="checkbox"/> Owners are informed of changes to the scheme in that all sites designated for tax incentives under the current Urban and Town Renewal Schemes should now be designated to qualify for all reliefs available including: <ul style="list-style-type: none"> <input type="checkbox"/> Section 23 type relief for residential accommodation; <input type="checkbox"/> Owner/occupier relief for residential accommodation; <input type="checkbox"/> Industrial building allowances.
<p>RETAIL FACILITIES</p> <p>3. Work with local communities, town councils and appropriate agencies to upgrade retail facilities throughout the County and thereby create local economic development, which will lead to greater opportunities for local enterprise. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Cavan Task Force <input type="checkbox"/> County Council <input type="checkbox"/> Town Councils <input type="checkbox"/> CDB <input type="checkbox"/> LEADER <input type="checkbox"/> Chamber of Commerce 	<ul style="list-style-type: none"> <input type="checkbox"/> Launch a pilot programme in 2002. <input type="checkbox"/> Bring forward a detailed initiative in 2003 from the findings of the pilot.
<p>EDUCATION AND TRAINING</p> <p>4. Support the development of the retail sector through the provision of key strategic training programmes on a cluster basis. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> Development of an annual programme of retail-specific education and training programmes, provided throughout the County from 2002.

Infrastructure



Cavan in the Future

“ We would like Cavan to have a park with swings and slides and a lake. I would like to have new friends. I wish we had an airport in Cavan. I wish I had peace and quiet. I wish we had a playground. Cavan needs a park with climbing frames. Our town should have a bigger county library with more books. ”

Afia Farooq
Age 7
First Class



Infrastructure

Context

- 4.3.1** The main transportation corridors in Cavan are the N3 (Dublin-Cavan-Enniskillen) and the N54/55 (Athlone-Cavan-Belfast). Both these routes intersect at Cavan town. A short section of the N16 (Sligo-Blacklion-Belfast) extends from the County Leitrim border to the border crossing at Belcoo/Blacklion. The N3 enters/exits the southeast of the County about 10 kilometres southeast of Virginia Town.
- 4.3.2** A sound infrastructure is vital for the economic, social and cultural development of County Cavan. This is particularly highlighted in the Social Development section where emphasis is placed on the need for improved rural transport and a physical infrastructure capable of facilitating people's access to an equivalent level of social and community services. The need for continuous development of the infrastructure is also highlighted in Cultural Development in terms of facilitating access to the arts, culture, and heritage. The development of roads and rail, the provision of gas, electricity and broadband telecommunications are vital ingredients for sustained Economic Development. The deficit in both the provision of gas and telecommunications network is highlighted in Chapter 2. It has been found that businesses outside Dublin and particularly in the BMW region have yet to experience the full benefits of a competitive telecommunications market. The weakness of the broadband network is one primarily of insufficient bandwidth and lack of competition resulting in higher costs, thereby limiting the possibilities for investment.
- 4.3.3** Infrastructural developments outside of the County should also be considered for their impact on Cavan. This will necessitate the continuous development of an inter-county approach.
- 4.3.4** One of the key aims for County Cavan is to stimulate growth in Tourism. An efficient and county-wide infrastructure is vital to facilitate such growth. The theme of 'infrastructure' is therefore one that appears in several sections of the Strategy. This section serves to highlight some of the important developments that are considered fundamental to the future growth of County Cavan.
- 4.3.5** A survey was commissioned by Cavan County Council (2001) to examine the need for an improved East-West link. The study area for the survey included counties Sligo, Leitrim, Fermanagh, Cavan, Monaghan and Louth. The survey found that poor transport connections have had a negative impact on the performance of the Border area. It furthermore concluded that an East-West link is relatively more important in terms of linking key centres in the corridor area than in simply improving access between Dundalk and Sligo. The negative impact that the closure of a railway line can have is illustrated in the following example. Due to the closure of the Kingscourt-Navan line a local company had no alternative but to transport its goods by road. This resulted in an extra thirty heavy freight vehicles on the roads.

4.3.6 Particular challenges for this Strategy are:

- ◆ to provide a safe and efficient road system that involves finishing the Cavan bypass and to commence work on an East-West link road;
- ◆ to extend the rail and gas network;
- ◆ to facilitate more open competition in the provision of broadband services;
- ◆ to implement the Rural Transport Strategy;
- ◆ to complete the non-national road network within the County;
- ◆ to ensure that all developments are environmentally sustainable.

Strategic Aim

4.3.7 The overall aim of the Infrastructure section of the Strategy is 'to ensure that the infrastructure of County Cavan does not impede its economic and social development.'

Strategic Objectives

4.3.8 This aim will be achieved via the implementation of the following strategic objectives:

- ◆ to provide an appropriate transport infrastructure to facilitate the social and commercial needs of County Cavan;
- ◆ to ensure that County Cavan has a level of telecommunications infrastructure that is essential to facilitate its progress into the Digital Economy;
- ◆ to provide an efficient energy supply to all parts of the County.



THE TRANSPORT INFRASTRUCTURE

Objective 1: to provide an appropriate transport infrastructure to facilitate the social and commercial needs of County Cavan.

Actions	Lead Partner	Monitoring Indicators
ROAD INFRASTRUCTURE		
1. Develop the East-West Link road across County Cavan to facilitate wider inter- and intra-county travel, to Dundalk and Sligo. (I) Timescale: 2006	<input type="checkbox"/> County Council <input type="checkbox"/> NRA <input type="checkbox"/> Other County Councils in the corridor	<input type="checkbox"/> East West Link road by 2006.
2. Complete the South wing of the Cavan bypass. (I) Timescale: 2002	<input type="checkbox"/> County Council <input type="checkbox"/> NRA	<input type="checkbox"/> The completion of the Cavan bypass by 2005 will facilitate travel from Athlone and the midlands to Northern Ireland.
3. Complete the realignment of the N3 between Butlersbridge and Belturbet. (I) Timescale: 2005	<input type="checkbox"/> County Council <input type="checkbox"/> NRA	<input type="checkbox"/> Realignment of the N3 between Butlersbridge and Belturbet by 2005.
4. Complete the Virginia bypass. (I) Timescale: 2005	<input type="checkbox"/> County Council <input type="checkbox"/> NRA	<input type="checkbox"/> Completion of the Virginia bypass by 2005.
5. Continue the programme of upgrading the N54 and N55. (I) Timescale: 2002 onwards	<input type="checkbox"/> County Council <input type="checkbox"/> NRA	<input type="checkbox"/> Continuation of the programme for the upgrading of the N54 and N55.
RAIL INFRASTRUCTURE		
6. Conduct a feasibility study into the extension of the rail network to Kingscourt and in consultation with Iarnród Eireann. (II) Timescale: 2003	<input type="checkbox"/> County Council <input type="checkbox"/> Iarnród Eireann <input type="checkbox"/> CDB <input type="checkbox"/> Meath CDB <input type="checkbox"/> Department of Public Enterprise	<input type="checkbox"/> A feasibility study by 2003 into the potential of extending the Dublin line to Kingscourt.
7. If feasible, develop and implement a plan for the extension of rail services to Kingscourt. (II) Timescale: 2008	<input type="checkbox"/> Iarnród Eireann <input type="checkbox"/> County Council	<input type="checkbox"/> A plan for the extension of the Dublin line by 2004. <input type="checkbox"/> Extension of the Dublin line to Kingscourt by 2008.
8. Conduct a feasibility study into the development of a regional rail network linking Cavan to towns/cities such as Dublin, Sligo and cross-border areas. (III) Timescale: 2004	<input type="checkbox"/> County Council <input type="checkbox"/> Iarnród Eireann <input type="checkbox"/> CDB <input type="checkbox"/> Meath CDB <input type="checkbox"/> Department of Public Enterprise <input type="checkbox"/> Other Local Authorities <input type="checkbox"/> Relevant statutory bodies	<input type="checkbox"/> A feasibility study by 2004 into the potential of a regional rail network.

THE TELECOMMUNICATIONS INFRASTRUCTURE

Objective 2: to ensure that County Cavan has a level of telecommunications infrastructure that is essential to facilitate its progress into the Digital Economy.

Actions	Lead Partner	Monitoring Indicators
<p>1. Conduct a feasibility study, on a regional basis, of the independent provision of broadband telecommunications services. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> North Eastern Local Authorities <input type="checkbox"/> CCEB <input type="checkbox"/> Telecommunications providers 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study by 2002/3 that determines the feasibility of the independent provision of telecommunications services. <input type="checkbox"/> Cost effective price service for broadband provision by 2003.
<p>2. If feasible, develop and implement a strategy that will result in increased competitiveness in the provision of broad and telecommunications services. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> North Eastern Local Authorities <input type="checkbox"/> CCEB <input type="checkbox"/> Telecommunications providers 	<ul style="list-style-type: none"> <input type="checkbox"/> A strategy for the independent provision of broadband telecommunications services by 2003.

THE ENERGY INFRASTRUCTURE

Objective 3: to provide a sufficient energy supply to all parts of the County.

Actions	Lead Partner	Monitoring Indicators
<p>1. Establish a partnership approach with the ESB to ensure that all areas in the County have an equivalent electricity supply and one which will cater for future development needs. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> ESB 	<ul style="list-style-type: none"> <input type="checkbox"/> Preparation of a joint strategic plan that highlights the key target areas where electricity supply needs to be improved by 2002/03. <input type="checkbox"/> Improved provision of electricity throughout the County by 2003 onwards.
<p>2. Improve the provision of gas throughout the County by:</p> <ul style="list-style-type: none"> ◆ extending the natural Gas Network from Bailieborough and Virginia; ◆ developing further linkages to the Corrib field; ◆ drilling into West Cavan and to other appropriate areas of the County. (II) <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> County Council <input type="checkbox"/> Bord Gáis 	<ul style="list-style-type: none"> <input type="checkbox"/> Significant extension of the network leading to improved gas resources by 2003 onwards. <input type="checkbox"/> Extension of the gas network to Cavan Town and Cavan Business Park by 2004/5.
<p>3. Continue to encourage local exploration of sources of energy. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Evergreen Resources 	<ul style="list-style-type: none"> <input type="checkbox"/> Local exploration of sources of energy continues from 2002. <input type="checkbox"/> Ensure that Cavan benefits from any natural resources identified.



TOURISM



Cavan in the Future



My name is Coileen. I live at Laragh Crescent, Cavan.

I would love swings and seesaws and slides.

I would love my lights painted pink. 

Coileen

Age 6



Tourism

Context

- 4.4.1** County Cavan has a good tourism product which has been primarily based on the angling market. However the Coarse Angling sector is in decline and efforts have to be made to retain Cavan's share of this market whilst also diversifying into other niche areas. The aim of this Strategy is to build on the County's strengths and to brand Cavan as a Centre of Excellence for fishing, rural tourism, and activity holidays. Golfing in the County provides a good example of the potential for collaborative, cross-border ventures in developing tourism activities. The Erne Waterway Golf Championship is now in its third year. This event is a four-day cross-border (Cavan/Fermanagh) golf classic. It was established to promote the potential of golf and to attract a higher spend visitor to the County.
- 4.4.2** To stimulate growth of the tourism sector, it is vital that the economic potential of tourism is fast-tracked where possible especially in relation to the planning process and the provision of services in areas of development. As mentioned in the Environment section, development will be sustainable and undertaken in a way that does not harm the environment. The availability of an adequate accommodation infrastructure is also fundamental to tourism growth. It is therefore important that the Accelerated Capital Allowances Scheme is retained for the foreseeable future to stimulate the provision of accommodation, especially hotel development in Cavan, a border county. The development of a flagship tourism attraction(s) is recommended.
- 4.4.3** In 2000, Cavan attracted a total of 107,000 overseas visitors with total revenue generated of £24 million⁷. Cavan therefore attracted 17.6% of the total number of overseas visitors (607,000) coming to the Northwest region in 2000. In terms of revenue generation, overseas visitors spent £24 million in the County in 2000, compared to a total of £134 million for the region (the equivalent of 17.9%). Of the overseas tourists, those originating from Britain generated the highest spend at £257 per tourist, followed by those from North America (£190), and Mainland Europe (£167).
- 4.4.4** These figures illustrate potential for further growth of the tourism market in the County especially in the current climate of peace in Northern Ireland. Efforts have been made to set targets for the growth of tourism in the County. However, as a result of the Foot and Mouth Crisis and September 11th, a cautious approach has been adopted. It is anticipated that, in 2002, Cavan's tourism market will be relatively static, showing a potential decline in the number of visitors and the total revenue generated. However, this trend is also forecast for not only the region, but for the entire country. It is predicted that the tourism market will begin to experience growth again by 2003.
- 4.4.5** A vital element in the implementation of this Strategy is the development of partnerships, collaboration and cross-border co-operation. As an example, the angling sector is heavily dependent on the river water being consistently of a high quality. The Council has an important role to play in this area, together with other stakeholders such as farmers and the general public.

⁷ 2000 data Bord Fáilte.

Strategic Aim

4.4.6 The strategic aim of the Tourism element of Cavan's Integrated Strategy is 'to broaden the appeal of County Cavan as a quality tourist destination.'

Strategic Objectives

4.4.7 This aim will be achieved via the following key strategic objectives:

- ◆ to continue with the development of a quality tourism product and supporting services;
- ◆ to position County Cavan alongside its competitors as a quality holiday destination;
- ◆ to develop a highly-skilled tourism workforce throughout the County;
- ◆ to ensure a strategic and collaborative approach to the delivery of tourism in Cavan that is undertaken in partnership with organisations from the private, public, community and voluntary sectors;
- ◆ to optimise and protect the environmental potential of Cavan.



Key Targets for Overseas Visitors

	BASELINE (2000)					YEAR 1				
	TOTAL	BRITAIN	MAINLAND EU	NORTH AMERICA	OTHER AREAS	TOTAL	BRITAIN	MAINLAND EU	NORTH AMERICA	OTHER AREAS
Number of tourists (000s)	107	70	12	21	4	101	67	12	18	4
Total Revenue generated (£million)	24	18	2	4	*	23	17	2	3	*
Revenue per person (£)	224	257	167	190		228	254	167	167	

	YEAR 2					YEAR 3				
	TOTAL	BRITAIN	MAINLAND EU	NORTH AMERICA	OTHER AREAS	TOTAL	BRITAIN	MAINLAND EU	NORTH AMERICA	OTHER AREAS
Number of tourists ('000s)	106	70	13	19	4	111	74	13	20	4
Total Revenue generated (£million)	24	18	2	4	*	25	19	2	4	*
Revenue per person (£)	226	257	154	210		225	257	154	200	

	YEAR 4				
	TOTAL	BRITAIN	MAINLAND EU	NORTH AMERICA	OTHER AREAS
Number of tourists ('000s)	117	78	14	21	5
Total Revenue generated (£million)	26	20	2	4	*
Revenue per person (£)	222	256	143	190	

Source: Bord Fáilte, 2000. Estimates for Years 1, 2, 3, and 4.

NOTES:

1. Years 1, 2, 3, and 4 estimates are based on national forecasts. National estimates will vary from county to county.
2. Revenue estimates for Years 1, 2, 3, and 4 are in constant 2000 terms with no allowances for inflation.
3. Less than £500,000.

THE TOURISM PRODUCT AND SERVICES

Objective 1: to continue with the development of a quality tourism product and supporting services.

Actions	Lead Partner	Monitoring Indicators
<p>FLAGSHIP ATTRACTIONS</p> <p>1. Develop the Breefni Cultural Park concept which will include GeoPark⁸ status for West Cavan. The objective of this project is to develop the natural and cultural tourism resource base resulting in a new brand identity for the proposed 'cultural park'. (I)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> GSI/GSNI <input type="checkbox"/> Project Steering Committee <input type="checkbox"/> Cross-border and local authority partners <input type="checkbox"/> Dúchas <input type="checkbox"/> Community Groups <input type="checkbox"/> NWRTA 	<ul style="list-style-type: none"> <input type="checkbox"/> A flagship attraction is developed by 2010. <input type="checkbox"/> Strong cross-border working relations by 2002. <input type="checkbox"/> Sustainable cross-border project by 2005.
<p>2. Investigate the potential of the Coillte Landbank in the development of a 'Centre Parcs⁹' Complex. This research will also consider the demand for outdoor pursuits, particularly water sports. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NWRTA, CTC, Coillte <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study by 2002 into the potential of a Centre Parcs complex incorporating Killykeen and/or Dún na Ri Forest Parks– a fully integrated activity centre with accommodation. <input type="checkbox"/> The potential of outdoor pursuits as a viable tourism product is established by 2002.
<p>3. If feasible, implement a Development Plan for the provision of a Centre Parcs complex that exploits the potential of outdoor pursuits and the central location of County Cavan. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Coillte <input type="checkbox"/> NWRTA/CTC <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> The implementation of a Development plan for a Centre Parcs complex from 2003 onwards. <input type="checkbox"/> The tourism season is extended by 2008.
<p>4. Research and identify potential tourism projects and partnerships under the Tourism Measure of the NDP. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CEB/NWRTA <input type="checkbox"/> CTC <input type="checkbox"/> CDB <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Cavan draws down increasing amounts of tourism funding.
<p>5. Develop the potential of Castle Saunderson as a centre of excellence for youth activities/events in Ireland. (III)</p> <p>Timescale: 2002 onwards</p>	<p>Phase 1:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Scouting Ireland – CSI <input type="checkbox"/> Schools <input type="checkbox"/> Community and Voluntary sector <input type="checkbox"/> Scout Association – NI <input type="checkbox"/> Youth organisations/ groups <p>Phase 2:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Bord Fáilte <input type="checkbox"/> County Council <input type="checkbox"/> CCEB/ NWRTA/CTC 	<ul style="list-style-type: none"> <input type="checkbox"/> Feasibility study and business plans are completed by 2002. <input type="checkbox"/> Planning permission submission by 2002. <input type="checkbox"/> Castle Saunderson is operational as a youth and scouting facility from Summer 2003. <input type="checkbox"/> Phase 2 will have a tourism dimension.

⁸ A European GeoPark is a territory which includes a particular geological heritage and a sustainable territorial development strategy supported by a European programme to promote development.

⁹ Indoor activity centre with emphasis on water-based activities, incorporating quality accommodation facilities in a unique environment.

THE TOURISM PRODUCT AND SERVICES OBJECTIVE 1 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>ANGLING</p> <p>6. Establish a Development Committee to ensure the integrated development of angling in the County. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CEB <input type="checkbox"/> NWRTA/CTC 	<ul style="list-style-type: none"> <input type="checkbox"/> An Angling Development Committee by 2002.
<p>7. Identify the key agencies that have a role to play in the development of angling and an outline of their responsibilities. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Angling Development Committee <input type="checkbox"/> Regional Fisheries Board 	<ul style="list-style-type: none"> <input type="checkbox"/> A clear picture is provided of the key agencies involved in the development and promotion of angling and their individual responsibilities.
<p>8. Produce a strategy to develop and sustain angling, particularly the coarse angling and game angling product, as one of the primary tourism attractions in the County. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Central/Regional Fishery Boards <input type="checkbox"/> County Council <input type="checkbox"/> NWRTA/ CTC <input type="checkbox"/> CCEB <input type="checkbox"/> Angling Development Committee <input type="checkbox"/> LEADER 	<ul style="list-style-type: none"> <input type="checkbox"/> A five-year strategy is in place by 2003 which will retain Cavan's share of the angling market, particularly its coarse and game angling (that has experienced a decline) via: <ul style="list-style-type: none"> <input type="checkbox"/> improved access to the water; <input type="checkbox"/> maintenance of facilities; <input type="checkbox"/> restocking of waters; <input type="checkbox"/> excellent customer service; <input type="checkbox"/> high water quality.



THE TOURISM PRODUCT AND SERVICES OBJECTIVE 1 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>HERITAGE AND CULTURE</p> <p>9. Build on the archaeological and heritage potential of the County to enhance the visitor experience. (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> NWRTA/CTC <input type="checkbox"/> CHD Committee <input type="checkbox"/> Dúchas <input type="checkbox"/> LEADER <input type="checkbox"/> Community groups <input type="checkbox"/> Local cultural groups <input type="checkbox"/> Mobile library service <input type="checkbox"/> Museum <input type="checkbox"/> Dúchas <input type="checkbox"/> CCEB <input type="checkbox"/> St. Killians Heritage Centre <input type="checkbox"/> Maudabawn Heritage Centre 	<ul style="list-style-type: none"> <input type="checkbox"/> Archaeology and heritage are integral elements of the tourism product by 2005. <input type="checkbox"/> A strategic and proactive approach to the promotion of culture and heritage by 2003/04. <input type="checkbox"/> Development of a Cultural and Heritage newsletter by 2003 and a website by 2004. <input type="checkbox"/> Collaboration between all agencies both within the County and in neighbouring counties to ensure appropriate signposting by 2005. <input type="checkbox"/> Promote local cultural, archaeological and Heritage potential through local radio and the 'Anglo Celt'.
<p>10. Develop a Heritage Centre as part of the new Central Library Complex. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> LEADER <input type="checkbox"/> CCL <input type="checkbox"/> Cana House 	<ul style="list-style-type: none"> <input type="checkbox"/> Build commencement, June 2002 <input type="checkbox"/> The Heritage Centre will have a county-wide remit for Local Studies, Genealogy and Archives, thereby exploiting the tourism potential of this area.
<p>11. Incorporate Cultural/Arts spaces into new Library buildings to ensure a coherent and integrated approach to the development of the cultural infrastructure of the County. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Permanent Arts space is provided in the Central Library and Heritage Centre. <input type="checkbox"/> Building of the new Library will commence in June 2002. <input type="checkbox"/> Arts space is provided in Belturbet Library. The building of this facility will commence in 2003.



THE TOURISM PRODUCT AND SERVICES OBJECTIVE 1 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>GOLF</p> <p>12. Develop the tourism potential of golf. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NWRTA/CTC <input type="checkbox"/> County Council <input type="checkbox"/> Golf Clubs <input type="checkbox"/> Community sector <input type="checkbox"/> Private/public partnerships 	<ul style="list-style-type: none"> <input type="checkbox"/> By 2003 golf is increasingly recognised as a viable tourist attraction in the County.
<p>13. Continue to support the Erne Waterway golf event in order to promote golf at a county level. (I)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CEB <input type="checkbox"/> NWRTA/CTC <input type="checkbox"/> County Council <input type="checkbox"/> Golf Clubs <input type="checkbox"/> Community sector <input type="checkbox"/> Private/public partnerships 	<ul style="list-style-type: none"> <input type="checkbox"/> Sustain the golfing event on an annual basis.
<p>INFRASTRUCTURE</p> <p>14. Develop a Linear Park¹⁰ along the West Cavan railway track based on the findings of a pilot study commissioned by the Heritage Council into the identification of potential 'Greenways' (non-roadways) in Ireland. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NWRTA/CTC <input type="checkbox"/> Cavan County Council <input type="checkbox"/> Heritage Council <input type="checkbox"/> Community Forum <input type="checkbox"/> LEADER 	<ul style="list-style-type: none"> <input type="checkbox"/> A Linear Park by 2006/08 that provides access by all to the countryside via cycling routes and safe pedestrian walks.



¹⁰ Trail for recreational (walking, jogging, cycling) and educational opportunities.

THE TOURISM PRODUCT AND SERVICES OBJECTIVE 1 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>15. Implement an action plan to ensure that facilities are appropriate to support tourist numbers, for example:</p> <ul style="list-style-type: none"> ◆ the range of accommodation providers specifically hotel development and self-catering complexes; ◆ restaurants/pubs; ◆ visitor amenities available at heritage sites/attractions such as parking, toilets, signage, information points, interpretation service, access for those with disabilities etc.; ◆ further development of 'Kingfisher'¹¹ type trails. (I) <p>Timescale: 2003</p>	<ul style="list-style-type: none"> ☐ NWRTA/ CTC ☐ Cavan County Council ☐ LEADER 	<ul style="list-style-type: none"> ☐ An action plan to ensure appropriate levels of tourism services is developed from 2003 onwards. ☐ An increased supply of facilities to support the growing tourism industry by 2008. ☐ All developments are sensitive to their surrounding environments.
<p>16. Implement a strategy to ensure diversification for existing rural accommodation providers (such as B&Bs and self-catering facilities) whose only business comes from the angling market. (II)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> ☐ LEADER ☐ NWRTA/ CTC 	<ul style="list-style-type: none"> ☐ A strategy is being implemented from 2003 that ensures diversification for those accommodation providers who previously specialised in the angling market.
<p>17. Investigate the potential of existing infrastructure, such as Public Libraries, being used to provide tourist information. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> ☐ NWRTA/ CTC ☐ Community Forum ☐ County Council 	<ul style="list-style-type: none"> ☐ A report by 2003 that examines the potential of existing infrastructure being used to provide tourist information.
<p>18. If feasible, develop and implement a strategy for the dissemination of tourist information via local facilities throughout the County. (III)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> ☐ NWRTA/ CTC ☐ Community Forum 	<ul style="list-style-type: none"> ☐ Localised tourist information provided in local areas by 2004/05. ☐ Action will contribute towards the maintenance of rural populations.
<p>19. Encourage and support the development of walking routes throughout the County. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> ☐ Community Forum ☐ Council ☐ LEADER 	<ul style="list-style-type: none"> ☐ A walking brochure for County Cavan. ☐ Increased participation in walking as a recreational activity.
<p>20. Increase the mobility of tourists throughout the County by ensuring a high standard of road signage in both English and Irish. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> ☐ County Council ☐ CDB 	<ul style="list-style-type: none"> ☐ Improved provision of quality road signage including increased use of the Irish language in bilingual signs.
<p>21. Conduct a survey of all tourist accommodation providers. (II)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> ☐ CEB ☐ NWRTA/CTC 	<ul style="list-style-type: none"> ☐ An overview by 2004 of all accommodation providers that will facilitate assessment of the need for development in infrastructure.

¹¹ The 192-mile Kingfisher Trail is the largest way-marked cycle trail in Ireland. It forms a figure of eight through Counties Fermanagh, Leitrim, Donegal, Cavan and Monaghan.

PROMOTION

Objective 2: to position County Cavan alongside its competitors as a quality holiday destination.

Actions	Lead Partner	Monitoring Indicators
<p>1. Implement Cavan's current tourism promotion strategy that emphasises the key strengths of the County. (I)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB <input type="checkbox"/> CTC/NWRTA 	<ul style="list-style-type: none"> <input type="checkbox"/> A promotion strategy for Cavan is being implemented from 2002.

EDUCATION AND TRAINING

Objective 3: to develop a highly-skilled tourism workforce throughout the County.

Actions	Lead Partner	Monitoring Indicators
<p>1. Identify the training requirements of the tourism industry that are not currently being met in the County. (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> LEADER <input type="checkbox"/> CCEB <input type="checkbox"/> FÁS <input type="checkbox"/> CERT <input type="checkbox"/> Local community groups and development associations <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A survey that highlights the training needs that are not being met by 2003.
<p>2. Develop and deliver tourism training programmes to match the needs of industry and local communities, including farm households. Training should consider the use of technology in the tourism sector, e.g. Internet, e-commerce, and eco-tourism.¹² (III)</p> <p>Timescale: 2003-2008</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CERT <input type="checkbox"/> LEADER <input type="checkbox"/> CCEB <input type="checkbox"/> Cavan College <input type="checkbox"/> FÁS <input type="checkbox"/> Local community groups and development associations 	<ul style="list-style-type: none"> <input type="checkbox"/> One training programme is developed in 2003. <input type="checkbox"/> Two training programmes are developed in 2004. <input type="checkbox"/> Two training programmes are developed in 2005. <input type="checkbox"/> Training programmes are delivered in both urban and rural areas by 2004. <input type="checkbox"/> A quality, skilled tourism workforce is developed by 2012. <input type="checkbox"/> Local communities are fully involved in the development and maintenance of their tourism product by 2005.



¹² Tourism that focuses on an appreciation of the environment, e.g. nature holidays.

CO-ORDINATION AND COLLABORATION

Objective 4: to ensure a strategic and collaborative approach to the delivery of tourism in Cavan that is undertaken in partnership with organisations from the private, public, community and voluntary sectors.

Actions	Lead Partner	Monitoring Indicators
<p>1. Continue the position of full-time Tourism Marketing Executive. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Peace II <input type="checkbox"/> Cavan Task Force 	<ul style="list-style-type: none"> <input type="checkbox"/> A full-time position is allocated for the marketing of Tourism in the County.
<p>2. Continue to build on existing partnerships for the development and management of tourism in the County. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NWRTA /CTC <input type="checkbox"/> CCEB <input type="checkbox"/> Bord Failte <input type="checkbox"/> NITB <input type="checkbox"/> Funding Agencies <input type="checkbox"/> Tourism Associations <input type="checkbox"/> Tourism Industry <input type="checkbox"/> LEADER 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnerships are fundamental to the effective implementation of a holistic approach to the design, delivery and management of tourism in County Cavan by 2005.
<p>3. Continue to encourage accommodation providers to develop an Internet presence and maximise the potential of e-commerce. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCEB <input type="checkbox"/> LEADER <input type="checkbox"/> NWRTA/CTC 	<ul style="list-style-type: none"> <input type="checkbox"/> Increased use by accommodation providers of Information and Communications technology from 2002 onwards, leading to improved co-ordination of and performance in the sector. <input type="checkbox"/> By 2012 the majority of accommodation providers have an Internet presence linked into national tourism websites.
<p>4. Continue to encourage small B&Bs to register with Bord Failte. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NWRTA/CTC 	<ul style="list-style-type: none"> <input type="checkbox"/> An increasing number of B&Bs are aware of the benefits of registration with Bord Failte from 2002. <input type="checkbox"/> This will generate a more accurate picture of the tourism infrastructure.



Social Development



Statement

“ I think in 10 years time Cavan will be as big as Dublin City. Every day new houses, bigger shops, and different bigger models of cars, will appear and maybe cars with no tops on them as well! People may also be in more of a hurry and will not have time to talk. I hope that this does not happen. I also hope that there will be plenty of jobs for every one and that Cavan town will look its best as it is already started to look updated. ”

Sarah Ellis
2nd Class



Social Development

Context

- 4.5.1 'Equality of Opportunity and Social Inclusion' is one of the 'key principles' of this Strategy. In this section of the Strategy there is a concentration of actions that will result in County Cavan becoming a more inclusive society where steps are taken to integrate those who find themselves disadvantaged and/or marginalised for whatever reasons. The Strategy aims to facilitate their re-integration into society. In order to achieve this, a multi-agency approach is essential.
- 4.5.2 The importance placed by Cavan CDB on 'social development' in the County is acknowledged in the scope of this section that covers matters such as Planning, Housing and Leisure Provision; Education; Youth; Safety and Security; Transport; Health and Care; Employment; Community Development; Social Inclusion and Anti-Poverty.
- 4.5.3 The Social Inclusion agenda is very strong as illustrated by the National Anti-Poverty Strategy (NAPS), and the Social Inclusion provisions in the National Development Plan (NDP). A total of 19,077 million Euro is allocated for expenditure on Social Inclusion in the NDP (2000-2006). The importance that Cavan CDB places on this issue is signalled in its creation of a Social Inclusion Forum and an Anti-Poverty network.
- 4.5.4 Education provides a primary route to improving the quality of life and to minimising material poverty. It is important to facilitate access to education. In terms of providing a quality lifelong learning experience for all, particular attention is paid to the content of the Education (Welfare) Act 2000 and the White paper on Adult Education. A particular focus for education providers is to prevent educational disadvantage. In 1998 the International Adult Literacy Survey found that 25% of adults in Ireland have poor literacy skills whilst a further 30% can only cope with very simple material.
- 4.5.5 The importance of Health in contributing to an improved quality of life, and to tackling poverty and disadvantage is acknowledged in the new Health Strategy (2002-2012). The actions proposed in the Health section of this Strategy reflect the national principles of equity, people-centredness, quality and accountability. An effective and responsive Health system is furthermore vital to the economic development of the County. The North Eastern Health Board's (NEHB) operational plans will contribute towards the Government's vision of 'a health system that supports and empowers you, your family and community to achieve your full health potential'. Furthermore, actions specified in this Strategy will contribute towards the achievement of strengthened primary care, an enhanced acute hospital system, improved human resources, and proactive health information.
- 4.5.6 Continued improvements in both the Health and Education systems of the County are vital to encourage inward investment.

4.5.7 Actions relating to Youth cut across the Strategy. In this section actions reflect the Government's Youth Work Act 2001. The key change in this legislation relates to the new role of the Vocational Education Committees (VECs) in ensuring youth work provision in their area. Another proposed development of significant potential for the Youth in the County is that of Castle Saunderson as a centre of excellence for youth activities/events in Ireland. This unique and substantial development will result in regeneration of an area that is characterised by an above average 'age dependency'¹³ ratio and a percentage of population that is 'economically inactive'.

Strategic Aim

4.6 The overall aim of the strategy on Social Development is 'to ensure that Cavan is a County that provides 'quality of life' for its entire people by focusing on social inclusion and tackling poverty and disadvantage.'

Strategic Objectives

4.7 This aim will be achieved via the effective implementation of the following strategic objectives:

- ◆ to ensure equality of opportunity for all to quality housing and leisure facilities throughout the County;
- ◆ to provide and ensure access for all to a quality lifelong learning experience in the County;
- ◆ to ensure the integrated and cohesive provision of youth work services and programmes in the County;
- ◆ to ensure that the County is a safe and secure place in which to live and work;
- ◆ to ensure that all people in the County have access to an effective, efficient and sustainable means of transport;
- ◆ to provide a quality health and social care service to all the people of the County;
- ◆ to ensure equality of opportunity for all to access employment, such as those with disabilities, the long-term unemployed and those that are poor, in such a way as to generate an adequate level of income for everyone;
- ◆ to proactively encourage the active involvement of individuals, particularly those affected by poverty and social exclusion, in the regeneration of their communities, especially rural areas;
- ◆ to develop a co-ordinated approach to the creation of a more inclusive society in County Cavan by alleviating social exclusion, poverty and deprivation;
- ◆ to provide a Library Service which acts as a resource for Information and Learning and is freely available and accessible to every person in the County.



13 Those aged under 15 years old plus those over 65 years of age as a proportion of the total population.

Key Targets

The table below highlights the key targets that have been agreed for this section of the Strategy.

THE TOURISM PRODUCT AND SERVICES OBJECTIVE 1 (CONTINUED)						
Actions	Lead Partner	Monitoring Indicators				
Supply of Social and Affordable Housing	<p><i>Total Housing Stock as at 31/12/01</i></p> <p>County Council</p> <ul style="list-style-type: none"> ◆ Total = 1,031 units <p>Cavan Town Council</p> <ul style="list-style-type: none"> ◆ Total = 649 units <p>TOTAL = 1,680</p>	<p>Based on estimates of Demand for Social and Affordable Housing 2001-2006 the housing supply 2001-2006 consists of:</p> <ol style="list-style-type: none"> 1. Local Authority Social Housing Programme (51%) <ul style="list-style-type: none"> ◆ Cavan County Council 2000-2003 = 330 units ◆ Cavan Town Council = 138 units ◆ Cavan County Council 2004-2006 = 351 units 2. Voluntary Housing/Co-operative housing (12%) – 200 units 3. To be met by the provisions of Part V (37%) Social and Affordable Housing Schemes – 611 units <p>TOTAL = 1630 units¹⁴ by 2006</p>				
Adult literacy	25 % of the Irish population are only able to cope with the most basic literacy tasks (1996)	Research is required to establish the baseline in Cavan of those people who have poor literacy skills. This will facilitate the setting of future targets.				
% Early school leavers	Research will be undertaken to identify the baseline and to formulate targets.					
% completing senior cycle	Research will be undertaken to identify the baseline	90% completion rate by 2007 (NAPS). Target may have to be reviewed in line with research findings.				
Number of community/voluntary groups linked to the CDB Forum	Approximately 100 (2001)	20	20	20	20	20 TOTAL = 200 groups
Reduce patient waiting times in line with national targets		No adult will wait longer than 12 months and no child will wait longer than 6 months to commence treatment following referral from an out-patient department.	No adult will wait longer than 6 months and no child will wait longer than 3 months to commence treatment following referral from an out-patient department.	No adult will wait longer than 3 months following referral from an out-patient department.		

¹⁴ Cavan Housing Strategy page 43.

PLANNING, HOUSING, AND LEISURE PROVISION

Objective 1: to ensure equality of opportunity for all to quality housing and leisure facilities through a multi-agency approach.

Actions	Lead Partner	Monitoring Indicators
<p>PLANNING</p> <p>1. Continue to provide 'open spaces for recreational amenity purposes in housing estates' as outlined in the County Council Development Plan 1996 (p.20). (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Town Council <input type="checkbox"/> Developers <input type="checkbox"/> Voluntary and Co-operative Housing sector <input type="checkbox"/> Community/ Estate management groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Improved provision of adequate recreational (such as playgrounds) and community facilities by 2012 that is 'suitable for the general use of all residents, particularly pre-school children, senior citizens, and young adults'.
<p>HOUSING</p> <p>2. Implement the Housing Strategy for Cavan (Part V of the Planning and Development Act 2000) to cater for the needs of all target groups. (I)</p> <p>Timescale: 2002-2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Town Council <input type="checkbox"/> Developers <input type="checkbox"/> Voluntary and Co-operative Housing sector <input type="checkbox"/> NEHB <input type="checkbox"/> Community/ Estate management groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A quality housing supply that effectively meets demand and that is socially inclusive by 2006. <input type="checkbox"/> A proper housing mix for each area by 2006. <input type="checkbox"/> The principle of sustainable development is considered in all new developments
<p>3. Review the Housing Strategy within two years as required by Section 95 (3). (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Town Council <input type="checkbox"/> Developers <input type="checkbox"/> Voluntary and Co-operative Housing sector <input type="checkbox"/> Community/ Estate management groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A review of the effectiveness of the Cavan Housing Strategy by 2003.
<p>4. Support existing Estate Management groups and the development of new groups within County Council housing estate developments. (I)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Town Council <input type="checkbox"/> Developers <input type="checkbox"/> Voluntary and Co-operative Housing sector <input type="checkbox"/> NEHB <input type="checkbox"/> Community/ Estate management groups <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish at least four Estate management groups over a three-year period. <input type="checkbox"/> Network of Estate management groups. <input type="checkbox"/> Extension of pilot scheme based on (35 rented houses) within the local authority housing area.

PLANNING, HOUSING, AND LEISURE PROVISION OBJECTIVE 1 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>HOUSING (continued)</p> <p>5. Continue to implement training for both public sector staff and tenants on their roles in local authority housing. (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CDB <input type="checkbox"/> Estate management groups 	<ul style="list-style-type: none"> <input type="checkbox"/> At least two annual training programmes to equip public sector staff with skills to manage local authority housing. <input type="checkbox"/> At least two annual training programmes for tenants. <input type="checkbox"/> A multi-agency approach is implemented in the training programmes.
<p>LEISURE PROVISION</p> <p>6. Continue to improve on the provision of Local Authority recreational/amenity facilities (County Council Development Plan 1996 p.19-20). (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> CDP <input type="checkbox"/> Department of Social and Family Affairs <input type="checkbox"/> Access for the Disabled Committee <input type="checkbox"/> Youth organisations/groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Ongoing maintenance of existing recreational and amenity facilities. <input type="checkbox"/> Building of new recreational and amenity facilities. <input type="checkbox"/> A plan for the provision of disability access in leisure facilities is agreed by 2002.
<p>7. Develop and implement a pilot sponsorship programme to ensure equality of access to affordable leisure provision. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Department of Social, Community and Family Affairs <input type="checkbox"/> Youth organisations/groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A sponsorship programme is developed by 2002. <input type="checkbox"/> Implementation of the sponsorship programme by 2003.
<p>8. Establish a Local Sports Partnership¹⁵. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> County Council <input type="checkbox"/> CDB <input type="checkbox"/> NEHB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> FÁS <input type="checkbox"/> Clubs, e.g. GAA <input type="checkbox"/> Schools <input type="checkbox"/> Facility Operators <input type="checkbox"/> Voluntary/Community sector 	<ul style="list-style-type: none"> <input type="checkbox"/> A Local Sports Partnership is established by 2003.
<p>9. Develop and implement a Local Sports strategy. (III)</p> <p>Timescale: 2003/04</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Local Sports Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> A Local Sports Strategy is implemented by 2004. <input type="checkbox"/> A co-ordinated sports in frastructure by 2008.
<p>10. Consolidate the provision of safe outdoor swimming areas at Cavan's lakes. (III)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Irish Water Safety Association <input type="checkbox"/> Local Sports Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Supervised swimming in Cavan's lakes will continue for the next 10 years.

¹⁵ Local Sports Partnerships aim to provide an integrated approach to the provision of sporting opportunities. They provide a means of creating sustainable sports development infrastructure at a local level.

EDUCATION AND TRAINING

Objective 2: to provide and ensure access for all to a quality lifelong learning experience in the County.

Actions	Lead Partner	Monitoring Indicators
<p>CHILDCARE</p> <p>1. Develop and implement a County Childcare Strategy that implements the recommend-ations of the Childcare Audit. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Childcare Committee 	<ul style="list-style-type: none"> <input type="checkbox"/> A Childcare Strategy by 2002 that focuses on the increased provision of quality, affordable, accessible childcare whilst addressing educational disadvantage. <input type="checkbox"/> 350 extra childcare places by 2005.
<p>PRIMARY AND SECONDARY</p> <p>2. Conduct an audit to determine the level of support and resources required for those groups in both primary and secondary level schools who are most at risk of educational disadvantage, including those children with learning disabilities. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Department of Education <input type="checkbox"/> VEC <input type="checkbox"/> FÁS <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Schools <input type="checkbox"/> Community groups <input type="checkbox"/> Parents <input type="checkbox"/> LEADER <input type="checkbox"/> Garda 	<ul style="list-style-type: none"> <input type="checkbox"/> An audit in 2002/3 identifying the level of supports and resources needed to prevent educational disadvantage.
<p>3. Develop and implement a strategy to provide increased resources in primary schools and in the early years of post-primary schooling to prevent educational disadvantage. (III)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Department of Education <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> CDB <input type="checkbox"/> Schools <input type="checkbox"/> Community groups <input type="checkbox"/> Parents <input type="checkbox"/> LEADER 	<ul style="list-style-type: none"> <input type="checkbox"/> A strategy adopting a multi-agency approach is developed in 2003/04 that outlines the nature and extent of resources needed to provide a good education for those groups most at risk, including rural communities.
<p>4. Establish a Consultative Forum to liaise with minority groups such as Travellers, 'programme immigrants', refugees etc to design and implement a strategy that will ensure their children receive an education equivalent to their needs. (III)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Department of Education <input type="checkbox"/> County Council <input type="checkbox"/> VEC <input type="checkbox"/> Schools/ Parents <input type="checkbox"/> Community groups <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> NEHB <input type="checkbox"/> Travellers groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A representative Consultative Forum is established by 2002. <input type="checkbox"/> Meetings of the Consultative group identify educational needs and develop a strategy to fulfil these needs. <input type="checkbox"/> Indigenous Traveller children of primary school age will be enrolled and will participate fully in primary education with in 5 years. <input type="checkbox"/> This will be achieved through a multi-agency approach.



EDUCATION AND TRAINING OBJECTIVE 2 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>5. Encourage all schools to become health-promoting schools in accordance with the Salouiki Declaration¹⁶. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Department of Education <input type="checkbox"/> Schools/ Parents <input type="checkbox"/> Community & Voluntary sector 	<ul style="list-style-type: none"> <input type="checkbox"/> Initiatives are being implemented from 2002 to encourage all schools in the County to become health promoting.
<p>6. Develop and implement a pilot initiative(s) that ensures all post-primary school children are progressing to secondary level schools. (III)</p> <p>Timescale: 2002/03</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Department of Education/VEC <input type="checkbox"/> Home School Liaison Officer <input type="checkbox"/> Schools <input type="checkbox"/> Community groups <input type="checkbox"/> Parents <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Evaluation of the effectiveness of the pilot initiative(s) by 2003 is used to inform national policy on this issue.
<p>7. Develop and implement inclusive, specialised and supported educational initiatives aimed at those students most at risk of early school leaving. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Department of Education <input type="checkbox"/> FÁS <input type="checkbox"/> Schools <input type="checkbox"/> Community & Voluntary sector <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Specialist groups <input type="checkbox"/> Other education providers 	<ul style="list-style-type: none"> <input type="checkbox"/> 1 annual, county-wide targeted education programme by 2002/2003. <input type="checkbox"/> A significant annual reduction in the number of early school leavers in the County in accordance with the Education (Welfare) Act 2000.
<p>8. Develop and implement a policy that provides for the incorporation of crafts and key core skills within the curriculum. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Schools <input type="checkbox"/> National Council for Curriculum and Assessment 	<ul style="list-style-type: none"> <input type="checkbox"/> A local policy framework for the inclusion of key core skills in the curriculum of secondary schools by 2003.
<p>9. Conduct a survey to determine the actual percentage of Early School Leavers in the County plus those students that complete Junior and Senior cycles. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Schools <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Garda <input type="checkbox"/> Home School Liaison Officer 	<ul style="list-style-type: none"> <input type="checkbox"/> Completion of a survey (2002) that generates the baseline data for Early School Leavers and those students that complete Junior & Senior cycles. <input type="checkbox"/> Determination of targets for each of these 3 areas by 2002.
<p>ADULT EDUCATION</p> <p>10 Undertake a strategic approach to university outreach provision in the County exploiting the use of distance learning and links with Institutes of Technology. (II)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> CCEB <input type="checkbox"/> Cavan College <input type="checkbox"/> Dundalk IT <input type="checkbox"/> Athlone IT <input type="checkbox"/> County Library <input type="checkbox"/> Other adult education providers 	<ul style="list-style-type: none"> <input type="checkbox"/> At least one outreach agreement per year with universities and/or Institutes of Technology by 2005. <input type="checkbox"/> Improve access to third level education by 2003. <input type="checkbox"/> Ensure that the potential of the Library Service to assist in lifelong education is utilised.

¹⁶ The first conference of the European Network of Health Promoting Schools (1997) declared that 'every child and young person in Europe has the right, and should have the opportunity, to be educated in a health promoting school.'

EDUCATION AND TRAINING OBJECTIVE 2 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>11. Establish a Local Adult Learning Board for the County consisting of all stakeholder groups. (III)</p> <p>Timescale: 2003/4</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> CDB <input type="checkbox"/> FÁS <input type="checkbox"/> County Library <input type="checkbox"/> Adult education providers <input type="checkbox"/> Community & Voluntary sector <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Creation of a Local Adult Learning Board by 2003 as recommended in the White Paper on Adult Education, Learning for Life 2000.
<p>12. Continue to promote the role of Cavan College. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Local Adult Learning Board 	<ul style="list-style-type: none"> <input type="checkbox"/> From 2002 actions taken will ensure the long-term role of Cavan College in the provision of 3rd-level education in the County.
<p>13. Conduct research to determine an estimate of the extent of the literacy problem in the County. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Local Adult Learning Board <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> CCL 	<ul style="list-style-type: none"> <input type="checkbox"/> A baseline is determined for the literacy problem in the County by 2003 so that targets can be set and responsive programmes developed.
<p>14. Continue to implement innovative literacy programmes in line with the White Paper on Adult Education 2000. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Local Adult Learning Board <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> At least 2 annual intensive literacy programmes, 1 workplace literacy programme and 1 family literacy programme in the County. <input type="checkbox"/> Implement a programme of support for Adult Literacy through the Library Service.
<p>15. Continue to implement the TEFL programme in relation to the increase of foreign nationals to the County. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Adult education providers <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Numbers of TEFL participants are quantified by mid-2002. <input type="checkbox"/> A strategy is developed by 2002 to increase the number of TEFL participants.
<p>16. Continue to develop and implement a co-ordinated approach to the flexible and inclusive provision of specialist adult education programmes, with a particular emphasis on marginalised groups. (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> FÁS <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> CCL 	<ul style="list-style-type: none"> <input type="checkbox"/> Adult education enrolments are quantified by mid-2002 to enable future targets to be set. <input type="checkbox"/> One innovative learning programme is developed each year for disadvantaged groups. <input type="checkbox"/> Up-skilling and retraining of groups such as women and farmers. <input type="checkbox"/> Increased access to education for both females and males from 2002. <input type="checkbox"/> Maximise the potential of the Library Service, particularly in relation to free public access to PCs, to improve access to educational opportunities.

EDUCATION AND TRAINING OBJECTIVE 2 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>17. Continue to develop and promote a comprehensive Adult Careers Guidance Service in the County that builds on the work of FÁS, with its Gairm Careers Information Service¹⁷, and that of the VEC. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> FÁS <input type="checkbox"/> VEC 	<ul style="list-style-type: none"> <input type="checkbox"/> Continuous development of an integrated approach to adult careers guidance. <input type="checkbox"/> By 2002, the Gairm Careers Information Service is available via the Internet.



¹⁷ In association with the Leonardo da Vinci EU funded programme, FÁS has developed a career information database called Gairm/Career Directions.

YOUTH

Objective 3: to ensure the integrated and cohesive provision of youth work services and programmes in the County.

Actions	Lead Partner	Monitoring Indicators
<p>1. Develop and implement a 3-year Youth Work Development plan for the County. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Youth organisations/groups <input type="checkbox"/> Garda <input type="checkbox"/> NEHB 	<ul style="list-style-type: none"> <input type="checkbox"/> A gender-proofed Youth Work Development plan is prepared by 2002 that meets the youth work requirements of the County, particularly those persons: <ul style="list-style-type: none"> <input type="checkbox"/> who have attained the age of 10 but not 21 years; <input type="checkbox"/> who are socially or economically disadvantaged.
<p>2. Establish a Youth Work Committee. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Youth organisations/groups <input type="checkbox"/> Garda <input type="checkbox"/> NEHB 	<ul style="list-style-type: none"> <input type="checkbox"/> A Youth Work Committee is established by 2002 to make recommendations and provide advice to the VEC. <input type="checkbox"/> At least 1 meeting per financial year and not more than 6. <input type="checkbox"/> Committee will consist of not less than 16 and not more than 20 members drawn from the statutory (50%) and voluntary (50%) sectors.
<p>3. Establish a Local Voluntary Youth Council. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Youth organisations/groups <input type="checkbox"/> Garda <input type="checkbox"/> NEHB 	<ul style="list-style-type: none"> <input type="checkbox"/> A Local Voluntary Youth Council is established by 2002 consisting of 10-20 representatives. <input type="checkbox"/> 4 meetings per year.
<p>4. Conduct a survey to identify the needs of the youth in the County. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> VEC <input type="checkbox"/> Youth Work Committee <input type="checkbox"/> Garda <input type="checkbox"/> NEHB 	<ul style="list-style-type: none"> <input type="checkbox"/> A survey by 2003 that establishes the needs of the youth. <input type="checkbox"/> This information will feed into the Youth Work Development plan.



SAFETY AND SECURITY

Objective 4: to ensure that the County is a safe and secure place in which to live and work

Actions	Lead Partner	Monitoring Indicators
<p>1. Implement a collaborative approach to the creation of a safe and healthy environment by building on existing education initiatives to increase awareness of:</p> <ul style="list-style-type: none"> ◆ Crime prevention, especially in rural areas; ◆ Road safety; ◆ Alcohol and drug abuse; ◆ Concern for the Community, especially the elderly. (III) <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Cavan County Council <input type="checkbox"/> NEHB <input type="checkbox"/> Garda <input type="checkbox"/> VEC <input type="checkbox"/> Schools <input type="checkbox"/> Community & voluntary sector <input type="checkbox"/> Community Alert <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> At least 1 education initiative is implemented throughout the County on each topic on an annual basis. <input type="checkbox"/> Continue with the NEHB's Health Promotion campaigns and Injury Prevention initiatives.
<p>2. Provide socially monitored alarms for all vulnerable groups such as the elderly, those discharged from hospital, and those with disabilities. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Groups such as Age and Opportunity and Active Retirement <input type="checkbox"/> Department of Social, Community and Family Affairs <input type="checkbox"/> NEHB <input type="checkbox"/> Community & Voluntary groups <input type="checkbox"/> Garda <input type="checkbox"/> Community Alert 	<ul style="list-style-type: none"> <input type="checkbox"/> Initiate a consultation process with the Department of Social, Community and Family Affairs by 2002. <input type="checkbox"/> All vulnerable groups have alarms fitted in their homes by 2008.
<p>3. Improve public lighting in towns and villages. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CDB 	<ul style="list-style-type: none"> <input type="checkbox"/> An action plan is drawn up by 2002 for the areas where public lighting should be improved and the associated timescales.
<p>4. Develop and implement a local drug prevention strategy as outlined in the National Drugs Strategy (2001-2008)¹⁸. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Regional Drugs Taskforce <input type="checkbox"/> Department of Education <input type="checkbox"/> NEHB <input type="checkbox"/> VEC <input type="checkbox"/> Schools <input type="checkbox"/> Community and Voluntary sector <input type="checkbox"/> Parents <input type="checkbox"/> Youth Organisations/groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A local drug prevention strategy by 2003. <input type="checkbox"/> All schools have a drugs policy by 2005.
<p>5. Continue to implement the Garda Youth Diversion Programme. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Garda <input type="checkbox"/> Probation and Welfare Service <input type="checkbox"/> Community and voluntary sector 	<ul style="list-style-type: none"> <input type="checkbox"/> A series of Garda Youth Diversion projects are implemented during the period of the National Development Plan.

¹⁸ National Drugs Strategy recommends the creation of 11 Regional Drugs Taskforces in each of the Health Board areas.

SAFETY AND SECURITY OBJECTIVE 4 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>6. Develop and implement a strategy to increase opportunities for the provision of non-motorised transport, i.e. cycle lanes and safer facilities for pedestrians. (II)</p> <p>Timescale: 2004</p>	<input type="checkbox"/> County Council <input type="checkbox"/> ACCESS <input type="checkbox"/> Community Forum	<input type="checkbox"/> A strategy is developed by 2004 for the gradual implementation of cycle lanes and safer facilities for pedestrians by 2012.

TRANSPORT		
<i>Objective 5: to ensure that all people in the County have access to an effective, efficient and sustainable means of transport.</i>		
Actions	Lead Partner	Monitoring Indicators
<p>1. Develop and implement a Rural Transport Strategy based on the recommendations of the Rural Transport Audit. (III)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> County Council <input type="checkbox"/> CDB <input type="checkbox"/> Rural Lift <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Bus Éireann <input type="checkbox"/> Private providers of transport <input type="checkbox"/> Community groups	<input type="checkbox"/> Completion of rural transport audit beginning 2002. <input type="checkbox"/> Recommendations of the audit are forwarded to the Department of Public Enterprise by 2002. <input type="checkbox"/> Regular consultation with the Department for a change in policy to consider the transport needs in rural areas and the implementation of the audit's recommendations. <input type="checkbox"/> Development of a Rural Transport Strategy by 2003.
<p>2. Lobby for the extension of free bus passes to all private transport ventures including hackney vehicles. (III)</p> <p>Timescale: 2003 -2008</p>	<input type="checkbox"/> CDB <input type="checkbox"/> County Council <input type="checkbox"/> Department of Social, Community & Family Affairs <input type="checkbox"/> Department of Public Enterprise <input type="checkbox"/> Rural Lift Committee <input type="checkbox"/> Private operators	<input type="checkbox"/> By 2008 a policy is in place that enables all private operators in the County to accept free bus passes.
<p>3. Ensure that all public and private transport has appropriate disabled access. (III)</p> <p>Timescale: 2002-2012</p>	<input type="checkbox"/> ACCESS <input type="checkbox"/> Bus Éireann <input type="checkbox"/> Public/private operators	<input type="checkbox"/> Private operators to have at least one vehicle with disabled access. <input type="checkbox"/> All new public transport to have disabled access.



HEALTH AND CARE

Objective 6: to provide a quality, accessible, person-centred health and social care service to all people in County Cavan.

Actions	Lead Partner	Monitoring Indicators
<p>CO-ORDINATION</p> <p>1. Establish a Health and Social Care Forum representing the community, voluntary, and statutory sectors. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> NEHB <input type="checkbox"/> Community & Voluntary sector <input type="checkbox"/> Specialist groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A meeting every 3 months (or as required). <input type="checkbox"/> Support for the development of multi-agency working. <input type="checkbox"/> Support to the provision of a cohesive health and social care service through the co-ordination of services.
<p>COMMUNITY CARE</p> <p>2. Establish Community Health Centres in the County for the provision of Community and Social Care services to the public. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> County Council <input type="checkbox"/> Youth organisations <input type="checkbox"/> Farming organisations <input type="checkbox"/> Accord <input type="checkbox"/> FÁS <input type="checkbox"/> Community and Voluntary sector <input type="checkbox"/> Specialist groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Provision of Community Health Centres bringing services to rural areas based on need, and especially to those areas that have suffered greatly from declining populations.
<p>3. Continue to develop and implement the Health Board's service plans to ensure the provision of a quality and accessible community care service throughout the County. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Regional Task Force <input type="checkbox"/> Community and Voluntary sector 	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of the NEHB's annual Service Plans.
<p>4. Develop a collaborative approach to the delivery of community and social services. (III)</p> <p>Timescale: 2002-2007</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> Other State agencies 	<ul style="list-style-type: none"> <input type="checkbox"/> Improved community care by 2008 that is appropriately funded.
<p>5. Develop drug and alcohol addiction services consistent with national and regional policies, and inclusive of statutory and voluntary agencies. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> Specialist groups <input type="checkbox"/> Community and Voluntary sector <input type="checkbox"/> Youth organisations/groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A multi-agency approach is implemented for the provision of drug and alcohol addiction services.

HEALTH AND CARE OBJECTIVE 6 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>DOMESTIC VIOLENCE</p> <p>6. Increase the provision of support services to sufferers of domestic violence, such as a comprehensive counselling service, patient advocacy and support in relation to the courts, taking into consideration the findings of the report 'Effective Interventions for Women and Children Experiencing Violence in County Cavan.' (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> LEADER <input type="checkbox"/> St. Vincent de Paul <input type="checkbox"/> County Council <input type="checkbox"/> Garda <input type="checkbox"/> CDB <input type="checkbox"/> Community Forum <input type="checkbox"/> Cavan County Family Resource Ltd. 	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB annual service plans will include actions to support the victims of domestic violence, taking into consideration the findings of the 'Effective Interventions for Women and Children Experiencing Violence in County Cavan' report.
<p>SUPPORT FOR CARERS</p> <p>7. Lobby for the abolition of the means test for carers. (III)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Abolition of the means test for carers by 2007.
<p>8. Sustain and develop appropriate supports for carers. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> County Council <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Voluntary Sector <input type="checkbox"/> Community Forum <input type="checkbox"/> Health and Social Care Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A sustainable support network for carers by 2005.
<p>HEALTH PROMOTION</p> <p>9. Continue to develop and implement educational initiatives that promote a healthy lifestyle for all in line with the National Health Strategy. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> Department of Education <input type="checkbox"/> Schools <input type="checkbox"/> Employers <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Each community takes responsibility for promoting healthy living. <input type="checkbox"/> A plan for the co-ordinated provision of education initiatives delivered via a multi-agency approach by 2002. <input type="checkbox"/> All educational initiatives are evaluated and followed up to determine their impact on behaviour.



The Cavan Monaghan Active Retirement Drama Group

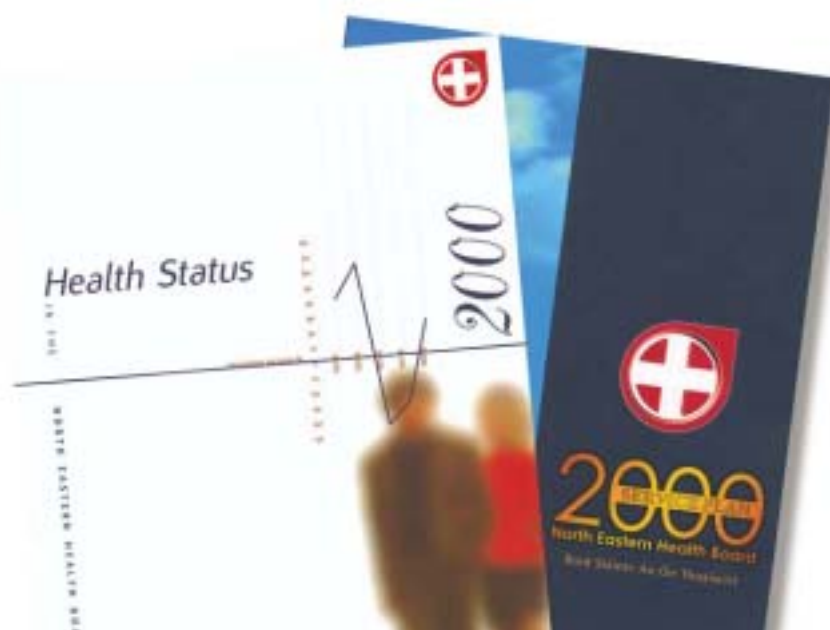
HEALTH AND CARE OBJECTIVE 6 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>HOMELESSNESS</p> <p>10. Continue to implement the recommendations of the Council's Homeless Strategy. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council Homeless Forum <input type="checkbox"/> County Cavan Community Resource Ltd. 	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of the recommendations of the County Council's Homeless Strategy. <input type="checkbox"/> A multi-agency approach to resolving the problem of Homelessness in the County.
<p>11. Develop a multi-agency approach to cater for the needs of the homeless, including housing, health needs, funding, and cross-border co-operation. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> NEHB <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> Regional Director for Homelessness <input type="checkbox"/> County Council Homeless Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A strategy that effectively responds to the needs of the homeless in the County by 2003 through the co-operation of relevant agencies.
<p>MENTAL HEALTH SERVICES</p> <p>12. Continue to develop multidisciplinary, specialist, community mental health services operating from modern sectorised (in local districts) mental health centres. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Community and Voluntary sector <input type="checkbox"/> Specialist groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Continuous development of mental health services from 2002.
<p>DISABILITY SERVICES</p> <p>13. Develop appropriate support services for those with physical, sensory and intellectual disabilities, such as social day care provision, sheltered employment opportunities, training, residential and respite care. This action will be implemented in line with the recommendations provided by the National Disability Authority. (II)</p> <p>Timescale: 2002-2007</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> NTDI <input type="checkbox"/> CDB <input type="checkbox"/> FÁS <input type="checkbox"/> County Council <input type="checkbox"/> Community Forum <input type="checkbox"/> Specialist groups. 	<ul style="list-style-type: none"> <input type="checkbox"/> A co-ordinated approach to the provision of multidisciplinary support services from 2002. <input type="checkbox"/> Improved access for people with a disability.
<p>14. Continue to develop high quality training provision in partnership with the voluntary sector for those individuals who have a disability, consulting with service users and their families. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> NEHB <input type="checkbox"/> Health and Social Care Forum <input type="checkbox"/> NTDI <input type="checkbox"/> FÁS 	<ul style="list-style-type: none"> <input type="checkbox"/> Continuous development of high quality responsive training programmes that will assist those individuals with a disability to lead a more independent lifestyle.



Bailieborough Area, Community and Voluntary Forum

HEALTH AND CARE OBJECTIVE 6 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>HEALTH INEQUALITIES</p> <p>15. Continue to develop and implement initiatives to eliminate barriers for disadvantaged groups to achieving healthier lifestyles in line with the National Health Strategy. (I)</p> <p>Timescale: 2002 onwards</p>	<input type="checkbox"/> NEHB <input type="checkbox"/> Community Forum	<input type="checkbox"/> NEHB continues to develop and implement initiatives to reduce health inequalities.
<p>16. Develop a health programme to address the health requirements of asylum seekers/refugees. (I)</p> <p>Timescale: 2002-2007</p>	<input type="checkbox"/> NEHB <input type="checkbox"/> Community Forum <input type="checkbox"/> Cavan Partnership	<input type="checkbox"/> A health programme will be developed for asylum seekers/refugees.
<p>SERVICES FOR THE ELDERLY</p> <p>17. Continue to support community groups in the provision of support services such as shopping, visiting and transport. (I)</p> <p>Timescale: 2002 onwards</p>	<input type="checkbox"/> Department of Health and Children/NEHB	<input type="checkbox"/> Positive actions are taken to support the role of community groups and volunteers in the provision of support services for the elderly from 2002.
<p>FAMILY SUPPORT SERVICES</p> <p>18. Expand the current provision of family support services. (I)</p> <p>Timescale: 2002 onwards</p>	<input type="checkbox"/> NEHB <input type="checkbox"/> Specialist groups	<input type="checkbox"/> Increase in the number of family support projects from 2002. <input type="checkbox"/> Wider availability of parenting programmes from 2002. <input type="checkbox"/> Out of hours service is made available from 2002.
<p>ACUTE HOSPITAL CARE</p> <p>19. Develop and implement an action plan to reduce waiting times for public patients in line with National policy. (I)</p> <p>Timescale: 2002 onwards</p>	<input type="checkbox"/> NEHB	<input type="checkbox"/> Reduction in waiting times following referral from an out-patient department – see targets at the beginning of this section.
<p>PRIMARY CARE</p> <p>20. Develop and implement projects to improve the provision of primary care for patients. (I)</p> <p>Timescale: 2002 onwards</p>	<input type="checkbox"/> NEHB	<input type="checkbox"/> Targets are met in 2006 and 2011 for the number of primary care teams and networks in the County.



EMPLOYMENT

Objective 7: to ensure equality of opportunity for all to access employment, such as those with disabilities, the long-term unemployed and those that are poor, in such a way as to generate an adequate level of income for everyone.

Actions	Lead Partner	Monitoring Indicators
<p>1. Establish a Local Employment Service Network (LESN) if a decision is taken by Government to have a widespread roll-out of this service. (I)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> Cavan Partnership <input type="checkbox"/> CDB <input type="checkbox"/> CCEB	<input type="checkbox"/> Creation of a LESN, the timescale of which depends on public policy. <input type="checkbox"/> LESN as a co-ordinating link between agencies and employers. <input type="checkbox"/> Provision of information and advice and guidance particularly for those who are long-term unemployed and those living in poverty.
<p>2. Continue to develop strategic partnerships to reduce unemployment and under-employment in the County, making quality employment available to all. (I)</p> <p>Timescale: 2002 onwards</p>	<input type="checkbox"/> FÁS <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> CDB <input type="checkbox"/> CCEB	<input type="checkbox"/> Agencies are working together in a collaborative approach to reducing unemployment in the County.
<p>3. Maximise support for the guidance and placement of people in employment, placing particular emphasis on marginalised groups such as long-term unemployed, early school leavers, people with disabilities, women returners, ethnic minorities (I)</p> <p>Timescale: 2002 onwards</p>	<input type="checkbox"/> FÁS <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Community & Voluntary sector	<input type="checkbox"/> Number of job placements per annum.
<p>4. Promote, to employers, the availability of grants and other supports for the recruitment of those with disabilities. (I)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> FÁS <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> CCEB <input type="checkbox"/> NTDI	<input type="checkbox"/> A promotion strategy by 2002 that targets employers with information on the range of grants and other supports available for the employment of those with a disability.
<p>5. Conduct a survey to determine the following:</p> <ul style="list-style-type: none"> ◆ People on the Live Register that return to education and then progress to employment; ◆ Quality of employment obtained; ◆ Distance travelled to work. (III) <p>Timescale: 2004</p>	<input type="checkbox"/> CDB <input type="checkbox"/> FÁS <input type="checkbox"/> NEHB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> NTDI <input type="checkbox"/> Comhairle <input type="checkbox"/> Department of Social, Community and Family Affairs <input type="checkbox"/> Voluntary sector	<input type="checkbox"/> The generation of a report by 2004 that highlights progress made on preventing social exclusion and poverty, the quality of employment obtained and the distance travelled to work.

EMPLOYMENT OBJECTIVE 7 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>6. Develop and implement a strategy to build on the results obtained from this survey. (III)</p> <p>Timescale: 2005</p>	<input type="checkbox"/> CDB <input type="checkbox"/> FÁS <input type="checkbox"/> NEHB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> NTDI <input type="checkbox"/> Comhairle <input type="checkbox"/> Department of Social, Community and Family Affairs <input type="checkbox"/> Voluntary sector	<input type="checkbox"/> A strategy by 2005 that aims to redress any problems identified in the survey and to generate targets for each area.
<p>7. Build on existing initiatives to identify and resolve the issue of hidden unemployment, especially in relation to those who are working at home and are not on the Live Register. The majority of such cases tend to concern women; therefore, special initiatives are required to target them. (III)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> CDB <input type="checkbox"/> FÁS <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Department of Social, Community and Family Affairs	<input type="checkbox"/> A strategic and multi-agency approach is undertaken to tackle the problem of hidden unemployment.
<p>INNOVATIVE PROJECTS</p> <p>8. Continue to develop and implement innovative projects for disadvantaged women and women over 50 years old in line with the National Development Plan. (II)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Community Forum <input type="checkbox"/> CDB <input type="checkbox"/> FÁS <input type="checkbox"/> LEADER <input type="checkbox"/> DSCFA	<input type="checkbox"/> At least one annual innovative project targeting these groups.



County Cavan Community Forum

COMMUNITY DEVELOPMENT

Objective 8: to proactively encourage the active involvement of individuals, particularly those affected by poverty and social exclusion, in the regeneration of their communities, especially rural areas.

Actions	Lead Partner	Monitoring Indicators
<p>INTEGRATION</p> <p>1. Develop and implement a policy requiring all community groups to register with the CDB. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> LEADER <input type="checkbox"/> P&R <input type="checkbox"/> Community groups <input type="checkbox"/> CCL 	<ul style="list-style-type: none"> <input type="checkbox"/> A comprehensive database of all community groups and persons involved in community groups by 2003. <input type="checkbox"/> A comprehensive community network by 2003 that is vital to the regeneration of local urban and rural communities. <input type="checkbox"/> An inter-agency approach to community development by 2002. <input type="checkbox"/> More effective targeting of persons engaged in community groups by 2003.
<p>2. Implement a mechanism to facilitate close co-operation between agencies on the CDB and the Community Forum. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> All agencies will consult, where relevant, with the Community Forum in the preparation of relevant policies.
<p>CAPACITY BUILDING</p> <p>3. Promote and support the development of the Community Forum through access to education, training and information. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Community Forum <input type="checkbox"/> FÁS <input type="checkbox"/> VEC <input type="checkbox"/> CEB <input type="checkbox"/> LEADER <input type="checkbox"/> Department of Social, Community and Family Affairs <input type="checkbox"/> Other relevant agencies 	<ul style="list-style-type: none"> <input type="checkbox"/> By 2003 the Forum has: <ul style="list-style-type: none"> ◆ developed the capacity to organize information events; ◆ identified and undertaken various education and training programmes to meet their own needs; ◆ promoted and enhanced their work and benefits throughout the County using a variety of media. <input type="checkbox"/> Utilise the developing network of Public Libraries for Community Development.
<p>4. Provide equal opportunity to access information for all community and voluntary groups. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Community Forum <input type="checkbox"/> FÁS <input type="checkbox"/> VEC <input type="checkbox"/> CEB <input type="checkbox"/> LEADER <input type="checkbox"/> DSCFA <input type="checkbox"/> Other relevant agencies 	<ul style="list-style-type: none"> <input type="checkbox"/> A better understanding is developed of agencies' programmes and funding opportunities. <input type="checkbox"/> A website is developed to improve access to information for community and voluntary groups. <input type="checkbox"/> A funding pack is produced on the various agencies and programmes available to community groups. <input type="checkbox"/> The development of a one-stop facility for services and information on a pilot basis is researched under the Community and Voluntary Forum.

COMMUNITY DEVELOPMENT OBJECTIVE 8 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>5. Provide a programme of facilitation to develop an action plan for the development of the Community Forum. (III)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> CDB <input type="checkbox"/> Community Forum	<input type="checkbox"/> An action plan is developed by 2002. <input type="checkbox"/> The Community Forum will work alongside the Department of Community and Enterprise in its implementation. <input type="checkbox"/> The Forum will develop sub-groups to implement sections of the plan.
<p>CO-ORDINATION</p> <p>6. Support, sustain and promote the network of Development workers. (II)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> CDB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Community Forum <input type="checkbox"/> LEADER <input type="checkbox"/> DSCFA <input type="checkbox"/> Childcare Committee <input type="checkbox"/> Interreg <input type="checkbox"/> IFI <input type="checkbox"/> ICBAN <input type="checkbox"/> P & R <input type="checkbox"/> Co-operation Ireland	<input type="checkbox"/> A sustainable network of Development workers that meets on a quarterly basis.
<p>7. Develop a mechanism to co-ordinate the spend of each agency in order to develop community initiatives throughout the County. (III)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> CDB <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Community groups <input type="checkbox"/> LEADER <input type="checkbox"/> P & R <input type="checkbox"/> IFI <input type="checkbox"/> Interreg <input type="checkbox"/> CEB <input type="checkbox"/> FÁS	<input type="checkbox"/> A multi-agency approach is developed to enhance the provision of community initiatives throughout the County, to avoid duplication and to create improved co-ordination of funds.
<p>PARTICIPATION</p> <p>8. Encourage members of the Community Forum to attend seminars and conferences locally, regionally and nationally. (III)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> CDB <input type="checkbox"/> Community Forum	<input type="checkbox"/> The Community Forum is represented at seminars and conferences at a local, regional and national level. <input type="checkbox"/> A reporting mechanism is devised to ensure that the work of the Forum is understood at both Forum and local level.
<p>9. Encourage members of the Community Forum to invite people from minority groups and those suffering social disadvantage to participate in their groups. (III)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> Community Forum <input type="checkbox"/> CDB	<input type="checkbox"/> Two events per year are organised to encourage the participation of minorities within the community. <input type="checkbox"/> These events will occur in conjunction with the Cultural Diversity group.
<p>10. Encourage the Community Forum to become familiar with various policies (local and national) and their effect at local level. (III)</p> <p>Timescale: 2002</p>	<input type="checkbox"/> Community Forum <input type="checkbox"/> CDB	<input type="checkbox"/> The Forum will achieve a better understanding of policies and their implications.

SOCIAL INCLUSION AND ANTI-POVERTY		
<i>Objective 9: to develop a co-ordinated approach to the creation of a more inclusive society in County Cavan by alleviating social exclusion¹⁹, poverty and deprivation.</i>		
Actions	Lead Partner	Monitoring Indicators
<p>1. Continue to expand the membership of the Social Inclusion Forum and to develop and implement Social Inclusion and Anti-Poverty programmes to ensure that marginalised groups in the County are represented and consulted. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Social Inclusion Forum <input type="checkbox"/> Anti-Poverty Network <input type="checkbox"/> Community groups <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Cultural Diversity Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Social Inclusion and Anti-Poverty programmes are developed by the end of 2003. <input type="checkbox"/> A more equitable distribution of resources and opportunities in all areas of daily life. <input type="checkbox"/> Continuous consultation with marginalised groups to ensure that services developed are in line with their needs.
<p>2. Continue to develop the work of the Anti-Poverty Network and the Social Inclusion working group in developing policies. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Anti-Poverty Network <input type="checkbox"/> Social Inclusion Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Development of policies around social inclusion.
<p>3. Establish a Cultural Diversity Forum. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Social Inclusion Forum <input type="checkbox"/> Anti-Poverty Network <input type="checkbox"/> Community groups <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> A Cultural Diversity Forum is established by 2003 to include representation from refugees, immigrants, travellers and other culturally diverse groups. <input type="checkbox"/> A survey by 2004 that identifies barriers to access for these groups to participating fully in society.
<p>4. Ensure that all future CDB policies are proofed for social inclusion and NAPS. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Social Inclusion Forum <input type="checkbox"/> Anti-Poverty Network <input type="checkbox"/> Cultural Diversity Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> All future CDB policies are proofed against social inclusion and NAPS from 2003 onwards.
<p>5. Prepare and submit a report to the mid-term review of the National Development Plan re gaps in social inclusion and anti-poverty policy and programmes. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Social Inclusion Forum <input type="checkbox"/> Anti-Poverty Network <input type="checkbox"/> Cultural Diversity Forum <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A report by 2003 on the areas not addressed in the NDP.
<p>6. Develop and implement the RAPID²⁰ programme for Cavan Town. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> County Council <input type="checkbox"/> Area Implementation team 	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of the RAPID programme.

¹⁹ Partnership 2000 defines Social Exclusion as cumulative marginalisation from production (unemployment), from consumption (poverty), from social networks (community, family, and neighbours), from decision-making and from an adequate quality of life.

²⁰ RAPID – Programme for Revitalising of Areas by Planning, Investment and Development.

AN ACCESSIBLE LIBRARY SERVICE

Objective 10: to provide a Library Service which acts as a resource for Information and Learning and is freely available and accessible to every person in the County.

Actions	Lead Partner	Monitoring Indicators
<p>1. Implement measures to increase participation by the community in the Library Service. (III)</p> <p>Timescale: 2002 onwards.</p>	<p><input type="checkbox"/> CCL</p> <p><input type="checkbox"/> Arts Office</p> <p><input type="checkbox"/> Cavan Partnership</p>	<p><input type="checkbox"/> Increased usage of the Library Service (see targets).</p>
<p>2. Enhance the promotion of and further develop Outreach Library Service programmes. (I)</p> <p>Timescale: 2002 onwards.</p>	<p><input type="checkbox"/> CCL</p>	<p><input type="checkbox"/> Extended provision of outreach library programmes throughout the County.</p>
<p>3. Implement an Access Strategy for the Library Service. (III)</p> <p>Timescale: 2004</p>	<p><input type="checkbox"/> CCL</p> <p><input type="checkbox"/> County Cavan Access Association</p>	<p><input type="checkbox"/> An Access Strategy by 2005.</p>



Agriculture & Rural Development



Cavan in the Future

“ My name is Lauren. I live at 15 St. Martin’s Est., Cavan
Where I live there is chewing gum everywhere. I would love
more trees and benches and a place to roller blade. ”

*By Lauran Wranne
Age 7*



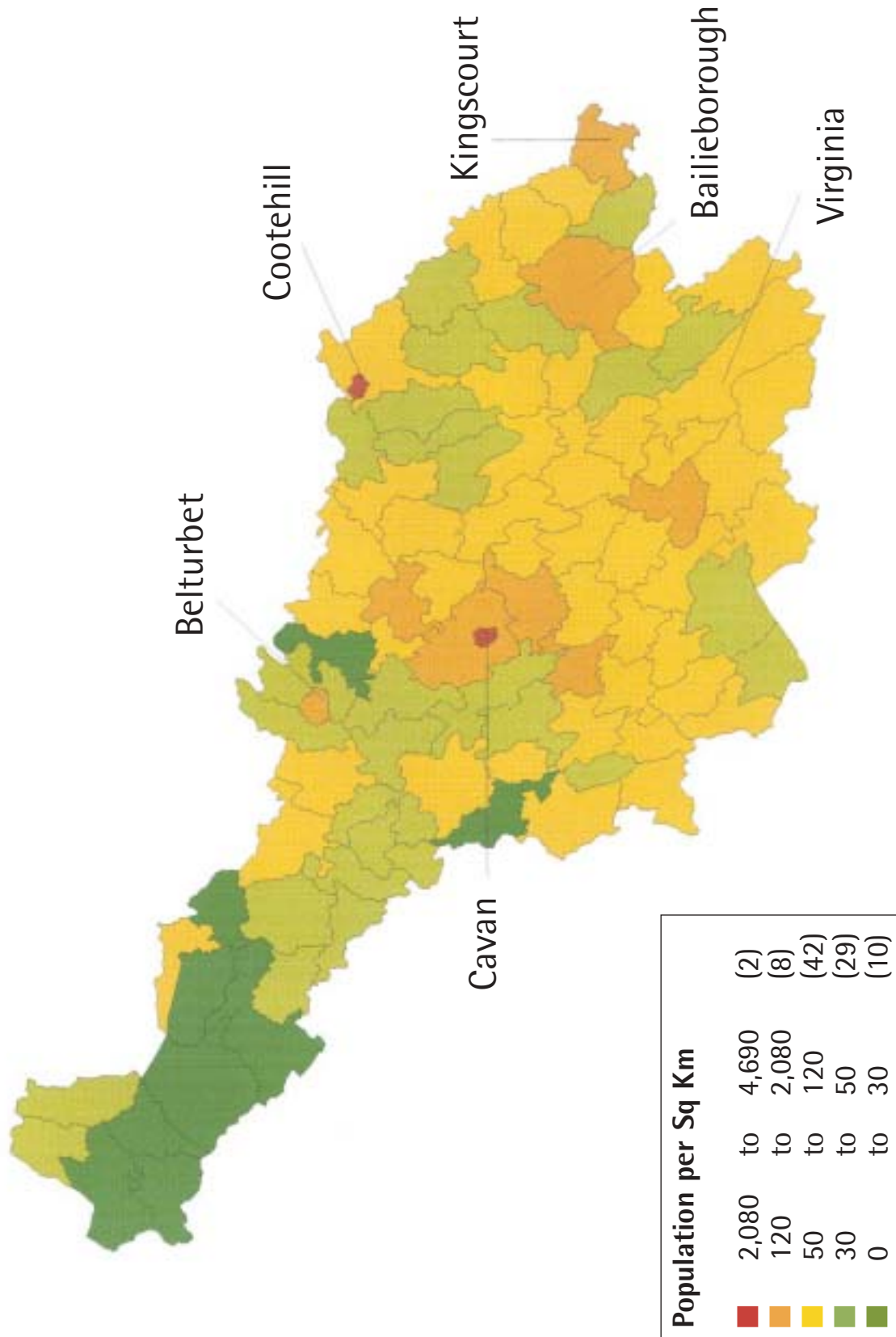
Agriculture and Rural Development

Context

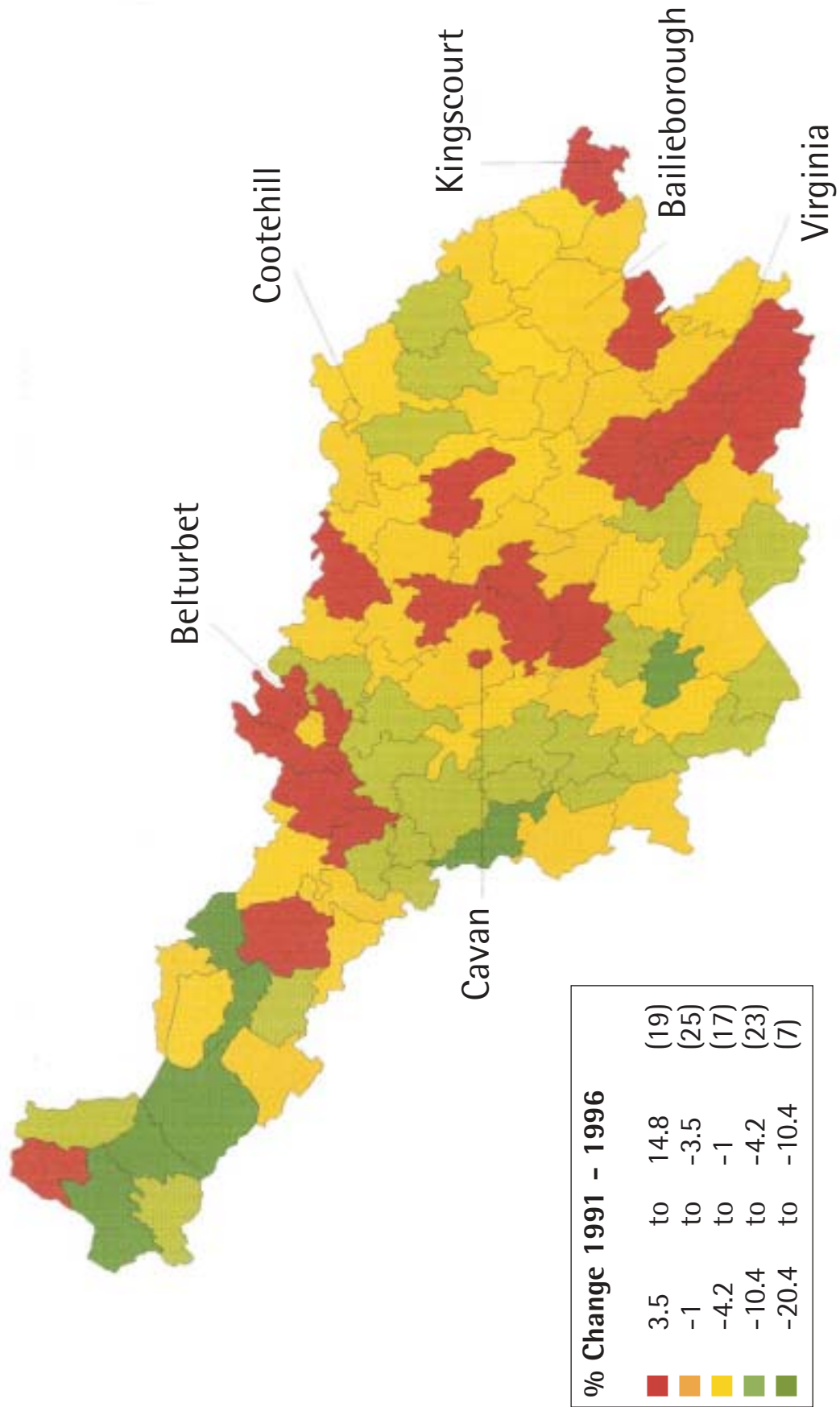
- 4.6.1** Agriculture has experienced significant challenges in recent years such as the BSE and Foot and Mouth Crises, and the Agenda 2000 CAP reform. It is also likely that the new round of world trade negotiations will result in further trade liberalisation. Changes in EU policy are also likely to be driven not only by the World Trade Organisation's negotiations but also by EU enlargement which will result in further budget pressures.
- 4.6.2** Farm incomes are in decline. The Agri-Food 2010 Committee estimated that in the future full-time farmers will need output of at least 70,000 gallons of milk, or the equivalent in other enterprises, to be viable. Part-time farming will continue to grow rapidly. It is predicted that in Ireland by 2010 there will be 20,000 full-time and 60,000 part-time farmers, with a further 20,000 in transitional groups. These trends have significant implications for County Cavan where 25% of the workforce (1996 Census) was found to be employed in agriculture.
- 4.6.3** There has also been an increase in the percentage of off-farm employment. The National Farm Survey 2000 found that on 45% of farms, the farmer and/or spouse had an off-farm job; on 33% of farms, that job was held by the farmer. This is particularly the case in the small farm size groups; for example, the farmer held an off-farm job on 54% of farms with less than 10 hectares.
- 4.6.4** A vibrant farming sector is also vital to the maintenance of rural communities. It is estimated in Cavan that due to the pressures on agriculture, this sector is declining by approximately 3% to 4% per annum. This is further exacerbated by the reluctance of many young people to consider farming as a career. A collaborative and strategic approach is necessary to promote farming as a viable career and encourage young people back into agriculture. Such trends have contributed to population decline in many rural areas in County Cavan. An indication of this trend in the County is that forty-five DEs are included in the current Clar programme. This programme aims to improve infrastructure and community and social services in areas where populations have declined by more than 50% over the period 1926 to 1996. The general spatial distribution of the population is biased to the East of the County, with the West having the lowest overall population (and indeed densities). See MAPS 2 and 3 below for an illustration of population density and change in County Cavan.



Population Density Per DED 1996



Population Change 1991-1996



4.6.5 In this section of the Strategy, the actions included under Objectives 1 and 2, will result in the following:

- ◆ Revitalisation of the farming sector;
- ◆ Development of alternative employment opportunities for part-time farmers and for those who are under-employed;
- ◆ Protection of the County's environment.

4.6.6 These actions and their outcomes will furthermore contribute to the maintenance and regeneration of rural communities throughout the County as highlighted in Objective 3. It must also be noted that as 'spatial equity' is a 'key principle' of this strategy, many of the actions throughout the various elements of the Strategy will also contribute to 'rural development'.

4.6.7 Another fundamental role of the farmer is as a 'custodian of the environment'. This Strategy aims to endorse and to enhance this role by developing close working relationships with environmentalists and motivating farmers to continue to improve their farming practices.

Strategic Aim

4.6.8 The overall aim for the Agricultural sector is 'to retain the maximum number of people in agriculture through the sustainable production of quality agricultural produce whilst providing viable opportunities for those seeking off-farm employment, thereby maintaining rural communities.'

Strategic Objectives

4.6.9 This aim will be achieved via the implementation of the following Strategic Objectives:

- ◆ to increase the economic sustainability and competitiveness of viable agricultural businesses;
- ◆ to endorse the value of the farmer as a 'custodian of the environment';
- ◆ to maintain and develop the viability and vibrancy of the rural economy.



Key Targets

This section highlights the key targets that the stakeholder groups will use to monitor and evaluate the effectiveness of their actions. The baseline data relating to farming incomes has been sourced from Teagasc's National Farm Survey 2000.

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Increase average family farm income (FFI) ²¹ .	Average FFI in 2000 was £11,502, an increase of 26.9% on 1999. Average FFI in Region 1 ²² was £7,356 in 2000.	Research is recommended as an action within the Strategy to determine the baseline data for the average Family Farm Income (FFI) and off-farm income in County Cavan. The Teagasc National Farm Survey, whilst comprehensive, does not provide an accurate reflection of the situation in Cavan. One of the primary reasons is that it does not include the pig/poultry sectors; the former represents 32.7% (2000) of the County's total gross agricultural output. Care must also be taken in setting targets for FFI and off-farm income as the economic and political climate can have a significant impact on income trends. As an example, FFI increased by 26.9% between 1999 and 2000. This was due mainly to higher output from cattle resulting from higher prices and increased direct payments. The value of cattle output in 1999 was low due to poor market returns and reduced level of direct payments because of an advance payment of 1999 direct payments made in 1998 (page 3 National Farm Survey 2000).				
Increase average off-farm income for those farmers earning a low FFI.	Average off-farm income in 2000 was £15,200 ²³ .					
Increase the number of farms that are REPS ²⁴ farmed and/or have a nutrient management plan	1450 farms (2001)	An additional 80 farms	An additional 100 farms	An additional 140 farms	An additional 180 farms	An additional 220 farms TOTAL = 2170 farms



Agricultural and Environmental Sub-Group

²¹ Family Farm Income (FFI) – this represents the financial reward to all members of the family who work on the farm, for their labour, management and investment (page 3, National Farm Survey 2000).

²² Region 1 – Louth, Leitrim, Sligo, Cavan, Donegal and Monaghan.

²³ This represents 25% of the total sample population who disclosed their income. These estimates should be interpreted with caution, as the underlying data are not always sufficiently robust.

²⁴ REPS – Rural Environmental Protection Scheme.

AGRICULTURAL BUSINESSES

Objective 1: to increase the economic sustainability and competitiveness of viable agricultural businesses.

Actions	Lead Partner	Monitoring Indicators
<p>INNOVATIVE PRACTICES</p> <p>1. If feasible, develop a Food Park for SMEs as a Research and Development centre for entrepreneurs in the food processing industry. (III)</p> <p>Timescale: 2002–2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Enterprise Ireland <input type="checkbox"/> Department of Agriculture, Food and Rural Development <input type="checkbox"/> Teagasc 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study into the development of a Food Park by 2002. <input type="checkbox"/> If feasible, the development and implementation of a strategy to progress the project by 2003. <input type="checkbox"/> A Food Park in Cavan by 2004/05.
<p>2. Develop a mechanism to encourage collaborative working relationships between agricultural producers and food processors, with emphasis on the beef and lamb industry. (III)</p> <p>Timescale: 2004 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Farming Organisations <input type="checkbox"/> Farmers <input type="checkbox"/> Producers <input type="checkbox"/> Co-operatives <input type="checkbox"/> Teagasc 	<ul style="list-style-type: none"> <input type="checkbox"/> Close co-operation between farmers and food processors by 2004, using the dairy co-ops as a model of best practice. <input type="checkbox"/> Improved quality of agricultural produce by 2008. <input type="checkbox"/> Improved quality of food processing products by 2008.
<p>3. Undertake a co-ordinated approach to the development of niche markets for local agricultural and organic produce. (III)</p> <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Farming Organisations <input type="checkbox"/> Food processors <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> Teagasc <input type="checkbox"/> Farmer Representative Associations <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> Creation of a Committee by 2003 to drive this action. <input type="checkbox"/> A strategy is developed by 2004 for the marketing of local produce on a regional basis. <input type="checkbox"/> A local brand is developed by 2005. <input type="checkbox"/> By 2008, 5 retailers have a local produce section.
<p>4. Develop a working group(s) to lobby for the following:</p> <ul style="list-style-type: none"> ◆ a Quality Symbol for Irish produce; ◆ a system of interest-free loans to support farm development; ◆ create a level playing field for the marketing of high quality organic produce. (III) <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Teagasc <input type="checkbox"/> Bord Bia <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> IOGFA 	<ul style="list-style-type: none"> <input type="checkbox"/> A National Quality Symbol for Irish produce by 2008. <input type="checkbox"/> A loan fund is available by 2008.
<p>5. Establish a working group to explore models of best practice regarding agricultural collaborative working practices. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Farm organisations <input type="checkbox"/> Farm Relief Service <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> A 'Collaborative Working Practices' Committee is established by 2002. <input type="checkbox"/> Models of best practice are reviewed and an evaluation report completed by 2003. <input type="checkbox"/> A strategy is implemented to encourage strategic collaborative practices by 2003.

AGRICULTURAL BUSINESSES OBJECTIVE 1 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>EDUCATION AND TRAINING</p> <p>6. Continue to develop new training programmes for farmers and their spouses who wish to remain in agriculture. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc 	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain annual participation in existing training schemes in the face of decreasing numbers in industry.
<p>7. Develop links between Ballyhaise Agricultural College and other third-level institutes for the provision of third-level education. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> Other third-level institutes 	<ul style="list-style-type: none"> <input type="checkbox"/> The role of Ballyhaise College in agricultural education continues to be promoted. <input type="checkbox"/> One outreach agreement with a third-level institute by 2003.
<p>8. Develop and implement a strategy to attract young people into farming. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc 	<ul style="list-style-type: none"> <input type="checkbox"/> Review existing education and training programmes by 2002 to ensure they meet the needs of modern farming practices. <input type="checkbox"/> Develop a promotional campaign by 2003 that targets young people into farming.
<p>9. Establish 4 dairy monitor farms. (II)</p> <p>Timescale: 2002-2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Dairy co-ops <input type="checkbox"/> Farming organisations 	<ul style="list-style-type: none"> <input type="checkbox"/> 4 dairy monitor farms are fully established in the County by 2003. <input type="checkbox"/> Enhanced competitiveness via improved practices.
<p>10. Develop a network of 8 discussion/development groups linked to the dairy monitor farms. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Dairy Co-op <input type="checkbox"/> Farming Organisations 	<ul style="list-style-type: none"> <input type="checkbox"/> A comprehensive network of discussion/dairy development groups is established by 2005.
<p>11. Develop a discussion group on the management of agricultural waste. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Dairy Co-op <input type="checkbox"/> Farming Organisations <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Improved farmyard management facilities and land spreading practices by 2003. <input type="checkbox"/> Increased use of animal waste digestors by 2003.
<p>12. Develop a beef monitor farm and a network of beef discussion/development groups. (II)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Farm Organisations <input type="checkbox"/> Breed Societies <input type="checkbox"/> Processors 	<ul style="list-style-type: none"> <input type="checkbox"/> Beef monitor farm and discussion/development groups are established by 2003. <input type="checkbox"/> Improvement in the dispersal of information and advice by 2002.
<p>13. Develop a discussion group for hill sheep farmers and alternative enterprises, i.e. organic, forestry, sport horse breeding, deer etc. (II)</p> <p>Timescale: 2003-4</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Co-ops <input type="checkbox"/> Sheep Breeders <input type="checkbox"/> IOGFA 	<ul style="list-style-type: none"> <input type="checkbox"/> Creation of a discussion group for alternative farming enterprises by 2004.
<p>14. Continue to modify farming systems so that 'sustainability' and Code of Good Farming Practice are achieved on all farms. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc 	<ul style="list-style-type: none"> <input type="checkbox"/> Provision of at least 1-2 'Environment' seminars per annum.
<p>15. Provide advice and education on Health and Safety issues for all farms. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Health and Safety Authority 	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc clients are encouraged to develop a safety statement for their farms.

AGRICULTURAL BUSINESSES OBJECTIVE 1 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>RESEARCH</p> <p>16. Conduct research to establish the baseline data for Family Farm Income and Farm Household Income for those part-time farmers. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> Department of Social, Community & Family Affairs 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline data is established for FFI and Farm Household Income for County Cavan by 2003. <input type="checkbox"/> Targets are set and actions amended (if required) by 2003 to increase the farmers' incomes.
<p>INCREASED SUPPORT</p> <p>17. Create an Information and Advice network to inform farmers of the range of schemes, courses and financial assistance available. (III)</p> <p>Timescale: 2002/03</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Teagasc <input type="checkbox"/> Dairy Co-Ops <input type="checkbox"/> Smallholders <input type="checkbox"/> Development Groups <input type="checkbox"/> Farm Organisations 	<ul style="list-style-type: none"> <input type="checkbox"/> Creation of an Information and Advice network by 2002. Signposting is important to direct farmers to services. <input type="checkbox"/> Maintenance of the annual participation in Teagasc schemes and courses.
<p>FARM DIVERSIFICATION</p> <p>18. Increase the number of farm households on the Opportunities programme. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Farm Associations <input type="checkbox"/> Dairy Co-Ops <input type="checkbox"/> Farm Households 	<ul style="list-style-type: none"> <input type="checkbox"/> 130 new participants per year <input type="checkbox"/> 650 individuals have participated by 2007.
<p>19. Continue to provide and develop training programmes on alternative methods of farming, such as Organic farming, Forestry, Agri-tourism, and Fishing. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> North West Forestry Co-Op <input type="checkbox"/> Coillte <input type="checkbox"/> LEADER <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Annual increased participation in training programmes for alternative farm enterprises.
<p>20. Increase the number of organic food producers through awareness raising, information provision and mentoring support. (II)</p> <p>Timescale: 2002 – 2012</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> IOGFA <input type="checkbox"/> Rossinver <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> 30 organic farms by 2005. <input type="checkbox"/> 200 organic farms by 2012. <input type="checkbox"/> 100% farms²⁵ participate in REPs or have a nutrient management plan by 2012.
<p>21. Provide 'organic farming' training programmes for advisory personnel. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc-Athenry 	<ul style="list-style-type: none"> <input type="checkbox"/> At least one training programme is provided per year to advisory personnel.
<p>22. Encourage farmers to work together to meet the acreage requirements for forestry grants. (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Collaborative Working Practices Committee <input type="checkbox"/> Teagasc <input type="checkbox"/> Coillte <input type="checkbox"/> NW Forestry Co-Op <input type="checkbox"/> Cavan Partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Increase in the number of viable forestry units.
<p>23. Continue to implement sustainable forestry management that allows for a mixture of coniferous and broad leaved trees including native species. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Coillte <input type="checkbox"/> North West Forestry Co-Op 	<ul style="list-style-type: none"> <input type="checkbox"/> Reduced levels of pesticides and fungicides. <input type="checkbox"/> Annual broadleaf afforestation is 20% of the total afforestation (Sustainable Development – A Strategy for Ireland 1997). <input type="checkbox"/> A minimum 15% of broadleaves is planted in any forestry application (Biodiversity Plan – Coillte).

²⁵ The definition of 100% farms relates to all full-time farms and those with a meaningful production that are farmed on a part-time basis.

ENVIRONMENTAL PRACTICES

Objective 2: to endorse the value of the farmer as a 'custodian of the environment'.

Actions	Lead Partner	Monitoring Indicators
<p>COLLABORATION</p> <p>1. Establish an Environmental Forum to generate closer links between the County Council, agricultural bodies, and environmental organisations to achieve good environmental farming practices, and to discuss proactive approaches to environmental management and protection in the County²⁶. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Teagasc <input type="checkbox"/> Farming organisations <input type="checkbox"/> County Council <input type="checkbox"/> EPA <input type="checkbox"/> County Museum <input type="checkbox"/> Heritage Council <input type="checkbox"/> Fisheries Boards <input type="checkbox"/> Community & Voluntary sector <input type="checkbox"/> Farmers <input type="checkbox"/> NW Forestry <input type="checkbox"/> Dúchas/Coillte 	<ul style="list-style-type: none"> <input type="checkbox"/> At least 2 meetings per year between the stakeholders to provide an update on progress towards achieving good farming practices in the County. <input type="checkbox"/> Protection and management of the environment. <input type="checkbox"/> One joint annual conference on the environment from 2003. <input type="checkbox"/> Farmers in the County have ownership by 2008 for the protection of the environment.
<p>2. Develop a working group to lobby for compensation schemes that encourage farmers to provide access to heritage sites on their land. (III)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Teagasc <input type="checkbox"/> LEADER <input type="checkbox"/> Farming groups <input type="checkbox"/> Coillte <input type="checkbox"/> Local Development groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A compensation scheme is available by 2004/05 onwards. <input type="checkbox"/> Increased access to heritage sites in the County by 2006.
<p>WASTE MANAGEMENT</p> <p>3. Implement the agricultural section of the Waste Management Plan for the North East (NE) region. (I)</p> <p>Timescale: 2002-2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Teagasc <input type="checkbox"/> EPA <input type="checkbox"/> Farmer Representative Associations <input type="checkbox"/> North West Fisheries Board <input type="checkbox"/> Dúchas <input type="checkbox"/> Shannon Fisheries Board 	<ul style="list-style-type: none"> <input type="checkbox"/> An Agricultural Waste Management Officer for the NE region by 2002. <input type="checkbox"/> Increased number of farmers participating in REPS and in Nutrient Management plans resulting in improved farmyard management facilities and land spreading practices. <input type="checkbox"/> An annual reduction of 10% in artificial Phosphorus fertiliser usage (Sustainable Development – A Strategy for Ireland 1997). <input type="checkbox"/> Implementation of the County Council's Measures Report. <input type="checkbox"/> Elimination of agriculture-induced eutrophication by 2015 in line with the Water Framework Directive.

²⁶ Environmental issues are best handled with the participation of all concerned citizens (Rio Declaration on the Environment and Development). Each local authority should enter into dialogue with its citizens, local organisations, private enterprises, and adopt a 'local Agenda 21' (Chapter 28 Agenda 21).

ENVIRONMENTAL PRACTICES OBJECTIVE 2 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>WASTE MANAGEMENT (continued)</p> <p>4. Establish a working group to examine in detail the feasibility of a BioScan plant in the County to exploit the commercial value of animal waste conversion. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CLW Planners Ltd <input type="checkbox"/> Teagasc <input type="checkbox"/> Producers <input type="checkbox"/> Dairy Co-ops <input type="checkbox"/> Processors 	<ul style="list-style-type: none"> <input type="checkbox"/> An Evaluation report by mid-2002 on the effectiveness of BioScan plants in Germany and Holland, which have been in operation since 2001. <input type="checkbox"/> Based on these findings and the initial feasibility study, plans are developed by 2003 for the introduction of an innovative anaerobic and/or thermal waste treatment scheme.
<p>RESEARCH AND DEVELOPMENT</p> <p>5. Build on the work being done on the development of reed beds to absorb phosphorus. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Reed beds are developed to become an effective method of reducing the amount of phosphorus in the water.
<p>6. Develop the potential of clover as a source of nitrogen based on the findings of current R&D projects. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teagasc <input type="checkbox"/> Farmers 	<p>An annual increase in the number of small farmers using clover as the main source of nitrogen</p>

DEVELOPMENT OF THE RURAL ECONOMY		
<i>Objective 3: to maintain and develop the viability and vibrancy of the rural economy.</i>		
Actions	Lead Partner	Monitoring Indicators
<p>PLANNING</p> <p>1. Continue with the current planning policy that aims to achieve balanced development thereby sustaining rural communities. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Continuation of the County planning policy to facilitate balanced development in the County.
<p>2. Develop and implement the Clar programme to sustain/increase rural populations via improved infrastructure and community and social services. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> County Council <input type="checkbox"/> Community groups <input type="checkbox"/> Department of Agriculture 	<ul style="list-style-type: none"> <input type="checkbox"/> A strategy by 2002 that highlights key actions necessary to sustain and/or regenerate rural areas.



Agricultural College, Ballyhaise, Co. Cavan.

Environment



Litter

“ As you can see people aren't very happy about the litter around the countyside. I would like if you could produce some more litter bins and some recycling factories. Thank you for reading my letter. ”

Lisa Jermyn

Age 11

5th Class



Environment

Context

- 4.7.1 Another key principle of this Strategy is 'Sustainability' on both an economic and environmental level. Emphasis is placed on the importance of 'sustainable development'. This is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- 4.7.2 Economic and social development is essential for County Cavan but within a well protected environment, without compromising the quality of that environment, and with responsibility towards present and future generations. The long-term environmental impact of decisions will be considered.
- 4.7.3 There are many challenges that this Strategy has to reflect, such as Agenda 21 and the Kyoto Protocol. County Cavan has responded effectively to such challenges. It is currently implementing a five-year strategy on Waste Management (1999-2004). Continuous effort is being expended on identifying innovative solutions to waste management, particularly the commercial conversion of animal waste. However, significant investment in terms of both financial and human resources is required to further these efforts.
- 4.7.4 Focus is also placed on the expansion of wind energy schemes. There is currently sufficient planning permission for schemes to generate 26% of the wind energy for the County.
- 4.7.5 A priority aim of this Strategy is to develop structures that promote collaboration between environmental groups, the community, and the private and public sectors and that give ownership to local communities for the protection of their environment. As a result, the environment will be protected and maintained through the combined efforts of all stakeholders, contributing to a better quality of life for everyone.

Strategic Aim

- 4.7.6 The overall aim of the Environment section of the Integrated Strategy is **'to protect, sustain, and enhance the clean, green environment of County Cavan.'**

Strategic Objectives

- 4.7.7 This aim will be achieved through the implementation of the following key strategic objectives:
- ◆ to encourage environmentally-sensitive practices in the generation and use of energy in County Cavan;
 - ◆ to consistently reduce litter in County Cavan;
 - ◆ to ensure a collaborative and transparent approach to the protection of County Cavan's environment;
 - ◆ to ensure the effective management of waste in County Cavan;
 - ◆ to provide a high quality environment for the people of County Cavan.

Key National Targets

The targets for the Environment section are national targets. The reason for this is that the impetus for the improvement and protection of the environment is largely being driven from an International, European and National level. The table below highlights the key targets that have been agreed for this section of the Strategy.

	Baseline	Timeframe and Targets					
Water quality		Full restoration of all water resources by 2015 in line with the Water Framework Directive. Actions included within the Agriculture section will have a positive impact on water quality.					
Waste Management		<p>The following targets are to be achieved by 2015 as directed by the National Waste Policy Framework²⁷ targets on Waste Management.</p> <ul style="list-style-type: none"> □ Diversion of 50% of household waste away from landfill □ Development of waste recovery facilities employing environmentally beneficial technologies as an alternative to landfill, including the development of composting and other feasible biological treatment facilities capable of treating up to 300,000 tonnes of waste per annum □ Recycling of 35% of municipal waste □ Recycling of at least 50% of construction and demolition waste within a 5-year period with a progressive increase to at least 85% over 15 years □ Rationalisation of waste landfills with programmed and sustained reduction in numbers leading to an integrated network of some 20 state-of-the-art facilities incorporating energy recovery and high standards of environmental protection □ 80% reduction in methane emissions from landfills 					
Air Quality		In 2012 emissions of CO ₂ , methane and nitrous oxide will be monitored in relation to the EPA Air Quality Framework. The Kyoto Protocol requires that Ireland limits the increase in greenhouse gases to 13% above 1990 levels by the period 2008-2012.					
Renewable Energies		31 MW of new electricity per year is generated from renewable resources between 2000-2010 (the bulk of which will be from wind). ²⁸					
NE Region Waste Stream Targets for 2014 (assuming thermal treatment in place) as outlined below ²⁹							
Source	Recycling		Thermal		Landfill		Total
Households/commerce	119,075	38.9%	174,714	57.1%	12,112	4.0%	305,902
Industry	37,612	28.8%	37,163	28.5%	55,744	42.7%	130,519
Construction/demolition	78,510	79.8%	0	0	19,879	20.2%	98,390
Total	235,197	43.0%	211,877	38.9%	87,735	18.1%	534,811

²⁷ See page ii of the Waste Management Plan for North East Region 1999-2004.

²⁸ Department of Public Enterprise.

²⁹ Waste Management Plan for North East Region, page v.

ENERGY

Objective 1: to encourage environmentally-sensitive practices in the generation and use of energy in County Cavan.

Actions	Lead Partner	Monitoring Indicators
<p>RENEWABLE ENERGIES</p> <p>1. Implement at least one community wind energy project. (III)</p> <p>Timescale: 2002/3</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Lakeland Dairies Co-operative Society <input type="checkbox"/> Community groups <input type="checkbox"/> Farm Organisations <input type="checkbox"/> CCEB <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> All developments will comply with the Wind Farm Development Guidelines (DoE, 1996). <input type="checkbox"/> Energy is kept under local ownership.
<p>2. Implement at least one renewable energy project per year in:</p> <ul style="list-style-type: none"> ◆ Solar; ◆ Water; ◆ Biomass. (III) <p>Timescale: 2003 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> At least 1 'renewable energy' project per year in the County from 2003. <input type="checkbox"/> Increased numbers of solar energy panels.
<p>3. Conduct research to determine the potential of providing grants to contractors to encourage them to incorporate energy saving measures in buildings. (III)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum <input type="checkbox"/> Contractors/builders <input type="checkbox"/> Irish Energy Centre 	<ul style="list-style-type: none"> <input type="checkbox"/> A report by 2004 that identifies the potential for grant assistance to contractors for their use of energy saving measures in buildings.
<p>ENERGY EFFICIENCY</p> <p>4. Establish an Energy Agency for the County. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Creation of an Energy Agency by 2003 that also has responsibility for renewable energy.
<p>5. Implement a Promotion Strategy to increase awareness of Energy Efficiency measures. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Community & Voluntary Forum <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> An Energy Efficiency Awareness campaign by 2003. <input type="checkbox"/> Increased awareness of Energy Efficiency measures by 2005.
<p>6. Continue to actively promote and sell small compost receptacles. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> An annual increase in the number of households that recycle up to 30% of their green waste.



Photo: Renewable Energy Information Office, Cork

LITTER MANAGEMENT

Objective 2: to consistently reduce litter in County Cavan.

Actions	Lead Partner	Monitoring Indicators
<p>1 Develop and implement a 5-year Litter Management Strategy for the County. (II)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Community and Voluntary sector <input type="checkbox"/> Schools 	<ul style="list-style-type: none"> <input type="checkbox"/> At least 1 awareness-raising initiative per year in primary and secondary level schools, and local communities. <input type="checkbox"/> Litter Management Strategy will identify monitoring indicators and targets. <input type="checkbox"/> Incremental provision of litter wardens where required by 2005.

COLLABORATION

Objective 3: to ensure a collaborative approach to the protection of County Cavan's environment.

Actions	Lead Partner	Monitoring Indicators
<p>1. Provide public seminars to create awareness of the importance of protecting the County's local waterways. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Environmental Forum <input type="checkbox"/> Community Forum <input type="checkbox"/> Angling Associations <input type="checkbox"/> Fisheries Boards 	<ul style="list-style-type: none"> <input type="checkbox"/> An annual calendar of seminars.



WASTE MANAGEMENT

Objective 4: to ensure the effective management of waste in County Cavan.

Actions	Lead Partner	Monitoring Indicators
<p>1. Continue to implement the NE Region Waste Management Plan 1999-2004. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A collaborative approach to the management of waste. <input type="checkbox"/> Monitoring will be based on the targets identified within the Waste Management Plan and the County Council Measures Report (Water Quality).
<p>2. Conduct a review of the NE Region Waste Management Plan. (I)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A review of the Waste Management Plan in 2004.
<p>3. Implement the Sludge Management Plan for the County (EU Directive on the Disposal of Waste Water Sludges). (I)</p> <p>Timescale: 2002-2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of the Sludge Management Plan by 2002. <input type="checkbox"/> Monitoring will be based on the targets identified within the Plan.
<p>4. Continue to implement the County Council measures to improve water quality and specifically in the identified areas of high risk. (I)</p> <p>Timescale: ongoing</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Continued improvements in the quality of Cavan's water.
<p>5. Continue to identify innovative solutions to waste management. (I)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Innovative solutions to waste management are incorporated within the regional waste management plan.
<p>6. Ensure implementation of the 'polluter pays' principle. (I)</p> <p>Timescale: 2002-2005</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> The 'polluter pays' principle is enforced in the County.
<p>7. Implement initiatives to promote the benefits of recycling to industry, the public sector, and private households. (III)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> At least 1 awareness-raising initiative per year in each sector.
<p>8. Implement a Public Awareness Programme to inform all stakeholders of activities taking place within the County to achieve a better environment. (III)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum <input type="checkbox"/> Schools <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A Public Awareness Programme is developed and implemented by 2002 that covers all communities. <input type="checkbox"/> At least 1 annual Awareness Raising initiative. <input type="checkbox"/> A definite programme of environmental education in both primary and secondary schools.

PROTECTION OF THE NATURAL ENVIRONMENT

Objective 5: to provide a high quality environment for the people of County Cavan.

Actions	Lead Partner	Monitoring Indicators
<p>Actions</p> <p>1. Conduct a 'Landscape Characterisation Assessment'³⁰ to define aspects (not covered by NHAs and SACs) for conservation and protection. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Dúchas <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> A 'Landscape Characterisation Assessment' is conducted by 2002. <input type="checkbox"/> Protection of the sites identified from 2002 onwards.
<p>2. Incorporate the findings of the above study into Cavan's Integrated Strategy. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB 	<ul style="list-style-type: none"> <input type="checkbox"/> A strategic plan is developed and implemented by 2003 to ensure the protection of the County's natural environment including other areas identified.
<p>3. Ensure the rigorous enforcement of planning regulations to assure protection of the environment. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of the Environmental Policy as outlined in the County Council Development Plan 1996 and the Cavan Urban District Development Plan 1996. <input type="checkbox"/> Continue with the balanced approach taken to planning in the County in a way that protects the environment but does not place excessive restrictions on development.
<p>4. Develop and implement a local strategy to monitor and protect the environment in relation to air and noise pollution. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A local strategy to reduce air and noise pollution is developed by 2003.
<p>5. Preserve and maintain hedgerow corridors. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Environmental Forum <input type="checkbox"/> Tidy Town groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Hedgerows are not cut between 1st March and 31st August in any year (Wildlife Amendment Act 2000).

³⁰ Characterisation is defined as the process of identifying and defining the particular characteristics which make each area distinctive and is rapidly emerging as the basis of describing, understanding and managing the environment. Historic landscape characterisation is, therefore, an important dimension of this approach: it sets out to identify and map the physical manifestations of past human activities which produce much of the character, distinctiveness, quality and diversity which we value in our present-day landscapes.

Cultural Development



Cavan in 2012

▮▮ In Cavan in 2012, it would be great if Cavan had a big tour arena for bands like Atomic Kitten, Westlife, Six, etc, then they would be able to visit Cavan. ▮▮

*By Shelley Mulligan
Age 11*



Cultural Development

Context

4.8.1 County Cavan has a vibrant and developing arts, crafts, culture and heritage sector. There has been a welcome focus on the cultural development of the County since the late 1980s. The intervention of Cavan County Council in the cultural life of this County, the broadening of the Local Authority's function in relation to culture and the lead role it is playing can be seen in the following developments:

- ◆ Appointment of the first Arts Officer in 1989;
- ◆ Opening of the Bailieborough Library and Arts Venue in 1992;
- ◆ Opening of the Cavan County Museum in 1996;
- ◆ Restoration and conversion of the Roman Catholic Church at Virginia into a fully equipped modern theatre in 1999;
- ◆ Appointment of a 'Theatre Director in Residence' in January 2001;
- ◆ Opening of Cootehill Library and Arts Centre in 2001;
- ◆ Successful operation of the 'Writer-in-Residence Scheme' and the subsequent establishment and development of Writers Groups and Reading Groups throughout the County;
- ◆ Establishment of a comprehensive Education Outreach Project;
- ◆ Foundation of Cavan Youth Drama and Woodview Drama Group, together with the appointment of a Youth Theatre Director in December 2000;
- ◆ Appointment of a 'Composer-in-Residence' in January 2001;
- ◆ Appointment of a Visual Arts Co-ordinator in 2001;
- ◆ Appointment of the first Heritage Officer in 2001.

4.8.2 The Strategy recognises that the Library and Arts Service, the County Museum and the County Archives are key resources for the people of Cavan rather than mere buildings or institutions. In addition, these services will, in a co-ordinated and focused manner, provide the structures, leadership and direction required for the cultural development of this County. The **Library elements** of this plan will be implemented in the context set by "Branching Out" – the Government's plan to develop a new Library Service to meet the needs of the 21st Century. The **Arts elements** in this Strategy will be implemented in the context of the Arts Council's current Arts Plan. Proposals for the **Museum Service and County Archives Service** will be implemented in the context of national priorities set by the Heritage Council and the statutory requirements in relation to Archives and Records laid down by the Local Government Act 1994.

4.8.3 This Strategy aims to establish a partnership approach to the integrated development of this sector. It also aims to increase access to and participation in arts, crafts, culture and heritage in the County. Key infrastructural deficits within the sector will be resolved. This Strategy also aims to ensure that, where development is required, it is achieved in a balanced manner, taking cognisance of the importance of protecting the natural and built environment. The Strategy also focuses on realising the economic potential of this sector. In so doing, a positive impact will be derived in terms of increased tourist numbers, increased stay and very importantly increased spend. This in turn will contribute towards economic development in the County.

4.8.4 Another facet of this Strategy is to acknowledge the importance of future new developments such as the Central Library and Heritage Centre in Cavan Town, whilst also building on current provisions, many of which tend to be located outside of urban areas. The Central Library and Heritage Centre will act as a focal point and as a catalyst for the co-ordinated development and integrated delivery of key services including the Central Library, Local Studies, Research and Information Services, Genealogy, Archives, Arts Administration, Arts Venue, Exhibition Space, and a Community Meetings Venue.

4.8.5 Cross-border co-operation is furthermore essential in the future development of this sector. It is felt that County Cavan can benefit significantly from such cross-fertilisation of ideas and experiences.

4.8.6 Given the increasing numbers of foreign nationals coming to County Cavan, and in order to ensure equality of opportunity and social inclusion, this Strategy also aims to adopt an integrated and proactive approach to cultural diversity.

Strategic Aim

4.8.7 The overall strategic aim of the Cultural Development section of the County's Integrated Strategy is **'to secure, develop, promote and protect the cultural environment of the County whilst celebrating its cultural diversity and artistic strengths'**.

Strategic Objectives

4.8.7 This strategic aim will be achieved via the implementation of the following key strategic objectives:

- ◆ to secure the cultural identity and heritage of the County;
- ◆ to encourage cultural integration and celebrate the rich cultural diversity of the County;
- ◆ to enrich the lives and enhance the sense of identity of every person in the County, increase their cultural opportunities and preserve their inheritance (by maintaining and developing the Library, Arts, Museum and Archive Services);
- ◆ to develop a vibrant, inclusive and quality arts and crafts sector in the County;
- ◆ to create awareness of, and stimulate interest in, the Arts by young people.



Key Targets

4.8.8 A number of cultural indicators have been identified. In many instances, such data are not yet available on a County level. It is recommended therefore that the data identified in the table below are collected and used to determine targets for the cultural development of the County over the next five years.

	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Increase in Library usage as the infrastructure is put in place and as the service offered broadens and extends	Member-ship (2001) - 8,648 Number of Issues (2001) - 129,688 Number of Visitor (2001) - approximately 200,000					30% of County population regularly utilise library services. New Performance indicators in place to reflect every aspect of library usage.
Key infrastructural gaps in cultural services are addressed				<ul style="list-style-type: none"> ◆ Central Library and Heritage Centre opens ◆ Mobile Library Service 	Belturbet Library opens with a dedicated Arts space	
Increase the percentage of people in the County who can speak Irish	39.2% (1996) of people in Cavan can speak Irish compared to 43.5% in the State					50% of people in Cavan can speak Irish
Increase access to the Arts, Culture and Heritage	Baseline data are required for the number of theatre, museum, art gallery and film venues in the County, together with attendance figures and individual spend. This will provide an indication of the access to and the monetary value of the Arts in the County. It will also give an indication of the level of interest in cultural events and will provide an overall picture of arts provision in the County.					



Cultural Development Sub-Group

CULTURE AND HERITAGE

Objective 1: to preserve the cultural identity and heritage of the County.

Actions	Lead Partner	Monitoring Indicators
<p>IMPROVED CO-ORDINATION</p> <p>1. Create a Culture and Heritage Development (CHD) Committee with full representation of all stakeholders and that builds on the membership of the SPC³¹ and the Cavan Arts and Cultural Centre Committee. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Statutory and Voluntary sector 	<ul style="list-style-type: none"> <input type="checkbox"/> A network of the main players in Culture, Heritage, the Arts and Crafts by 2002. This will facilitate a co-ordinated approach to the development of Culture and Heritage.
<p>2. Enhance the co-ordinated development of cultural services. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CDB 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline data are collected by 2003 on attendance figures and monetary value of the arts and culture. <input type="checkbox"/> Improved capacity to identify gaps in provision by 2002. <input type="checkbox"/> Duplication of resources is avoided by 2003. <input type="checkbox"/> Collaboration to attract funding to the County from 2002/3.
<p>3. Establish an electronic network for the co-ordinated provision of Heritage and Culture in the County. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CDB <input type="checkbox"/> CHD Committee 	<ul style="list-style-type: none"> <input type="checkbox"/> A Cultural and Heritage website by 2004. <input type="checkbox"/> All cultural groups have a link to this website by 2008. <input type="checkbox"/> Promotion of this website to all stakeholder groups in 2004/05. <input type="checkbox"/> Improved accessibility of cultural and heritage services to users.
<p>4. Continue to collect, record and archive information on the County's culture and heritage. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Museum <input type="checkbox"/> CHD Committee <input type="checkbox"/> Community Associations <input type="checkbox"/> County Council <input type="checkbox"/> Cana House 	<ul style="list-style-type: none"> <input type="checkbox"/> A one-stop shop for information on culture and heritage by 2004, maximising use of the website. <input type="checkbox"/> A programme of digitisation of Local Studies. Materials to be initiated by the County Library, 2002. <input type="checkbox"/> Library Catalogue available via the Internet, Autumn 2002. <input type="checkbox"/> Delivery of all Library Services via the Internet, Autumn 2004.
<p>5. Develop and implement a County Heritage Plan based on the outcome of the National Heritage Plan. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> A County Heritage Plan by 2002/03.
<p>6. Extend the listing of key sites, the protection of which is fundamental to the cultural and heritage wealth of the County - links with the Landscape Characterisation Assessment project in Environment section. (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CHD Committee <input type="checkbox"/> Dúchas <input type="checkbox"/> Community groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A comprehensive listing of all key sites of cultural and heritage importance by 2003. <input type="checkbox"/> Any proposed developments in areas close to these sites will be reviewed by the Council for their environmental impact.

³¹ SPC – Strategic Policy Committee Community Enterprise and Cultural Development Policy.

CULTURE AND HERITAGE OBJECTIVE 1 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>EDUCATION INITIATIVES</p> <p>7. Prepare and implement a Culture and Heritage education strategy for the County that builds on existing education initiatives. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Museum <input type="checkbox"/> Department of Education <input type="checkbox"/> Schools <input type="checkbox"/> Maudabawn Cultural Centre <input type="checkbox"/> Community groups <input type="checkbox"/> VEC <input type="checkbox"/> Cavan County Network <input type="checkbox"/> CCL 	<ul style="list-style-type: none"> <input type="checkbox"/> A joint targeted education strategy by 2002 that is tailored to both adult and school groups and that is accessible by all including those with both physical and learning disabilities. <input type="checkbox"/> A minimum of 2 additional national schools participate in the INTO/Heritage Council 'Heritage in School' scheme per year. <input type="checkbox"/> All national and secondary schools are actively participating in heritage education programmes by 2005. <input type="checkbox"/> Long-term – enhanced appreciation of the County's heritage, which will strengthen local identity and culture.
<p>8. Conduct a feasibility study into the best approach to the provision of outdoor education in the County that considers the potential of an outdoor education centre in West Cavan and/or that builds on existing provision by specialist centres. (III)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Department of Education <input type="checkbox"/> VEC <input type="checkbox"/> Local Historians 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study by 2004. <input type="checkbox"/> If feasible, the design and implementation of a strategy by 2005 for the sustainable development of this provision. <input type="checkbox"/> A centre by 2008/10 that is an educational resource for the natural and built environment and to foster outdoor personal and social skills.
<p>PHYSICAL INFRASTRUCTURE</p> <p>9. Examine the potential of providing a small heritage centre in Glangevlin to commemorate Cavan's last Gaelic speakers. (III)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> CHD Committee <input type="checkbox"/> Local Community groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study by 2004 into the establishment of a small heritage centre in Glangevlin.
<p>PLACE NAMES</p> <p>10. Establish a Place Names Committee. (III)</p> <p>Timescale: mid-2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CHD Committee <input type="checkbox"/> Museum 	<ul style="list-style-type: none"> <input type="checkbox"/> A Place names Committee is established by 2002 that is a sub-group of the main CHD Committee. <input type="checkbox"/> Role of the Committee will be to preserve local place names and provide information on their associated culture and heritage.
<p>11. Build on the work of the County Museum and the County Library in collecting information on the County's place names. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Museum <input type="checkbox"/> Place Names Committee <input type="checkbox"/> Community Associations 	<ul style="list-style-type: none"> <input type="checkbox"/> A comprehensive record is available by 2005 featuring the names of all town lands and their origin. <input type="checkbox"/> Irish-language Officer provides necessary expertise on the creation of a place names record.
<p>12. Organise a 'Place Names Awareness' theme during Heritage Week. (III)</p> <p>Timescale: September 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> County Museum <input type="checkbox"/> Library 	<ul style="list-style-type: none"> <input type="checkbox"/> An annual event to celebrate the importance of the County's place names. <input type="checkbox"/> General upkeep and maintenance of signposts – ongoing.

CULTURE AND HERITAGE OBJECTIVE 1 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>IRISH LANGUAGE</p> <p>13. Investigate the potential of recruiting an Irish Language Officer for the County who would also be responsible for cultural diversity. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> Cavan County Council <input type="checkbox"/> GAA <input type="checkbox"/> Adult Education Committee <input type="checkbox"/> VEC <input type="checkbox"/> Foras na Gaeilge <input type="checkbox"/> Cultural groups <input type="checkbox"/> Community and Voluntary sector <input type="checkbox"/> Cumann Breffni Seanachas 	<ul style="list-style-type: none"> <input type="checkbox"/> The demand for an Irish-language Officer is established by 2003. <input type="checkbox"/> A Policy document by 2003 for the use, promotion and development of the Irish language that builds on existing provision. <input type="checkbox"/> 1 multicultural and/or multilingual event is organised in each town by 2004. <input type="checkbox"/> A proactive approach is established to promoting cultural diversity in communities throughout the County by 2005.

CULTURAL DIVERSITY

Objective 2: to encourage cultural integration and celebrate the rich cultural diversity of the County.

Actions	Lead Partner	Monitoring Indicators
<p>1. Build on existing work being implemented to create awareness and acceptance of other cultures. (I)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Museum <input type="checkbox"/> Community Forum <input type="checkbox"/> Cavan Partnership <input type="checkbox"/> Schools <input type="checkbox"/> Community groups <input type="checkbox"/> VEC <input type="checkbox"/> Adult Education Committee <input type="checkbox"/> County Library <input type="checkbox"/> LEADER <input type="checkbox"/> Embassies <input type="checkbox"/> Cultural Diversity Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Implement at least 1 annual educational initiative with schools and communities, involving non-nationals and 'programme immigrants'³². <input type="checkbox"/> Development of a sound working relationship with bodies in Northern Ireland by 2003/04 i.e. Committee for Cultural Diversity.
<p>2. Increase usage by non-nationals of the County's Library Services. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CCL <input type="checkbox"/> Arts Office 	<ul style="list-style-type: none"> <input type="checkbox"/> Development and expansion of Library Services for non-nationals.
<p>3. Develop a co-ordinated programme of events to mark the Special Olympics. (III)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Bank of Ireland <input type="checkbox"/> National Special Olympic Committee <input type="checkbox"/> Local Special Olympic Committee <input type="checkbox"/> County Council <input type="checkbox"/> Town Council 	<ul style="list-style-type: none"> <input type="checkbox"/> A programme of events is developed by 2003.

³² Programme Immigrants are those people who are working in the Country under work permit schemes organised by their employers.

LIBRARY, ARTS, MUSEUM AND ARCHIVE SERVICES

Objective 3: to enrich the lives and enhance the sense of identity of every person in the County, increase their cultural opportunities and preserve their inheritance (by maintaining and developing the Library, Arts, Museum and Archive Services).

Actions	Lead Partner	Monitoring Indicators
1. Build the Central Library and Heritage Centre with a full range of facilities. (I)	<ul style="list-style-type: none"> <input type="checkbox"/> CCL <input type="checkbox"/> Cana House <input type="checkbox"/> Arts Office <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> The building work will commence in June 2002. <input type="checkbox"/> Opening of the Central Library and Heritage Centre by Spring 2004.
2. Develop and implement a Strategy for a Mobile Library Service. (I)	<ul style="list-style-type: none"> <input type="checkbox"/> CCL <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Development of a Strategy for a Mobile Library Service by 2002. <input type="checkbox"/> This plan will be based on two vehicles: one operating from Bailieborough Library and serving the East Cavan Area and one operating from Ballyconnell and serving the West Cavan Area. All towns and villages will have access to a Mobile Library Service.
3. Build a library in Belturbet. (I) Timescale: 2004	<ul style="list-style-type: none"> <input type="checkbox"/> CCL <input type="checkbox"/> County Council <input type="checkbox"/> Arts Office 	<ul style="list-style-type: none"> <input type="checkbox"/> A library in Belturbet by November 2004.
4. Develop a multi-purpose Arts and Culture venue in Cavan Town. (I) Timescale: 2002 onwards	<ul style="list-style-type: none"> <input type="checkbox"/> CHD Committee <input type="checkbox"/> Community Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> A multi-purpose Arts and Culture venue is established in Cavan Town by 2008. <input type="checkbox"/> High quality commercial Gallery space is permanently made available by 2008. <input type="checkbox"/> Dedicated visual arts space in the County Library by 2002.
5. Conduct a feasibility study into the development of a Sculpture Park(s) in the County. (III) Timescale: 2002	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CHD Committee 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study by 2002. <input type="checkbox"/> If feasible, a strategy for the development of one Sculpture Park by 2005, with a mobile exhibition throughout the County by 2006.



THE ARTS

Objective 4: to develop a vibrant, inclusive and quality arts and crafts sector in the County.

Actions	Lead Partner	Monitoring Indicators
<p>INFRASTRUCTURE</p> <p>1. Assess the feasibility of a Showcase Venue with a High Street presence for the display and purchase of local arts and crafts. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CDB <input type="checkbox"/> CHD Committee <input type="checkbox"/> LEADER <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study is completed by 2002.
<p>2. Create a database of information on art workers, craftspeople, arts and crafts groups, venues and facilities available in the County. (II)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Cavan County Library <input type="checkbox"/> Cavan County Council <input type="checkbox"/> CHD Committee <input type="checkbox"/> LEADER 	<ul style="list-style-type: none"> <input type="checkbox"/> A database is created by 2002 that enables effective targeting of individuals and groups for training, education and funding initiatives.
<p>3. Conduct a feasibility study into the provision of workspaces for arts and crafts workers, for example a Crafts Village, resident artists etc. (III)</p> <p>Timescale: 2002-2008</p>	<ul style="list-style-type: none"> <input type="checkbox"/> LEADER /County Council <input type="checkbox"/> CCEB <input type="checkbox"/> CHD Committee <input type="checkbox"/> Crafts Council <input type="checkbox"/> Arts Council 	<ul style="list-style-type: none"> <input type="checkbox"/> A feasibility study by 2002. <input type="checkbox"/> A strategy by 2003/04 that provides sufficient workspaces for arts and crafts workers for both the production and display of their work.
<p>4. Develop a Craft Trail³³ to exploit the tourism potential of the crafts sector. (III)</p> <p>Timescale: 2006</p>	<ul style="list-style-type: none"> <input type="checkbox"/> LEADER <input type="checkbox"/> Tourism Committee <input type="checkbox"/> County Council <input type="checkbox"/> CCEB <input type="checkbox"/> CHD Committee 	<ul style="list-style-type: none"> <input type="checkbox"/> A Craft Trail is operational by 2006.
<p>5. Continue to support and develop performance venues throughout the county. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ramor Theatre <input type="checkbox"/> Local groups 	<ul style="list-style-type: none"> <input type="checkbox"/> The long-term viability of performance venues is ensured.



³³ A Craft Trail is an organised tour of crafts workshops.

THE ARTS OBJECTIVE 4 (CONTINUED)		
Actions	Lead Partner	Monitoring Indicators
<p>SUSTAINABLE DEVELOPMENT AND PROMOTION OF THE ARTS</p> <p>6. Build on the existing Arts Development Plan to ensure the sustainable development and promotion of the Arts³⁴, including Traditional Arts. (I)</p> <p>Timescale: 2002-2012</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CHD Committee <input type="checkbox"/> County Libraries <input type="checkbox"/> Theatre groups <input type="checkbox"/> Arts & Cultural groups <input type="checkbox"/> Comhaltas Ceoltóiri <input type="checkbox"/> GAA <input type="checkbox"/> Local community groups 	<ul style="list-style-type: none"> <input type="checkbox"/> A collaborative approach to the sustainable development and promotion of the Arts by 2002. <input type="checkbox"/> An Access policy for the Arts is developed by 2003. <input type="checkbox"/> An action plan by 2003 for audience development. <input type="checkbox"/> The capital investment required to support the development of the arts is determined by 2002. <input type="checkbox"/> A Traditional Arts policy by 2004.
<p>7. Encourage both public and private organisations to invest in indigenous arts and crafts pieces. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CHD Committee <input type="checkbox"/> Cavan County Council <input type="checkbox"/> CCEB <input type="checkbox"/> LEADER 	<ul style="list-style-type: none"> <input type="checkbox"/> A promotion strategy is developed that includes marketing of products to local businesses, public and private organisations by 2003/04.
<p>8. Create a booklet of information based on the database created of art workers, crafts people, arts and crafts groups, venues and facilities available in the County. (III)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> LEADER <input type="checkbox"/> NWRTA 	<ul style="list-style-type: none"> <input type="checkbox"/> A booklet of information is created by 2003 as a form of promoting arts and crafts workers throughout the County.
<p>9. Increase the profile of the arts and crafts in the County via a co-ordinated approach to the provision of festivals. (II)</p> <p>Timescale: 2004-2012</p>	<ul style="list-style-type: none"> <input type="checkbox"/> LEADER <input type="checkbox"/> County Council <input type="checkbox"/> Arts Council <input type="checkbox"/> CHD Committee <input type="checkbox"/> Community groups <input type="checkbox"/> Museum 	<ul style="list-style-type: none"> <input type="checkbox"/> A network of festival committees throughout the County by 2005. <input type="checkbox"/> An arts and crafts element is present in all festivals by 2008. <input type="checkbox"/> An annual 'Arts and Crafts in Action' festival by 2008.
<p>10. Implement a co-ordinated approach to the provision of information and assistance to arts and crafts workers. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Library service <input type="checkbox"/> LEADER <input type="checkbox"/> Arts Council <input type="checkbox"/> CHD Committee <input type="checkbox"/> VEC 	<ul style="list-style-type: none"> <input type="checkbox"/> Increased uptake by arts workers of funding schemes by 2003. <input type="checkbox"/> An Information booklet is published every 3 years. <input type="checkbox"/> Information is available via a website by 2004/05.

³⁴ Arts - Visual Arts (Sculpture, Architecture, Art and Film), Performing Arts (Music, Dance, Drama, Opera), and Literary Arts (Literature, Irish Language).

THE ARTS OBJECTIVE 4 (CONTINUED)

Actions	Lead Partner	Monitoring Indicators
<p>EDUCATION AND TRAINING</p> <p>11. Develop targeted arts education initiatives for those who are socially and economically excluded and those persons with disabilities. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Library service <input type="checkbox"/> Arts Council <input type="checkbox"/> Department of Education <input type="checkbox"/> CHD Committee <input type="checkbox"/> Local Adult Learning Board 	<ul style="list-style-type: none"> <input type="checkbox"/> At least 2 annual education initiatives for disadvantaged groups. <input type="checkbox"/> At least 2 annual education initiatives for those with disabilities.
<p>12. Provide training and development where required for those involved in the management of cultural and arts events. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CHD Committee <input type="checkbox"/> Museum <input type="checkbox"/> Library <input type="checkbox"/> Community Groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Individuals/groups have the necessary practical, professional and technical skills to manage and support cultural and arts programmes/events by 2005.
<p>13. Ensure additional provision of bursaries in the County. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> CHD Committee 	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to offer the Tyrone Guthrie Regional Bursary Scheme. <input type="checkbox"/> Additional arts spaces each year at the Tyrone Guthrie Centre <input type="checkbox"/> 3 new bursaries by 2003.
<p>14. Continue with and build on current training programmes in the crafts sector. (I)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> LEADER <input type="checkbox"/> CCEB 	<ul style="list-style-type: none"> <input type="checkbox"/> Crafts people continue to develop their business acumen. <input type="checkbox"/> Where required, all craftspeople have access to mentors by 2003.
<p>PROGRAMME OF EXHIBITIONS</p> <p>15. Continue to provide a balanced programme of local exhibitions through existing venues and the new County Library. (II)</p> <p>Timescale: 2002 onwards</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council <input type="checkbox"/> Library service <input type="checkbox"/> County Museum <input type="checkbox"/> CHD Committee 	<ul style="list-style-type: none"> <input type="checkbox"/> A minimum of 5 exhibitions per year in each venue.
<p>NETWORKING</p> <p>16. Build on the existing county-wide network to facilitate the dissemination of know-how regarding cultural crafts. (II)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> <input type="checkbox"/> LEADER <input type="checkbox"/> CHD Committee <input type="checkbox"/> Community Associations <input type="checkbox"/> VEC <input type="checkbox"/> Library service <input type="checkbox"/> Museum Cultural groups 	<ul style="list-style-type: none"> <input type="checkbox"/> To increase membership on an annual basis to the existing network. <input type="checkbox"/> Preservation of knowledge and practice relating to cultural crafts. <input type="checkbox"/> Collaboration between the young and elderly.
<p>17. Implement a system to encourage networking between performance venues on a local basis. (II)</p> <p>Timescale: 2002</p>	<ul style="list-style-type: none"> <input type="checkbox"/> County Council 	<ul style="list-style-type: none"> <input type="checkbox"/> Co-ordinated provision of performance venues and shows throughout the County. <input type="checkbox"/> Two annual meetings between the performance venues.

YOUTH ARTS

Objective 5: to create awareness of, and stimulate interest in, the Arts by young people.

Actions	Lead Partner	Monitoring Indicators
<p>1. Continue to develop and implement an inclusive and proactive Youth Arts Strategy that builds on the work of the County Museum. (I)</p> <p>Timescale: 2003</p>	<ul style="list-style-type: none"> ☐ County Council ☐ Cavan County Network ☐ Museum ☐ CHD Committee ☐ Department of Education ☐ Cavan Partnership ☐ Foroige 	<ul style="list-style-type: none"> ☐ A Youth Arts Strategy is being implemented by the end of 2003.
<p>2. Build on existing education provision regarding the arts and culture. (I)</p> <p>Timescale: 2004</p>	<ul style="list-style-type: none"> ☐ VEC ☐ Department of Education ☐ Institutes of Technology ☐ Cavan College ☐ County Council ☐ CHD Committee ☐ Secondary Schools ☐ Local Community Groups 	<ul style="list-style-type: none"> ☐ Provide at least one new 3rd level programme in both the arts and culture by 2005. ☐ Summer school provision is established by 2005.





Implementation



Cavan in 2012

“ We hope in 2012 that there will be more safety things like more traffic lights and zebra crossings. If you have a car try not to use your car too much as there will be less pollution in the air. ”

*Kim Sexton & Denise Gunning
Age 11 & 10*



Implementation

This Chapter outlines the detail of the structures that will be developed to ensure the successful implementation of the Strategy.

Implementation Structures and Monitoring

5.1 There are three levels to the implementation of this Strategy. This section also outlines the approach to monitoring and evaluating the Strategy.

Level 1

5.1.1 It is the responsibility of the organisations identified as 'Lead Partners' to drive the implementation of their respective actions within the associated timescales. As an integral element of the Strategy's development, the agreement of the identified Lead Partners was obtained for their role in the Strategy's implementation. These organisations therefore have responsibility for monitoring the implementation of these actions at an operational level.

5.1.2 In some instances the responsibility of implementing an action is that of a newly created Forum such as the Environmental Forum, the Health and Social Care Forum, the Culture and Heritage Development Committee, the Place Names Committee, the Consultative Forum created to liaise with minority groups to design and implement a Strategy to meet the education needs of their children, and the Local Adult Learning Board.

Level 2

5.1.3 Four Implementation Committees will be established as follows:

- ◆ Economic Development Committee;
- ◆ Culture and Heritage Development Committee;
- ◆ Social Development Committee;
- ◆ Agriculture and Environment Committee.

5.1.4 These Committees will replace the original sub-groups that were involved in the development of the Strategy. The reason for this is to reflect the changing role of the sub-groups from one of 'development' to one of 'implementation'. The CDB will have to consider the nature of representation required to effectively implement the Strategy. As a minimum prerequisite, all Committees should be 'inclusive' and also consist of representatives of the Lead Partner organisations.

5.1.5 The Community Forum will continue to exist, as will the Social Inclusion Forum and the Anti-Poverty Network. Members from these groups will be included in the four Steering Committees to ensure that the Strategy continues to reflect the needs of the Cavan community in general, and those individuals who find themselves marginalised and/or excluded from society.

5.1.6 The Implementation Committees will meet as required. However, in the first year, they should meet at least on a quarterly basis. The objectives of these meetings will be to achieve the following:

- ◆ Present a review of progress – measure implementation against the identified 'monitoring indicators';
- ◆ Identify any obstacles to the implementation of the actions;
- ◆ Agree solutions to the removal of these obstacles;
- ◆ Amend the Strategy where required in light of the changing political, economic, social and cultural environment;
- ◆ Ensure that the Strategy implementation is congruent with the four key principles and that impact is being achieved in these areas;
- ◆ During the final meeting of the year, performance should be measured against identified targets.

5.1.7 One of the first functions of the Implementation Committees will be to work with the CDB in revising the targets in light of new baseline data becoming available from the 2002 Census.

5.1.8 Within a two-week period of these meetings, a 'Progress Review' will be submitted to the CDB.

Level 3

5.1.9 As outlined in the Local Government Act (2001), Cavan CDB has ultimate responsibility for the implementation of the Strategy. The CDB will also meet as required but at least on a quarterly basis during the first year. Once all Implementation Committee meetings have been held and the Progress Reviews have been received, these will be disseminated to Board members.

5.1.10 The purpose of these meetings is to achieve the following:

- ◆ Ensure that the necessary actions are being implemented on time and are meeting the identified monitoring indicators;
- ◆ Consider the appropriateness of the actions proposed to overcome any obstacles identified – provide further advice and support where possible;
- ◆ Ensure that the implementation is reflecting the 'key principles';
- ◆ Endorse amendments to the Strategy.

5.1.11 A response will be prepared and disseminated to the Implementation Committees within a two-week period.

Evaluation Mechanism

5.2 The CDB will produce an annual review, with a more in-depth evaluation of the Strategy's progress after three years. This will provide an outline of the progress of the Strategy and will measure performance against the targets set. As outlined in Chapter 1 the targets should be used as a benchmark to measure the impact of the Strategy but only in conjunction with continuous assessment of the environment. The targets are not meant to be static. Rather they should be reviewed and amended as economic, cultural, political and social circumstances dictate.

5.2.1 It will also outline how actions taken have contributed towards the achievement of 'sustainability', 'spatial equity', 'equality of opportunity and social inclusion' and 'integration'. Ultimately, the review will assess performance towards the achievement of the vision for County Cavan "to retain Cavan's people in the County through the maintenance, enhancement and promotion of the quality of life therein."



So What Can I Do?

The successful implementation of the Integrated Strategy for County Cavan is largely dependent on the commitment, drive and enthusiasm of the various stakeholders. Many of these stakeholders have played a vital role in the development of the Strategy. The continuation of this approach is essential for the success of this Strategy in achieving the agreed vision of "To retain Cavan's people in the County through the maintenance, enhancement and promotion of the quality of life therein."

As a person living in Cavan, you should

- ◆ Take ownership of the Strategy as a blueprint for the future of County Cavan.
- ◆ Reflect on the Strategy, identify how it fits in to your lives and how you can participate in its implementation.
- ◆ Accept that you can get involved in the implementation of the Strategy and that you too can make a difference, i.e. by participating in activities in your community.
- ◆ Be aware of the challenges facing all agencies in delivering the Strategy.

As a child living in Cavan, you

- ◆ Will have a voice through the Local and National Children's Forum.
- ◆ Will have access to quality services that meet your needs.
- ◆ Will be able to reach your full potential.
- ◆ Will have a better quality of life.

As Social Partners, you should

- ◆ Take ownership of your role in the Strategy.
- ◆ Work in harmony with other organisations/agencies for the successful implementation of the Strategy.
- ◆ Be in a position to challenge the development and implementation of the Strategy.
- ◆ Keep the sectors you represent informed on a regular basis of the progress and difficulties inherent in the process.

As Local Development Bodies, you should

- ◆ Adopt a partnership approach to implementation of the Strategy.
- ◆ Have ownership of the implementation of the Strategy.
- ◆ Ensure that your own plans are consistent with the objectives of the Strategy.
- ◆ Buy-in to the Strategy to ensure that objectives are achieved within the allocated timeframes.
- ◆ Support implementation and ensure gaps are covered.

As Local Government, you should

- ◆ Take ownership of the Strategy and drive it towards its successful implementation.
- ◆ Facilitate the CDB process and multi-agency working.
- ◆ Ensure that internal plans/strategies are consistent with the Strategy.
- ◆ Provide funding where possible and appropriate.

As State Agencies you should

- ◆ Take ownership of the implementation of the Strategy to ensure your plans complement the objectives of the Strategy.
- ◆ Have sufficient buy-in to the Strategy to ensure that objectives are achieved within the allocated timeframes.
- ◆ Support implementation via provision of appropriate resources, both financial and human, within budgetary constraints and commensurate with the needs of the County.
- ◆ Work in partnership to ensure the effective implementation of the Strategy – nurture a multi-agency approach.





Appendices

Cavan in 2012

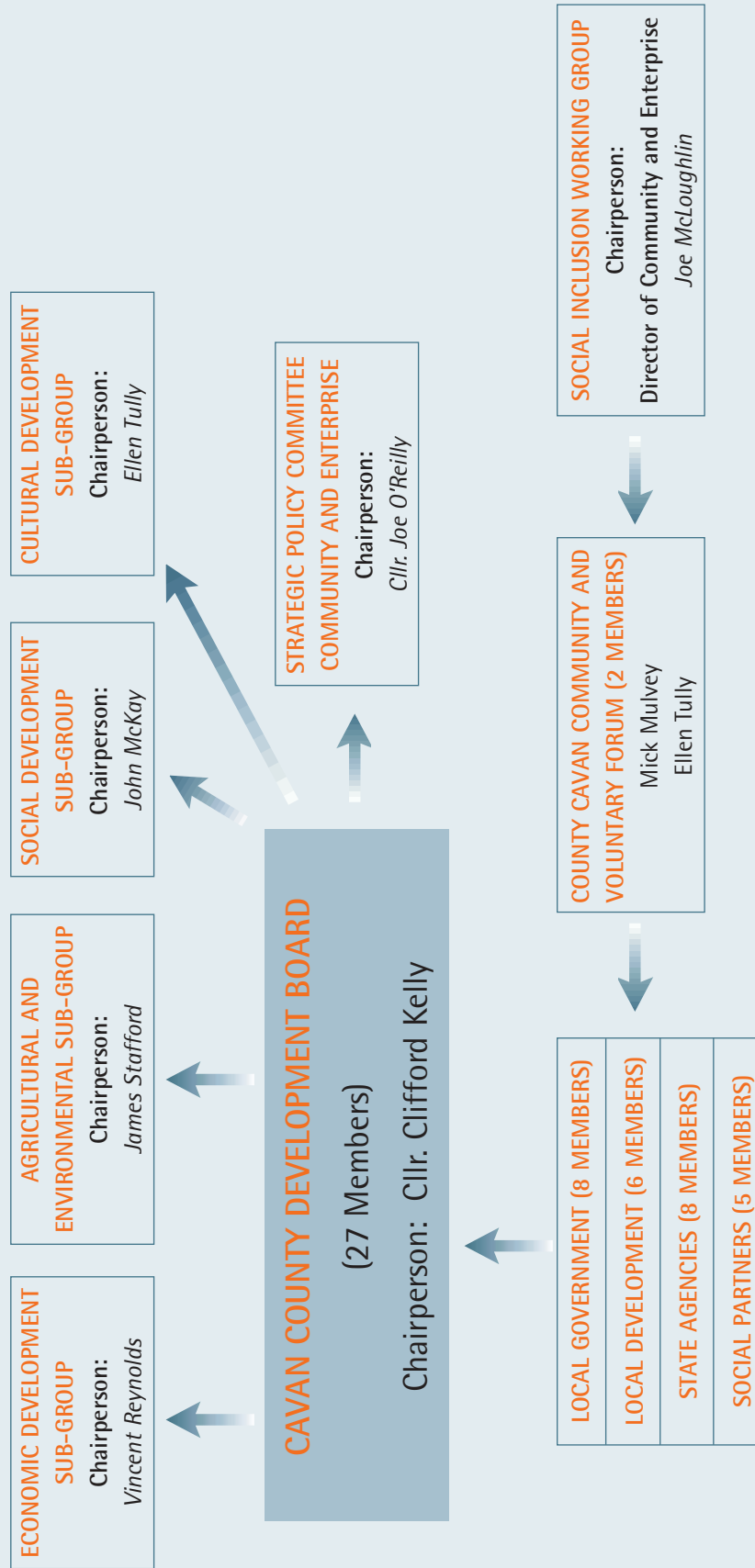
“ In 2012 we hope for cures for diseases such as
AIDS, HIV, Cancer & TB. ”

Cavan



Cavan

CAVAN COUNTY DEVELOPMENT BOARD STRUCTURE



APPENDIX 1B

MEMBERSHIP OF CAVAN COUNTY DEVELOPMENT BOARD

This Appendix outlines the membership of Cavan CDB as of 31st January 2002.

Name	Sector	Organisation
Cllr. Clifford Kelly (Chairman)	Local Government	Cavan County Council
Cllr. Danny Brady (Cathaoirleach C.C.C.) [1]	Local Government	Cavan County Council
Cllr. Sean Smith	Local Government	Cavan County Council
Cllr. Francie Fitzsimons	Local Government	Cavan County Council
Cllr. Joe O'Reilly	Local Government	Cavan County Council
Cllr. Dessie Boylan	Local Government	Cavan County Council
Mr. Brian Johnston	Local Government	Cavan County Council
Mr. Michael McCarey	Local Government	Cootehill Town Commissioners
Mr. Vincent Reynolds	Local Development	Cavan County Enterprise Board
Ms. Kathleen Richey	Local Development	Cavan County Enterprise Board
Mr. Brendan Reilly	Local Development	Cavan Partnership
Mr. Peter Galligan	Local Development	Cavan Partnership
Mr. Allen McAdam [2]	Local Development	Cavan/Monaghan Leader
Mr. Derek McCabe	Local Development	Cavan/Monaghan Leader
Mr. Martin Collum [3]	State Agency	North Eastern Health Board
Mr. James Stafford	State Agency	Teagasc
Mr. John McKay	State Agency	Cavan Vocational Education Committee
Mr. Con Shanahan	State Agency	Foras Aiseanna Saothair (FÁS)
Mr. John Hayes [4]	State Agency	Department of Social, Community & Family Affairs
Mr. Jim Mulcahy	State Agency	Enterprise Ireland
*Mr. Michael Curley	State Agency	North West Regional Tourism Authority
Mr. Pat Doherty [5]	State Agency	Industrial Development Agency of Ireland (IDA)
Ms. Wendy Jarvis	Social Partner	Trade Unions
Mr. Hugh Lennon	Social Partner	Business & Employment
Mr. John Beglan	Social Partner	Farming Sector
Mr. Michael Mulvey	Social Partner	Community & Voluntary Sector
Ms. Ellen Tully	Social Partner	Community & Voluntary Sector

Footnote:

- [1] This seat was previously held by Cllr. T.P. Smith and Cllr. Turlough Smith.
 [2] Cavan/Monaghan LEADER was previously represented by Ms. Margaret Malone and Ms. Elaine Hetherton.
 [3] The North Eastern Health Board was previously represented by Mr. Aiden Browne.
 [4] The Department of Social, Community and Family Affairs was previously represented by Mr. Oliver Nixon.
 [5] The Industrial Development Agency of Ireland (IDA) was previously represented by Mr. Michael Logan.

* Mr. Damien Brennan will replace Michael Curley in March 2002

APPENDIX 1B – Cont'd

SUB-GROUP MEMBERS OF CAVAN CDB

Name	Organisation
Mr. Liam Henry	Cavan County Council
Mr. Ger Finn	Cavan County Council
Mr. Donal Crotty	College of Further Studies
Ms. Rachel Doherty	Tourism & Marketing Executive
Mr. Henry Brennan	International Fund for Ireland
Mr. Gabriel O'Connell	Bailieborough Development Association Ltd.
Mr. Brian Sullivan	Cavan Arts & Cultural Centre
Mr. Peter Pollock	Cavan/Monaghan Leader
Ms. Anne Tully	Cootehill Arts Festival
Mr. Aogán Ó Fearghail	Maudabawn Cultural Centre
Mr. Paddy Ronaghan	Photographer
Mr. Shane Connaughton	Writer
Ms. Marian Bradley	Ballyhugh Arts & Cultural Centre
Ms. Anne Marie Curley	Cavan County Council
Mr. Dominic Egan	Cavan County Museum
Ms. Madeline Uí Mhéalóid	St. Kilian's Heritage Centre
Ms. Mary Hanley	Ramor Theatre
Mr. Martin Donohoe	Comhaltas Ceoltóiri Éireann
Ms. Catriona O'Reilly	Cavan County Council
Ms. Josephine Brady	Cavan County Council
Mr. Jim Nolan	Cathal Bui Summer School
Mr. Thomás Mac Shamhráin	Glangevlin
Ms. Noeleen O'Brien	Cootehill
Ms. Niamh McGrath	Cavan/Monaghan Leader
Mr. Mel Greaney	FÁS
Ms. Susan Bigwood	Tullacmongan CDP
Ms. Ann Hanley	Bailieborough Resource House
Mr. Joe Byrne	Comhairle
Mr. Christy Dooley	Garda Síochána
Ms. Bernie O'Rourke	Cavan Town Council
Mr. Seamus Neely	Cavan County Council
Ms. Breege Kelly	Cavan County Council
Ms. Ita Madden	Cavan/Monaghan Leader
Mr. David Lovett	Cavan Town Council
Mr. Ricky Walsh	Cavan Network Irish Council of People with Disabilities
Ms. Tina Tully	Programme for Peace & Reconciliation
Mr. John Matthews	Dúchas
Mr. Maurice Eakin	Dúchas
Mr. Michael Swords	Teagasc
Mr. Paul McGoldrick	Department of Agriculture Food and Rural Development
Mr. Frank Gibbons	Cavan County Council
Mr. Michael Hanley	Lakeland Dairies

APPENDIX 1B – Cont'd

SUB-GROUP MEMBERS OF CAVAN CDB – Cont'd

Name	Organisation
Mr. Declan Fitzpatrick	Irish Farmers Association
Mr. Brian O'Reilly	I.C.M.S.A.
Ms. Helen O'Reilly	Kilnaleck & District Community Co Op
Ms. Caroline Connolly	Bird Watch Ireland
Mr. David Jones	Cavan Partnership
Mr. Anthony Leddy	Cavan/Monaghan Leader
Mr. Raymond Brady	Macra Na Feirme
Mr. Bernard Martin	Irish Farmers Association
Ms. Mary Cullivan	Cavan Town Council
Mr. Sandy Holland	Community Connections
Mr. Noel Monaghan	Poet
Ms. Jane McCormack	Artist
Mr. Martin Cahill	County Community and Voluntary Forum

COUNTY CAVAN COMMUNITY & VOLUNTARY FORUM MEMBERS

Name	Organisation
Brian Sullivan (ViceChairperson)	Drama Festival, Cavan Arts & Culture
Mick Mulvey	Cavan Community Network
Ricky Walsh	Cavan Network Irish Council of people with Disabilities
Ellen Tully	Irish Countrywomens Association
John Rooney (Chairperson)	National Training & Development Institute
Ann Hanley	Bailieborough Community Resource House
Sean Hanley	Bailieborough Environment Action Group
Jackie McKenna	C.D.A. Trust Ltd.
Marie Smith	Co. Cavan Community Games
Anne O'Reilly	Shercock Sports & Resource Facilities Ltd.
Martin Cahill	Cavan Co. Board GAA
Helen O'Reilly	Kilnaleck & District Community Co-op
Barry Hughes	Gowna District Council
Gerry Duigan	Ballyjamesduff Community Council
Brendan Cooney	Ballyjamesduff Enterprise Centre
Sarah Maguire	Community Connections CDP
Val McGovern	West Cavan Community Council
Pat Tiernan	Killeshandra Community Council
James McCauley	Belturbet Community Development Association
Margaret Nugent	Swanlinbar Childcare Facilities

* The compilation of appendices is from the record of attendance at the various consultation meetings.

Proofing Matrix

The strategy has been completely proofed for the following five principles:

1. Sustainability
2. Equality Of Opportunity and Social Inclusion
3. Integration
4. Spatial Equity
5. Cross-border

This appendices highlights examples of how proofing has been carried out for each work programme.

Work Programme: Economic Development

Objectives	KEY PRINCIPLES				
	Sustainability	Equality Of Opportunity and Social Inclusion	Integration	Spatial Equity	Cross-border
<i>1. to broaden and strengthen the base of small/micro enterprises in the County.</i>	<p>Actions 1 -3 involve the proactive promotion and support of an enterprise culture in the County, which is central in stimulating economic development and attracting inward investment.</p> <p>Action 3 – increases the rate of new businesses throughout the County, creating a multiplier effect. This action also aims to 'improve the long-term sustainability of business start-ups.'</p>	<p>Actions 1 and 2 – targets a range of groups such as school children, unemployed etc.</p>	<p>Actions 1-3 – encourage a multi-agency partnership.</p>	<p>Actions 1 and 2 – ensures an equitable spread of information regarding entrepreneurship throughout the County.</p>	

APPENDIX 2 - Cont'd

Work Programme: Infrastructure

Objectives	KEY PRINCIPLES				
	Sustainability	Equality Of Opportunity and Social Inclusion	Integration	Spatial Equity	Cross-border
<p><i>1. to provide an appropriate transport infrastructure to facilitate the social and commercial needs of County Cavan.</i></p> <p><i>Reflects all key principles.</i></p>	<p>Actions 1-8 provide improved transport infrastructure, which will make the County more attractive to invest in.</p> <p>Development will not have a negative impact on the environment.</p>	<p>Actions 1-8 will result in better access to an improved transport network, leading to an enhanced quality of life for all.</p>	<p>Actions 1-8 necessitate a multi-agency approach.</p>	<p>Action 1-8 will ensure equitable investment in the road and rail networks throughout the County.</p>	<p>Actions 1, 5 and 8 include the development of cross-border partnerships with statutory bodies and agencies.</p>

APPENDIX 2 – Cont'd

Work Programme: Tourism

Objectives	KEY PRINCIPLES				
	Sustainability	Equality Of Opportunity and Social Inclusion	Integration	Spatial Equity	Cross-border
<p><i>1. to continue with the development of a quality tourism product and supporting services.</i></p> <p><i>Reflects all key principles.</i></p>	<p>Actions 1-21 will result in a quality tourism product and services that exploits the sector's economic potential.</p> <p>Actions 1, 2, 4, 5, 10, 12, 14, 15, 19 and 20 necessitate an element of development. Where this is necessary it will be sensitive to the surrounding environment.</p> <p>Action 14- development of a Linear Park is environmentally sustainable.</p>	<p>Action 4 - tourism project will consider 'equality of opportunity' and 'social inclusion'.</p> <p>Action 5 - development of Castle Saunderson for the youth in Phase 1 and for tourists in Phase 2.</p> <p>Action 15 - Visitor amenities will be accessible for all.</p>	<p>All actions necessitate a multi-agency approach.</p> <p>Culture and heritage is considered an integral element of the tourism product.</p>	<p>Action 11 - Arts space in Belturbet.</p> <p>Action 14 - development of a Linear Park, which provides access to all to the countryside.</p> <p>Action 16 - diversification for existing rural accommodation providers. Development of tourism products will spread the economic benefits of tourism throughout the County.</p> <p>Actions 17 and 18 - establish access to tourist information</p>	<p>Action 1 encourages the development of links with neighbouring counties.</p>

APPENDIX 2 - Cont'd

Work Programme: Social Development.

Objectives	KEY PRINCIPLES				
	Sustainability	Equality Of Opportunity and Social Inclusion	Integration	Spatial Equity	Cross-border
<p>1. to ensure equality of opportunity for all to quality housing and leisure facilities through a multi-agency approach.</p>	<p>Action 1, 2, 6, 10, – where there is development, this is 'balanced' with the environment.</p>	<p>Action 1, 2 – considers needs of target groups such as pre-school children, persons with disabilities, rural dwellers, disadvantaged groups such as travellers, low income persons/ families, homeless persons etc.</p> <p>Action 3 – review ensures equality of opportunity.</p> <p>Action 4 – Estate Management Groups.</p> <p>Action 5 – continuation of training on equality issues for appropriate public sector staff.</p> <p>Action 6, 7, 8,9, 10 –equality of access to affordable leisure provision and sports infrastructure.</p>	<p>Actions 1 – 10 espouse a multi-agency approach.</p> <p>Action 8 – Local Sports Partnership.</p>	<p>Action 1, 2,6, 8, 9, and 10 will ensure equitable spread of services throughout the County.</p>	

APPENDIX 2 – Cont'd

Work Programme: Agriculture and Rural Development

Objectives	KEY PRINCIPLES				
	Sustainability	Equality Of Opportunity and Social Inclusion	Integration	Spatial Equity	Cross-border
<p><i>1. to increase the economic sustainability and competitiveness of viable agricultural businesses.</i></p> <p><i>Reflects all key objectives</i></p>	<p>Action 1 aims to stimulate economic development and to promote the idea of entrepreneurship within the County.</p> <p>Actions 2-13, and 15 enhances the competitiveness of the agriculture industry within the County.</p> <p>Action 6 – agriculture continues to be promoted through education.</p> <p>Action 11 and 14 encourages farmers to consider the environmental impact of their actions.</p>	<p>Action 8 actively seeks to attract youth into the agriculture industry.</p> <p>Actions 18-23 – training for alternative farm enterprises and/or alternative employment aims to stimulate farmer's incomes.</p> <p>Action 16 – baseline data to be collected in Cavan on FFI. This will enable income targets to be established.</p>	<p>Actions 1-5, 7, 9-13, 15-18, 20, 22, 23 espouse a multi-agency approach.</p> <p>Actions 2, 3, 4, 5, 10, 11, 12, 13 and 22 encourage collaborative working practices within the agriculture industry.</p>	<p>Action 6-15 will sustain rural areas throughout the County.</p>	<p>Action 7 establishes links with third-level colleges in Northern Ireland.</p>

APPENDIX 2 – Cont'd

Work Programme: Environment

Objectives	KEY PRINCIPLES				
	Sustainability	Equality Of Opportunity and Social Inclusion	Integration	Spatial Equity	Cross-border
1. to encourage environmentally sensitive practices in the generation and use of energy in County Cavan.	Actions 1-5 aim to encourage environmentally sensitive practices in the generation of alternative energy. In the long term, the increased usage of alternative energy will result in sustainable economic benefit.	Action 1 – developments in wind energy projects will include a broad representation of relative local communities.	Action 1, 3, 5 and 6 ensure a multi-agency approach. Action 1 encourages the development of a community wind energy project in collaboration with a number of stakeholders from the public, private and community sectors.	Action 6 ensures an equitable spread of renewable energy projects throughout the County.	

APPENDIX 2 – Cont'd

Work Programme: Cultural Development

Objectives	KEY PRINCIPLES				
	Sustainability	Equality Of Opportunity and Social Inclusion	Integration	Spatial Equity	Cross-border
<p><i>1. to preserve the cultural identity and heritage of the County.</i></p>	<p>Development and preservation of the County's culture and heritage will create long-term economic benefits resulting from market demands.</p> <p>Action 6 – plans will seek to protect natural heritage and culture.</p>	<p>Action 1 ensures a system of equity for all stakeholders dealing with culture and heritage.</p> <p>Actions 7 and 8 consider the needs of all target groups such as school children and persons with disabilities.</p> <p>Action 13 targets, multi-cultural/multi-lingual groups.</p>	<p>Actions 1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 necessitate a multi-agency approach.</p> <p>Action 2 ensures co-ordinated cultural services.</p> <p>Action 3 – establishment of an electronic network.</p>	<p>Actions 2 and 8 will give an equitable spread of the provision of services throughout the County.</p> <p>Actions 3 and 4 will improve accessibility of cultural and heritage services to all users.</p>	

APPENDIX 3 – BIBLIOGRAPHY

RELEVANT STRATEGIES AND DOCUMENTS

The following is a list of the documents that were consulted in the process of developing the Integrated Strategy for County Cavan.

'Local' Documents

1. Cavan County Council – Measures Report
2. Cavan County Council – Visual Arts Policy and Practice
3. Cavan Library Service Development Programme 1997 – 2001
4. County Cavan – The Need for Inward Investment
5. Cavan County Council – Development Plan 1996, Variation Number 1, 2001
6. Cavan Town Council Development Plan, 1996, Variation Number 1, 2001
7. Department of Justice, Equality and Law Reform, Annual Report, 2000
8. Housing Strategy for County Cavan
9. Strategic Study of the Development of an East-West Link Road, October 2001
10. Sustainable Development: A Strategy for Ireland, 1997
11. Waste Management Plan for the Northeast Region, 1999 – 2004
12. White Paper on Adult Education, Learning for Life, 2000

'National' Policy Documents

1. Agri-Food 2012
2. Agenda 21
3. Draft National Plan for Women
4. Health Strategy – Quality and Fairness – 'A Health System for you'
5. Interdepartmental Task Force report – A Shared Vision for County/City Development Boards: Guidelines on the CDB Strategies for Economic, Social and Cultural Development
6. National Anti-Poverty Strategy
7. National Drugs Strategy, 2001 – 2008
8. National Development Plan
9. National Spatial Strategy
10. The Education (Welfare) Act 2000
11. The National Children's Strategy: Our Children – Their Lives
12. Youth Work Act 2001

APPENDIX 4

GLOSSARY OF TERMS

Name	Term
AHEAD	Association for Higher Education Access and Disability
ACUMEN	An inter-regional business development programme
AER	Alternative Energy Resources
BMW Region	Border Mid-West Region
CAD	Computer-Aided Design
CAM	Computer-Aided Manufacturing
CCEB	Cavan County Enterprise Board
CCEF	County Cavan Enterprise Fund
CCL	County Cavan Library
CDB	County Development Board
CDP	Community Development Programme
CERT	National Body for Training and Development in the Irish Tourism and Hospitality Industry
CHD Committee	Culture and Heritage Development Committee
CITC	Cavan Institute of Technology Centre
CLÁR	The CLÁR programme aims to tackle depopulation, decline and lack of services in rural areas. On average, the areas receiving CLÁR funding have lost 50% of their population in the last 75 years.
CMRD Co-op	Cavan, Monaghan Rural Development Co-op
Comhairle	National Support Agency responsible for the provision of information, advice and advocacy to members of the public on social services.
Comhaltas Ceoltóirí Éireann	Responsible for the promotion of the Irish language.
CSI	Catholic Scouts of Ireland
CSO	Central Statistics Office
CTC	Cavan Tourism Committee
Cumann Seanachas Breffni	Breffni Historical and Archaeological Society
DEDs	District Electoral Divisions
EI	Enterprise Ireland
ENI	Enterprise Northern Ireland
EPA	Environmental Protection Agency
ESB	Electricity Supply Board
FAS	Training and Employment Authority
FETAC	Further Education and Training Awards Council

APPENDIX 4 - Cont'd

GLOSSARY OF TERMS

Name	Term
Foras na Gaeilge	Responsible for the promotion of the Irish Language
GSI/GSNI	Geological Survey of Ireland and Northern Ireland
ICMSA	Irish Creameries Milk Suppliers Association
ICT	Information and Communication Technology
ICTU	Irish Congress of Trade Unions
IDA	Investment and Development Agency
IFA	Irish Farmers' Association
INTEC	Interactive Technology Centre
INTO	Irish National Teachers' Organisation
IOGFA	Irish Organic Farmers' and Growers' Association
IT	Institute of Technology
LEDU	Local Economic Development Unit
LESN	Local Employment Service Network
NEHB	North Eastern Health Board
NITB	Northern Ireland Tourist Board
NRA	National Roads Authority
NWRTA	North-West Regional Tourism Authority
NTDI	National Training and Development Institute
P&R	Peace and Reconciliation Funding
RAPID	The Revitalising of Areas by Planning, Investment, and Development programme aims to tackle disadvantage in urban areas.
R&D	Research and Development
REPs	Rural Environmental Protection Scheme
SAC	Special Area of Conservation
SPA	Special Protection Area
SMEs	Small and Medium-Sized Enterprises
TEFL	Teaching English as a Foreign Language
UL	University of Limerick
UU	University of Ulster
VEC	Vocational Education Committee

* The contents of this strategy is a formulation of information collated from public consultations in co-operation with the CDB.