

Submission to
The Department of Community, Rural & Gaelteacht Affairs

Under the
2005/ 2006 Cohesion Scheme
&
2005/2006 Volunteering Scheme

From
OAK Partnership
The Kildare Community Partnership
&
KELT Ltd

Kildare County Development Board

November 2005

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COLLECTIVE STATEMENT OF AGREEMENT

We the undersigned agencies agree to engage in a process of working towards a unified integrated structure for County Kildare by the end of November 2006.

Key Principles:

In making this submission (and in all of our future discussions), a number of core principles have been agreed as intrinsically linked to and driving this process, including:

- As agencies, we will work together to make an agreed submission and identify a local solution that satisfies all stakeholders' requirements.
- We wish to deliver supports to all sectors of society on a countywide basis.
- Any future action will be on the basis that it benefits county Kildare.
- All stakeholders to be kept informed as best we can as the process goes forward.
- As agencies we share the guiding values of the CDB process and will work to secure an equitable and balanced representation across agencies and communities for any new structures.

Process

The agencies have agreed the principle elements of a process to bring the agencies forward with the objective of achieving a county wide integrated structure. The elements include:

1. Facilitation of more detailed discussions within respective Boards to enable Board members understand and take ownership of the process.
2. Consultation with all constituent community groups and organisations to explain the process and ensure support for any new structure and to develop the appropriate linkages with community based structures as indicated in the Department Circular.
3. Establishment of inter-agency working group (Kildare Cohesion Network), with equal Board member representation from each agency (and representing all the partner sectors) to oversee and drive forward the cohesion process within the county.
4. Formulation of and implementation of a 'Management of Change' programme to assist agencies in the Cohesion Process.
5. Commissioning of mediation and legal expertise to enable agencies address issues that will arise in an informed and impartial fashion.
6. Implementation of strategic cohesion actions involving a multi agency approach, which will demonstrate the efficiency of coordinating resources, expertise and experience.

Commitment to Collaborate:

OAK Partnership has stated its desire to retain the current cross county boundary status. KCP and KELT both acknowledge the position articulated by OAK Partnership in this regard. In the context of any decision by the Department, all three

organisations are committed to working towards a single overarching structure to deliver development programmes in County Kildare including those areas of north east Kildare not currently covered by the LDSIP programme.

Timeframe

We are committed to achieving the final outcome by November 2006.

**Chair
KELT**

**Chair
Kildare Community Partnership**

**Chair
OAK Partnership**

ACTION 1
Supports for agencies undertaking cohesion process.
Cohesion 2005 / 2006

It is agreed in making this submission that a series of external supports will be required by the three agencies to facilitate a smooth transition through a potentially difficult cohesion process.

Legal

There will be a requirement for legal advice by each agency, in terms of transferring responsibilities to any new structure, as well as collectively in establishing any new structure.

Cost: estimate 12 days @ €750 per day	€9,000
VAT	<u>€1,890</u>
	€10,890

Mediation

It is the view of the agencies that independent mediation will be required to work with the respective boards in negotiating issues and in bring forward agreement.

Cost: 20 days over 6 months @ €1,500 per day	€30,000
VAT	<u>€6,300</u>
	€36,300

HR/Management of Change

Provide mentor/career development to agency staff

Cost: 15 days @ €1,200 per day	€18,000
VAT	<u>€3,780</u>
	€21,780

USE OF FUNDS

Legal, Mediation and HR Services	€68,970
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SOURCE OF FUNDS

Cohesion Fund (DCGRA)	€68,970
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ACTION 2
Expansion of the LDSIP to North East Kildare (pilot project)
Cohesion 2005/2006

The Local Development Social Inclusion Programme is currently delivered by OAK Partnership in the North West Kildare area and by Kildare Community Partnership in the Mid and South Kildare areas. This delivery of service is consistent with the identification of specific areas of deprivation in the county under the Local Development Programme of the Operational Programme for Local Urban and Rural Development (LURD) 1994 - 1999.

Under this initiative, and with support from the Cohesion Funds, it is proposed to examine all aspects of extending the delivery of the Local Development Social Inclusion Programme to the North East Kildare area. The objective of this project will be to identify specific target groups and their needs and will also address actions required to support and respond to these needs.

Lead Agencies: KELT, OAK Partnership, Kildare Community Partnership

Partnership Agencies: SIM Working Group, office of Community & Enterprise (CDB), Kildare County Council, NUI Maynooth, FAS, VEC, DFSA, Kildare Youth Services.

Proposed Actions:

A research project will be undertaken using the expertise of KELT, OAK Partnership and Kildare Community Partnership with assistance from NUI Maynooth (who have been involved in the pre development phase of both of OAK and KCP) together with Kildare County Council. This study will involve the use of statistical data available from GAMMA based on the 2002 Census, as well as other locally available data, to generate a socio-economic profile of the area including the profiling of the specific target groups of the LDSIP and a profile of the community and voluntary sector and existing state supports.

The proposed action will also involve consultation with key stakeholders to identify specific areas/ target groups and gaps in service provision as well as consideration of the organisational and resource requirements to be met in facilitating coverage of the LDSIP in north east Kildare.

A final stage of this work will be to undertake small scale pre-development work and capacity building with target groups in the area, including delivery of small scale projects and supports. This will be undertaken as a collective and integrated action by all three agencies, which will make staff and expertise available to work jointly on this project.

Proposed Timescale:

It is envisaged that planning for this project will commence in Spring 2006, with a view to commencing the research work and consultations during March, April and May. Pre-development and project supports are envisaged taking place between September and December 2006.

The ultimate objective of this project is to use the time available in 2006 to prepare the ground work to enable the full delivery of the LDSIP to communities and target groups in North East Kildare from January 2007 and there by have county wide delivery of this programme

USE of FUNDS

Research, preparation of socio economic profile and development plan	€20,000
Pre-development work, consultation, small-scale supports	€50,000
Total	€70,000

SOURCE OF FUNDS

Cohesion Fund (CRGA)	€2,500
Local Development Organisations/Kildare County Council	€17,500
Total	€70,000

ACTION 3
Kildare County Youth Education Initiative

Cohesion 2005/2006

“They talk of Ireland as if it was only admirable as a quantity rather than a quality. They express delight at swelling statistics and increased trade, but where do we hear any reflection on the quality of life engendered by this industrial development . George Russell (or AE) 1917

Initiative:

To implement a Youth Education Initiative specifically targeting young people at risk of early school leaving and who are therefore susceptible to lifelong relative poverty and disadvantage.

These young people experience difficulty reaching their full potential within the traditional education system, which has a strong emphasis on academic achievement.

The Youth Education Initiative will incorporate stakeholders from the Education, Community and Youth Work sectors. The initiative will interlink and consolidate the different interests in order to produce a combined strategy inclusive of all stakeholders.

The initiative is the starting block in helping the young people have an understanding about all the sources of “capital”- whether human, social, cultural, environmental, technological or indeed financial - in the context of their own community, ie. where they see themselves right now.

The initiative is linked into the KCDB Strategy 2012 ‘Vision for Education, Training and Capacity-Building’ which advocates the interlinking of formal and informal education.

The aim of the Youth Education Initiative is to adopt a flexible and holistic approach to learning, by working with the young people to identify and build on their own individual strengths and talents. It will support them as they establish their own vision and create their own set of values. This initiative is also about changing their way of thinking in relation to the community - responsibilities; interdependency; contribution; quality of life – thus building a Knowledge and Civic Society which is networking and generating relationships of trust, community and a sense of place.

Based on the KCDB recommendations, the aim of the initiative is to redefine the meaning of education and attach positive connotations to learning, accomplishing and progressing which are crucial in developing positive self-image and self-esteem. The aim is to break the cycle of intergenerational disadvantage through positive learning.

Lead Agency: The Kildare Community Partnership

Partnership Agencies: Kildare European Leader Teo, Kildare County Council, Kildare Youth Services, OAK Partnership, NUI Maynooth. Kildare Community and

Education Partnership, Kildare County Enterprise Board, Kildare Education Centre, FAS, Kildare Vocational Education Committee and identified second-level schools .

Context:

A pilot project – Kildare Enterprising Youth (KEY) was delivered in 2004-2005, a project which comprised the delivery of a range of Modules including personal, work and entrepreneurial (broad definition) skills to a sample of second year students, boys and girls chosen from the three schools in Kildare Town.

These core developmental activities were completed by field visits to various work related environments and an experiential learning day in NUI Maynooth. All participants participated in a Performing Arts Training Initiative which was FETAC accredited and funded by KELT under its ‘Youth Strategy’.

The programme explored work options, covered the concepts of team work, setting objectives, linking classroom and work environment practices, improving self-esteem, identification of respective support bases, personal development, communication skills training, constructive intervention, in addition to facilitation, and creative skills training and audio visual training was delivered in conjunction with KELT.

The feedback from participants, teachers and parents was overwhelmingly positive, reports of increased self esteem and levels of confidence, improved communication techniques, and an overall optimistic outlook on life and work from participants was evident. Schools also indicated that the target group, identified as high risk of early school leaving, maintained their commitment and attendance and a high level of retention which is a strong indicator of success .

Due to the successful implementation of the KEY (Kildare Enterprising Youth) project (pilot scheme) and the follow up programme, the intention is to replicate the success of the KEY project on a larger scale and with additional learning/development elements. The Youth Education Initiative will be applied to a wider range of participants in the county. In addition, it will be expanded upon to include new elements which will enhance, update and improve the content and delivery.

The 2012 strategy will substantially influence the underlying ethos of the Youth Education Initiative. The Strategy will continue to be guided by the principles of the Kildare County Development Board Strategy 2012 which advocates ‘creating new ways of delivering education and training’. It also promotes ‘co-operation and co-ordination between the formal and informal education services in the county’. The CDB strategy places emphasis on ‘student - centred and personalised training’ to which the Youth Education Initiative will adhere. The Strategy also recommends capacity building, equality and participation of the learner as a ‘valued part of broad education and training process’, this is ultimately the programmes goal.

Scope: The Youth Education Initiative, delivered in a series of Programme Modules, will target all of County Kildare. Provisionally, there will be five centres targeted for 2005/2006, including the original pilot area of Kildare Town.

- **Core Programme:** It will be based on modules delivered in the successful pilot programme instigated in Kildare Town. The Programme will work with

adolescents to improve their communication skills, career planning, and to enhance self-esteem. The Programme ideally will be delivered in a community venue (not in the schools). The Programme will work with the young people, their teachers, their youth mentors and their families and will engage and involve participants in the planning and running of the programme. The Programme will ascertain the needs, requirements and recommendations from the participants themselves; the facilitators will consequently build on these suggestions which will enrich the project overall.

- Additional Elements:- The Programme will explore concepts of ‘active citizenship’ as an additional area, encouraging participants to become conscious of their social environment and to actively participate. Citizenship can be a complex and vague concept, difficult to teach but it can be learned if the “educators”- teachers, business volunteers, community activists – create an environment where tradition/culture, community and identity are valued. The Programme will encourage personal growth, will guide the young people to foster a sense of responsibility to themselves in the first instance, and the broader society. The Programme will facilitate them to participate in community, and acquire the skills to identify and tackle social barriers, to ‘have a voice’ and determine their own futures. In other words, the Programme will help shape “The Character” of our young people.
- The Programme envisages linking and networking the young people with other community development and cultural initiatives .
- Specialised and Accredited Training will be given to Facilitators delivering the Programme. The facilitators will also be supported and advised by The Kildare Community Partnership, working with KELT and the other partners throughout the process.
- The Programme will be closely monitored and regularly reviewed as a mechanism to identify and offset issues so as to address them promptly and efficiently. Moreover, evaluations and feedback will be carried out regularly to ensure the programmes successful implementation.
- A final monitoring and evaluation report will be prepared to inform Future Strategies.

Timescale:

- The process of consultation will begin January 2006, this will involve full participation and contributions from the assigned schools, relevant community groups, and stakeholders, including all Partner Agencies.
- Information events will consequently take place in order to give information to all stakeholders and answer queries as they arise.
- Suitable premises will be sought after in order for participants to learn in a student centred, non-threatening and comfortable environment.
- The Programme co-ordinators will be in constant communication with school management subscribing to the partnership model of community development.
- An Achievements Ceremony will take place as recognition of the work and dedication of the young people who participated in the programme.

Expected Outputs:

Students will:

- Understand the connection between classroom studies and the workplace.
- Develop positive attitudes towards work and community involvement and develop decision making and critical thinking skills.
- Enhance self-esteem and confidence, teamwork leadership and interpersonal skills.
- Meet positive and inspirational role models from their community.
- Experience hands - on learning through working in a team environment.
- Appreciate business and economic concepts and elements of entrepreneurship.
- Learn the importance and advantages of participating as an Irish citizen in a democratic society thus gaining a sense of real belonging.

Risks

- Non co-operation or poor communications between Partnership bodies.
- Lack of participation and input from participants within the programme.
- The logistics of programme implementation may delay its instigation.
- Unanticipated complications may comprise the programmes objectives.
- Dynamics of group work may infringe its success rate.
- Unapproachable or unsuitable facilitators.

Action Phases:

Timescale:

- | | |
|----------------------------------|--------------------------|
| • Project Planning | October – November 05 |
| • Consultation with Stakeholders | November 05 – January 06 |
| • Information seminars | January – March 06 |
| • Training of Facilitators | March – May 06 |
| • Recruitment of Participants. | April – May 06 |
| • Implementation of Programme | September 06 – June 07 |
| • Evaluation | July – September 07 |

Budget:	Five centres	€120,000
Source of Funds	The Cohesion Fund	€75,000
	The Kildare Community Partnership	€10,000
	Kildare County Council	€10,000
	KCEB	€5,000
	KELT	€20,000

ACTION 4 Kildare Farming 2005

Cohesion 2005/2006

Kildare Farming 2005

In 1999 an Agricultural Task Force was formed in County Kildare on an inter agency basis. Involved in the Task Group were KELT, OAK Partnership and Action South Kildare (now Kildare Community Partnership) along with Kildare County Council, Kildare County Enterprise Board, Teagasc, the farming organizations and representatives from the nursery and horse industries.

The Task Force commissioned UCD to carry out research to gather information on the current status of agriculture in County Kildare and to identify key initiatives to be developed to assist farm families in the county. The research report “Kildare Farming 2000 Change, Challenge and Opportunity” identified a number of actions for implementation including inter agency initiatives to support farm families who need to source off farm employment.

Since the launch of the report KELT, OAK Partnership and Kildare Community Partnership have through the LEADER + Programme and the Local Development Social Inclusion Programme assisted many farm families on a one-to-one basis as well as through the delivery of joint activity in training and information/advice seminars on alternative farm enterprise opportunities.

Services to low income farm families have been provided in County Kildare to date by OAK Partnership and Kildare Community Partnership targeting low income farm families in the geographic areas administered by OAK Partnership and Kildare Community Partnership in the North West and Mid/South parts of the county respectively. The services have been extremely successful in assisting low-income farm families to improve farm efficiency, access state entitlements and identify off farm opportunities. Many of the clients engaged have successfully sourced off farm employment to improve their viability of remaining in agriculture.

KELT has been supporting low income farm families through the provision of funding for training in respect of new skills and more recently through the implementation of the Rural Social Scheme.

All agencies work closely with Teagasc in respect of the supports they deliver to avoid duplication of resources and effort.

The Kildare Farming 2005 project will seek to address a number of recommendations in the Kildare Farming 2000 report and will build on existing agency work to support farm families to generate additional non farming income. It is proposed to identify 100 farm families with less than 100 farm income units and /or less than €25,000 off farm income annually. An action research project will be initiated at the beginning of 2006 to work with each of the families involved to identify additional income opportunities. The project will be supported by an inter agency team including Teagasc, FAS, DSFA, KELT, OAK and Kildare Community Partnership. Each of the

agencies involved will be required to make their resources available as required to support progression options for the individuals participating.

Funding sought under the Cohesion process will:

- Improve aspects of inter agency collaboration that have not been possible to date due to current funding operational requirements
- Enable farm families to access training and employment opportunities
- Leverage other state agency supports that farm families have not benefited from before (e.g. FAS training courses)
- Provide resources that will enable the local development agencies to implement a series of recommendations from a successful inter agency initiative in 2000

In implementing this project the staff and Board members of the local development agencies will work together throughout County Kildare building on their collective knowledge and expertise, demonstrating the cohesiveness of the local development sector and involving other agency staff particularly Teagasc in collaborative actions. In this regard Kildare Farming 2005 will build on the experience and contacts established in the implementation of the Post Fischler Programme provided by Teagasc and supported by the low income family services of OK Partnership and Kildare Community Partnership.

USE of FUNDS

Action research with 100 farm families on an inter agency basis	€45,000
Total	€45,000

SOURCE OF FUNDS

Cohesion Fund (DCRGA)	€30,000
Local Development Organisations	<u>€15,000</u>
Total	€45,000

ACTION 5
Kildare County Development Board
County Research & Statistics Office
Cohesion 2005/2006 Submission

- Action:** To establish a County Research & Statistic's Office with particular focus on the collation of up to date information to provide a centrally based data resource.
- Lead Agency:** Kildare County Council
- Partner Agencies:** Department of Social & Family Affairs, Gardai, Health Service Executive, Department of Education & Science, Kildare VEC, Kildare County Childcare Committee.
- Context:** While the Small Area Population Statistics (SAPS) from the CSO provide a variety of social, economic and quality of life data to ED level there are also many gaps in knowledge in important areas in County Kildare, for example, the numbers and locations of children aged 0-4 in the county (which has implications for educational and childcare facilities). Many state agencies maintain detailed databases of their clients that, without breaching privacy protocols, can be analysed to bridge this gap in County Kildare and help to predict future service needs within the county.
- Aims:**
1. To gather data from all of the relevant agencies operating in County Kildare on all aspects of life e.g. social, economic, educational etc
 2. Secure a consensus on the recording, storing and sharing of Kildare specific data.
 3. To gather such data to the finest geographic level possible, in particular on a sub County level to ED or sub ED level where possible.
 4. To enhance the potential for information sharing between organisations within the County.
 5. To conduct small neighbourhood area research within the County.
 6. To collaborate with research and third level institutions in gathering and analysing data.
 7. To use GIS to analyse and display data.
- Scope:** This office will consider all data that contributes to the aims of the Kildare County Research & Statistics Office. However thematic priorities will have to be decided and agreed by all partners.
- Timescale:** The County Research and Statistic's Office should be fully established and operational between December 07 and March 08. (See attached phases & timeline)

Resources required:

- A County Research Officer to co-ordination the development of the CRSO, collate data and publish findings on behalf of the office.
- GIS support to conduct analysis of existing NIRSA data.
- Geocoding Software to facilitate data collation & dissemination in a consistent format.
- Publications budget (County Profile and Atlas, Childcare Research, CDB Audit)
- GIS Technician to geocode all information collated. (July – December 2006)
- Access to existing agency data sets and participation of agencies in the central collation process.

Costs:**2005**

County Research Officer	€20,000
GIS Support	€10,500
Geo coding Software	€1,500
CDB Information Audit	<u>€3,000</u>
Total 2005	€35,000

2006

County Research Officer	€45,000
GIS Technician	€15,000
Technical support	€10,000
Publication Costs	<u>€10,000</u>
Total 2006	€80,000
Total 2005/2006:	€115,000

Contributions:**Cash:****2005****Kildare County Council:**

County Research Officer	€20,000
GIS Support	<u>€10,500</u>
Total:	€30,500

2006**Kildare County Council:**

County Research Officer	€45,000
Publication Costs	€10,000

Kildare VEC

Cash contribution	€5,000
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County Childcare Committee

Cash contribution	<u>€5,000</u>
Total Cash 2005/2006	€65,000

Non Cash:

- Dept. of Education**
Access to information & data sets
- Dept of Social & Family Affairs**
Access to information & data sets
- County Childcare Committee**
Access to information & data sets
- Health Service Executive**
Access to information & data sets

Support Requested: 2005

Geo coding Software	€1,500
Publication costs	<u>€3,000</u>
Total 2005:	€4,500

2006

GIS Technician	<u>€15,000</u>
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Total 2005/2006:	€19,500
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Expected outputs:

- County Profile / Atlas (January / March 2006)
- CDB Information Audit (May-Aug 2006)
- Childcare research piece (to be decided)
- Central Information Data Resource

Risks:

1. Current resources only allows for a GIS / mapping technician until December 2005. Unless further resources are secured to contract a technician for the geocoding element of phase 2 & 3, the project will be delayed quite significantly.
2. Confidentiality issues may impact on the information that can be used or made available to agencies.
3. Success of the initiative relies on agency willingness to share and make available their information.

Partner Agencies

1. Identify data available and how it is stored.
2. Submit any information that is geocoded.
3. Identify key gaps in information / priorities.

Lead Agency:

1. Collate information for County Profile / Atlas.
2. Begin audit of CDB Information.
3. Analysis of NIRSA Mapping.

Partner Agencies:

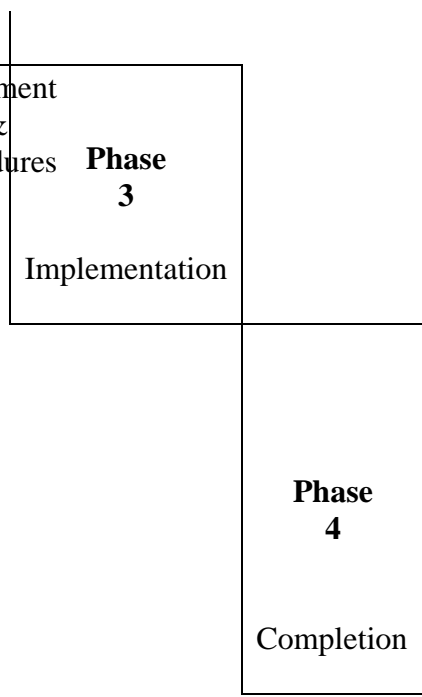
1. Meetings with departments re priority needs.

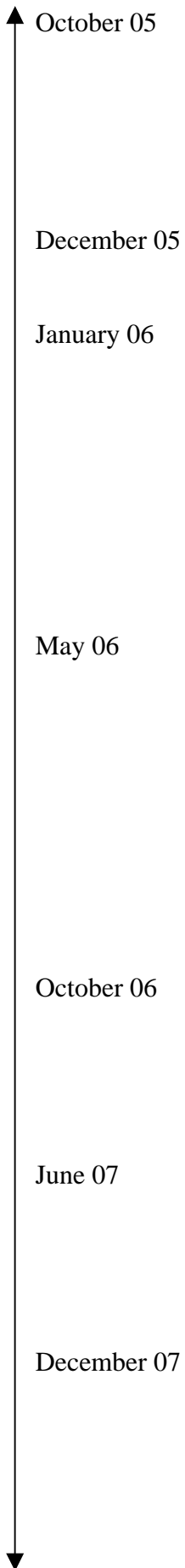
Lead agency:

2. Publication of County Profile /Atlas.
3. Audit of CDB Information.

1. Completion of CDB Information Audit
2. Gathering of agency data sets
3. Establishment of procedure & policy working group
4. Prioritisation of data needs
5. Initiate geocoding process

1. Coding of data sets.
2. Web - Site development
3. Implement access & maintenance procedures





Kildare Traveller Action Ltd.
ACTION 6
Kildare Traveller Network
Cohesion 2005/06 Submission

1. Launch of County Research & Statistics Office

This proposal is made in light of the revised CDB strategy and the Circular LG 16/05.

Action:

To secure funding for the Traveller Development Agency – Kildare Traveller Action Ltd, in order that it may pursue its aims.

Lead Agency:

HSE

Lead Agency Contact:

Justin Parkes.

Partner Agencies:

KCC, DSFA, VEC, KCDB.

Context:

Kildare Traveller Action (formerly Network) was established under the auspices of ASK (now KCP) to co-ordinate traveller support groups on a countywide basis, and to develop services and opportunities for travellers.

The group has received funding in the main from the HSE (formerly Health Board through the regional Traveller Health Unit.), and from various sources such as KCC, DSFA, VEC etc for project related activities.

The group is now delicately poised to move forward with a strategic plan which it has just received funding to develop (from KCP and HSE), and has a co-ordinator employed until the end of May 2006.

It has just received approval from the Revenue Commissioners recognising its suitability for charitable status, and will shortly lodge its registration as a company limited by guarantee with the Companies office.

A funding structure as outlined below will enable the company to offer longer term employment contracts to its staff, to secure accommodation and further advance its objectives.

Resources:	KCC:	€10,000
	HSE:	€10,000
	DSFA:	€10,000

VEC:	€10,000
KCP/OAK/Leader:	€10,000
Total:	€50,000

Matched with Cohesion Funds of **€50,000**

€100k would ensure KTA's viability going forward to mid 2008.

Summary of KTA's key short-term objectives are as follows:

Capacity Building:

- Continuing the development of countywide capacity building opportunities for travellers
- Traveller Education Centre
- Further fostering and developing Traveller Leadership

Accommodation and Related Issues:

- Complete needs assessment with regard to Traveller Accommodation
- Examine links between poor accommodation and poor health
- Build good working relationship with key KCC personnel (and other agencies)
- Liaising with national traveller agencies with regard to traveller issues

Organisation and Development:

- Complete LTD company status.
- Complete Strategic Plan
- Support and sustain engagement with travellers

Media and PR

- Further develop Media Skills of Travellers and traveller reps.
- Continue to raise awareness among local media of traveller issues.
- Link with other traveller organisations with regard to media.

ACTION 7

The K.N.I.T. Project The Kildare Newbridge Intercultural Togetherness Project

Cohesion 05/06

Two Strand Application Regarding the Integration of “New Communities” into County Kildare

Strand 1. ERF2 Call for Proposals

Strand 2. Application for Social Cohesion Funding

Lead partner: Newbridge & Kildare Asylum Seekers Support Group

Partner Agency: SIM working group

Background:

Newbridge and Kildare Asylum Seekers Support groups were set up as a local response to the introduction of Direct provision by the Government. The groups operate independently of each other supporting asylum seekers in Magee Barracks in Kildare town and The Eyre Powell Accommodation Centre in Newbridge. However, the two groups have at times come together to run events. Action South Kildare provide a linkage to both groups through their Community Participation Programme Manager. Both groups are in receipt of funding from the Reception and Integration Agency.

Strand 1.

Newbridge & Kildare asylum Seeker Support groups brief also includes the integration of non- Irish nationals into the community, in practice however, partly due to the introduction of the Irish born child/05 initiative, this is currently beyond the capacity of both groups.

The Irish born child/05 initiative offered 17,000 people an opportunity to gain temporary status. While the Initiative was broadly welcomed, it has posed new issues for successful applicants, which, may compromise peoples ability to integrate fully into society.

Factors likely to influence their ability to integrate include:

1. People living in direct provision have become institutionalised to some extent and come to rely on their service providers to provide for all their needs.
2. They are unfamiliar with day to day living costs
3. They are likely to live in rented accommodation, which compromises their ability to achieve employment within two years as required by IBC/05
4. Some have been traumatised by experiences prior to coming to Ireland and are incapable of living normal lives without support

5. Their acceptance of status through IBC/05 makes family reunification impossible for many, leading to anxiety and depression
6. Some have become clinically depressed due to the nature of Direct provision which puts life on hold.
7. Racism, both overt and hidden, are never far away.
8. Lack of recognition of professional qualifications prohibits entry to work at a level not denied to Irish people with similar qualifications.

Strand 2.

The Department of Social and Family affairs have issued approximately 9,600 (400 per month) PPS numbers in County Kildare in the last two years, of these, 80% have been issued to Non-Irish nationals. This category includes all eligible categories for ERF2 funding, migrant workers and people with status under the 2004 Accession treaty.

While some of these nationalities have built up support systems similar to those of previous generations of emigrating Irish people, some have difficulties sourcing supports and information

Project

The aims of the KNIT project are to:

1. Pilot a drop- in facility for non-Irish nationals in both Kildare Town and Newbridge to support them with their adjustment to Irish society
2. To research the needs of people who have recently achieved status or leave to remain in Ireland through IBC/05.

The objective is to develop a model suitable for transferring Countywide as per the County Development Boards strategy 2006-2008.

The initiative calls for the employment and support of 2x '5 positions over a 25 period from December 2005, one for the drop- in centre with the other person working on the ground to a) assess the needs and b) and based on the evaluation of the needs, develop a suitable Countywide model .

**Projected Budget
December 2005 – December 2007**

Description	Expenditure €	Income Source	Grants To Be Requested €
Core Staff assigned to Project	92,150.00	European Refugee Fund	75,000.00
Travel & subsistence cost of staff assigned to Project	8,000.00	Cohesion Fund	35,000.00
New & Second Hand Equipment	10,000.00	Health Service Executive	10,000.00
Real Estate Costs	16,000.00	Kildare County Council	15,000.00
Consumable and Supplies	6,000.00	Kildare Community Partnership	10,000.00
Training of Participants	2,000.00	Contribution in Kind	5,000.00
Travel and subsistence of participants	1,000.00		
Overheads	9,100.00		
Evaluation	5,000.00		
Total Expenditure (over two years)	149,250.00	Total Income (over two years)	150,000.00

**Kildare County Development Board
Volunteer Measure
Cohesion 2005/2006**

Action: To encourage and promote voluntary activity with sections of society currently under represented in volunteering in County Kildare

Lead Agency: Kildare Volunteer Bureau

Partner Agencies: Kildare County Development Board, Action South Kildare Community Partnership, HSE South Western Area, Newbridge Community Development, OAK Partnership and KELT Leader Company

Context: Newbridge Volunteer Resource Centre at the request of the Kildare County Development Board piloted a model Volunteer Bureau suitable for mainstreaming as a County Volunteer Bureau from 2003 –2004. This model was adopted at a meeting of the County Development Board in September 2004 and responsibility for developing the Bureau as a countywide resource was placed with the SIM working group.

Newbridge Volunteer Resource Centre was one of eight volunteer bureaus nationally named by Minister of State, Noel Ahern TD as beneficiaries of his proposals to strengthen and support volunteering. Newbridge VRC in its commitment to Countywide Cohesion, decided to join with the SIM initiative to become Kildare Volunteer Bureau.

A working group consisting of the above agencies is currently devising a strategy to enable the Bureau operate on a countywide basis. The Bureau has employed 1.5 staff to assist it with the roll out of its strategy. In addition, the group has also identified and invited Community representatives, Corporate and Sectoral interests e.g. Kildare Youth Services, Intel etc., to become Directors of the Company in order to maximise the potential of the service.

The Bureau has received €28,000 through Social Cohesion funding along with matching funding in 2004. This funding has allowed for the development of the Bureau and the employment of a participation officer. This application envisages the continuation of employment for the participation officer.

However, despite the commitment of all concerned the Bureau does not possess the resources to enable it deliver the full range of services it envisages.

Scope: The main thrust of the action will be to increase participation levels in volunteering and active citizenship in key sectors of

the population currently under involved. i.e. Students, Retired People and Ethnic Minorities.

Secondary objectives include an increase in the level of skills, expertise and experience becoming available to organisations. It will promote and assist with the integration of ethnic minorities and non-nationals into our community. Benefits also include, allowing young people share newly developed skills with local communities while at the same time promoting active citizenship for future generations.

Kildare Volunteer Bureau works in three main ways with volunteers:

1. A volunteer placement service for organisations
2. Through the provision of business/corporate challenges. This may vary from taking on a specific task to the provision of professional staff to assist with the management of a project.
3. The provision of local volunteers for a previously identified project

Main Elements of Application:

There are three main elements to the action.

- A. A joint venture with NUI Maynooth Student Services
- B. The promotion of volunteering with active retired and early retired people
- C. Volunteering projects and Active citizenship programmes for Ethnic minorities and non- Irish nationals

A. Joint venture with NUI, Maynooth Student Services

Background

In an era when many organisations are finding it difficult to attract volunteers this initiative presents a truly win- win perspective. The main beneficiaries of the initiative are:

- (A) Local and not for profit organisations- through access to quality volunteers from the university
- B) The students, many seeking careers in Social & Community work will have the opportunity to
 1. Gain experience on the ground.
 2. Students will have opportunities for international volunteering, hopefully sponsored by large businesses.

3. The current trend whereby companies seek to employ “well rounded individuals”, will provide an opportunity for students to enhancing their CV’s by showing a commitment to volunteering.

C) The Business/Corporate sector will have opportunities to support their local communities by sponsoring student activity with local communities

D) Working with academic departments on campus to develop suitable volunteering modules for students in their courses

Brief Outline

1. A volunteer outreach centre within the students union office, offering access to local and national volunteer database for 2.5 days per week.
2. A local, National and International volunteer placement service for students
3. A countywide exhibition for students to demonstrate the range of diverse skills available to local/ countywide/national organisations.
4. The development of a Corporate Service student volunteering entity within the University
5. Corporate sponsored volunteering internships
6. Accredited volunteering programmes
7. The development of suitable modules for courses entailing students doing work with not for profit groups with the Academic Departments on campus

The initiative is designed in such a manner as to be adaptable to meet unknown needs

Linkages:

Kildare Volunteer Bureau, NUI Maynooth, Business in the Community, Local Development and Statutory Agencies.

B. The promotion of Volunteering with Active Retired and Early Retired people

Background

The skills of many highly qualified people are lost to society through people taking (early) retirement. This initiative aims to provide an alternative attraction to, for example, the Golf Club, through the provision of volunteering activities requiring the use of acquired skills. Examples may include, project management, writing Business Plans and the development of coherent strategies for Local Organisations, Health Sector projects and high value community based initiatives.

Brief outline

The identification and implementation of high value, challenging and suitable volunteering opportunities for retired people to enable them use their full range of skills/expertise

1. Showcase events targeting retired people
2. Corporate/community challenges
3. Mentoring – Using a Comhairle Social Mentoring model (attached)

Linkages:

Kildare Volunteer Bureau, Comhairle, Health Service Executive, Corporate sector, Rotary Club, Lions clubs, Soroptimists International, ICA, Post primary schools, Junior Achievement, Golf Clubs etc

C. Volunteering and Active citizenship programmes for Ethnic minorities and non-nationals**Background**

County Kildare currently has over 6,000 non-Irish nationals, over 16 years of age required to sign on at Garda stations. In addition the Department of Social & Family Affairs has issued an average of 400 PPS numbers per month over the last two years, with 80% (nearly 8,000) issued to Non- Irish nationals, mainly for Citizens of the Accession Treaty States. Numbers involved in volunteering and in County Council voter registration does not reflect this change in Society.

Kildare County Development Board recently identified the need for targeted active citizenship programmes among marginalized groups for inclusion in the 2006-2008 CDB action plan. The Corporate and Cultural Affairs section of Kildare County Council have identified a partnership approach with Kildare Volunteer Resource Bureau as the most appropriate mechanism for supporting active citizenship among non nationals, using volunteerism as a tool.

Brief outline

1. The programme would be multi faceted, consisting of the following core elements:
2. The development of intercultural volunteering events on a countywide basis
3. The promotion of volunteering as a concept for migrant and ethnic minority volunteering
4. In co-operation with the Corporate & Cultural Affairs section of Kildare County Council run Active citizenship programmes for Non nationals aligned to volunteering programmes
5. A corporate challenge aimed at removing barriers to integration
6. Encouragement of and understanding of the democratic process through opening of Council facilities for intercultural events.
7. Development of pamphlets promoting active citizenship available in 7 languages.
8. Outreach voter registration clinics.
9. Strengthening the links between Kildare County Council and the VRB by making available KCC staff to support voter awareness & registration.

Linkages:

Kildare Volunteer Bureau, KCC corporate & Cultural Affairs, Kildare & Newbridge Asylum Seekers Support groups, Churches, ASK ,OAK and KELT, Integrating Ireland.

**Resources required:
2x ½ Staff**

Initiative	Matched Resources	Matched Capital	Social cohesion	Total
A	NUI Maynooth Office, office equipment and secretarial support KVB Management, HR, database maintenance and project development	€10,000 Programme costs	€5,000.00⁽¹⁾ Recruitment* €7,500.00⁽¹⁾ Induction & training* €9,250.00 Salary, travel etc	€41,750
B& C	KCC Pamphlets on active citizenship, personnel time, Council facilities, financial support KVB. Management, HR, database maintenance and project development	€5,000(B) € (C)	€1,500.00 Programme Costs €9,250.00 Salary, travel etc €2,000.00⁽¹⁾ Capital equipment	▪ €37,750
Continuation of 2004 social cohesion		Wages Pension Travel & Phone	€16,500.00 €1,500.00 €2,000.00	€20,000⁽¹⁾
Total				€99,500

* For A, B& C

Total applied for **2005** **€34,500⁽¹⁾**
 2006 **€50,000**

Summary of Support Requested:

Cohesion Scheme 2005/2006

Action 1:	Support for agencies in cohesion process:	€68,970
Action 2:	Expansion of LDSIP programme:	€2,500
Action 3:	Youth Education Initiative:	€75,000
Action 4:	Kildare Farming 2005:	€30,000
Action 5:	County research & Statistics Office:	€19,500
Action 6:	Kildare Traveller Network:	€0,000
Action 7:	KNIT Project	€35,000
Support requested:		€330,970

Volunteering Scheme 2005 / 2006

Support requested: €84,500

Draft Cohesion Submission

Introduction

This submission represents the collective agreement and commitment of the undersigned agencies to work together to deliver the achievement of a county wide integrated structure for County Kildare as sought under Circular LG 16/05. We are endeavouring to provide a solution that satisfies local needs and that will work effectively to deliver services and supports to the people of county Kildare. Equally, we are endeavouring to meet the requirements of the Department in respect of countywide structures.

In this submission, we present our Statement of Agreement along with the process and milestones we believe are necessary to achieve a positive outcome for all stakeholders in this process by January 2007.

In making this submission, the agencies view this Cohesion process as representing a positive opportunity to chart and embrace a new future for local and rural development in County Kildare.

Key Principles that underpin this submission

In making this submission (and in all of our future discussions), a number of core principles have been agreed as intrinsically linked to and driving this process, including:

- As agencies, we will work together to make an agreed submission and identify a local solution that satisfies all stakeholders' requirements.
- We wish to deliver supports to all sectors of society on a county wide basis.
- Any future action will be on the basis that it benefits county Kildare.
- All stakeholders to be kept informed as best we can as the process goes forward.

Collective Statement of Agreement

The agencies whose authorised signatories are attached, agree:

1. To work together and deliver the achievement of a county wide integrated structure by early 2007.
2. To acknowledge the respective roles and achievements to date of the Leader Plus and Partnership organisations, and in developing a local solution seek to build on our respective strengths, resources and capacities.

3. To acknowledge the current position of the Board of OAK Partnership and its preference to retain its special status as a cross county organisation (see appendix A for further information). For their part, OAK Partnership has given their commitment to work with the other agencies in County Kildare to enable a county based submission.

Outline of process going forward

The agencies have agreed the principle elements of a process to bring the agencies forward with the objective of achieving a county wide integrated structure. The elements include:

- Facilitation of more detailed discussions within respective Boards to enable Board members understand and take ownership of the process.
- Consultation with all constituent community groups and organisations to explain the process and ensure support for any new structure and to develop the appropriate linkages with community based structures as indicated in the Department Circular.
- Establishment of inter-agency working group, with equal Board member representation from each agency (and representing all the partner sectors) to oversee and drive forward the cohesion process within the county.
- The formulation of and implementation of a 'Management of Change' programme to assist agencies in the Cohesion Process.
- To commission appropriate outside mediation and legal expertise to enable agencies address issues that will arise in an informed and impartial fashion.
- To address all issues required to enable agencies move forward.
- Delivery of projects that will involve Board, management and staff from all three agencies. These projects will incorporate multi-agency participation and help support and demonstrate the implementation of the cohesion process in county Kildare and facilitate progression to the countywide integrated structure.

Issues that will be addressed by the agencies in going forward

Following discussions to date, a number of issues have been identified as important and must be addressed in delivering an integrated county wide structure. Further issues may arise in on-going discussions, and the agencies have agreed that all relevant matters will be incorporated into negotiations as required and agreed by all participants in the process.

1. Corporate/legal entity – countywide integrated structure.

This will form the core of our discussions, and will involve consideration of possible options with a view to negotiation of a structure that represents the best outcome for local and national stakeholders.

2. Delivery of LDSIP on a county wide basis.

This will be a key area of activity for agencies in County Kildare. The North East of the county currently is not covered under the LDSIP. It is our intention to address this gap in service provision fully under the new arrangements. Specifically, we will define the areas and people who require these supports and how they will be met under the new arrangement.

3. Current Staff resources.

We need to ensure that we retain skill and expertise developed by our respective staff in working towards new arrangements post 2007. While this process proceeds, and in respect of the factors within our control, we are committed to minimising uncertainty or insecurity for staff that may avoid possible loss of expertise.

4. Organisational, administration and operational issues.

We need to examine in more detail our respective administrative arrangements and how they can be best integrated under any new arrangements. We need to review current office locations and how they would be incorporated into any new arrangement.

In going forward, agencies will also consider the following operational requirements in planning for a countywide integrated structure:

- Business Plan Co-ordination.
- Service Level Agreements
- Multi-agency participation
- Delivery of CDB priorities/actions/Targets

5. How we accommodate existing contractual obligations and relationship with state agencies.

The issue here is that all agencies have contractual commitments (not just funding) that must be legally honoured beyond December 2006. We need to explore ways of satisfying these commitments alongside the commitment of working towards the county wide integrated structure.

6. Consultation with all sectors and relevant stakeholders.

A key element of the cohesion process moving forward will be consultation with all stakeholders. Key external stakeholders will be the local community and voluntary sector, state agencies, the social partners and local elected council members. In doing so we wish to preserve the partnership approach that has been key to the success of the LEADER + and Local Development Social Inclusion Programmes and to continue to involve local people in local development in County Kildare. We wish to ensure that all local stakeholders are informed of this process and the commitments we are required to deliver on as agencies. We also wish to ensure that in devising new arrangements there is local support and buy-in.

Key milestones and dates in this process

In working towards a countywide integrated structure, the following milestones are envisaged:

<u>Timeframe</u>	<u>Actions</u>
November – December 2005	<ul style="list-style-type: none"> - More detailed discussions within Boards - Establishment of Inter agency working group - Consultation with Stakeholders/ Agencies commences - Review progress December 05
January – March 2006	<ul style="list-style-type: none"> - Continuation of inter-agency discussions and consultations with stakeholders - Mediation Process commences inclusive of Legal advice & Planning for future - Planning and initiation of Cohesion projects - Review progress March 2006
April/May 2006	<ul style="list-style-type: none"> - Exploration of options for new structure, preparation work for the establishment of New Structure as a Legal Entity - Planning Management of Change Programme - Mediation process continues - Cohesion projects continue
June – October 2006	<ul style="list-style-type: none"> - The Management of Change Programme. - Review Progress June & September 2006
November – December 2006	<ul style="list-style-type: none"> - Establishment of legal entity/county wide structure and all associated work. - Conclusion of Cohesion projects.
January 2007	<ul style="list-style-type: none"> - Launch of New Company/ Countywide integrated body

Actions to be carried out

In respect of the €7m allocation of Cohesion funds, the agencies in County Kildare wish to make application for funding in respect of the following agreed actions:

1. Support for agencies to go through this process. (Mediation/legal).
2. A county wide youth initiative. All three agencies had carried out work in this area.
3. An initiative in the North East of the county in respect of extending the LDSIP programme.
4. An initiative in rural areas of the county possibly linked back to the Kildare Agricultural Taskforce Report recommendations.

In making these submissions, we agreed that it would be important to have Board, Management and Staff from all three agencies working together on the agreed actions.

8th November 2005

Mr. Des Page
Director of Community and Enterprise
Kildare County Council
St. Mary's
Naas
Co. Kildare

Dear Des

The Board of Directors of OAK Partnership met on 2nd November 2005 to consider the discussions in Offaly and Kildare around the Cohesion Process initiated by Minister for Community Rural and Gaeltacht Affairs Eamon O'Cuiv T.D.

The Board of Directors agreed to issue the following statement for inclusion in the submissions to the Department of Community Rural and Gaeltacht Affairs by the local development agencies in Offaly and Kildare.

OAK Partnership wishes to continue to operate the Local Development Social Inclusion programme in the North West Kildare / North Offaly area. In making this submission the Board of Directors of OAK Partnership put forward the following reasons for their position:

- There are still significant levels of disadvantage in the North West Kildare / North Offaly area
- The cross county work of OAK Partnership provides a sensible and effective model of service delivery to meet local needs
- There is an ongoing commitment of state agencies and local volunteers to work together to address local issues
- The geographical, socio-economic, cultural and demographic profile of the area and the sense of shared concern cross county boundaries in local communities
- The location of Edenderry on the county boundary of Offaly and Kildare as the major urban area for the people of North West Kildare and North Offaly
- The socio-economic and demographic profile of the Edenderry Electoral Area within County Offaly which has now become part of the Greater Dublin commuter area with significant growth in housing and migration from the East and Dublin in particular. As such the North

Offaly area has far more in common with parts of County Kildare, rather than with the rest of County Offaly.

In making this submission the Board of Directors of OAK Partnership fully respects the position of the other local development organisations in the county and asks that the Partnership's position be similarly respected and acknowledged.

Yours Sincerely

Pat Leogue
Manager

c.c. Mary Keane, Manager, Kildare Community Partnership
Justin Larkin Programme Manager, KELT

The Cohesion Scheme 2005/06

The Department of Community Rural & Gaeltacht Affairs

Submission to Kildare County Development Board

Prepared by

The Kildare Community Partnership

Preamble to the Kildare Community Partnership Submission

The Cohesion Scheme submission prepared by Kildare Community Partnership reflects the stated position of the Board of Directors – to negotiate a sustainable and equitable structure which will address and respond to the needs of the people and communities of County Kildare.

To this end KCP has engaged in negotiations with the other LD/ RD Agencies KELT & OAK.

The detail in this submission is inclusive, positive and clear in ensuring that the work and ethos of all three LD/RD organisations going forward into an overarching structure.

The issue of the lack of clarity from the Department of Community, Rural and Gaeltacht Affairs, with regards to “Special Status” for the OAK Partnership in its designated area of operation, has constrained the negotiating partners in this submission. An addition imposition has been the short time frame for consultation with Target Groups, Communities and Beneficiaries of our supports and services.

However, the key determinant of KCP is that all stakeholders arrive at an inclusive and representative structure to make the most efficient use of all resources.

Mary Keane
Chief Executive

Context

This submission to the 2005/06 Cohesion Scheme is based on the requirement of the Department of Community & Gaeltacht Affairs that the Local and Rural Development organisations, through a process of consultation, determine the optimum unified structure for the planning and implementation of cohesive strategies to serve the needs of the people and communities within county boundaries.

It is noted that for the purpose of this submission, the Local Development/ Rural Development organisations in Co. Kildare are: The Kildare Community Partnership (KCP), Kildare European Leader Teoranta (KELT) and The Offaly and Kildare Partnership (OAK).

The Consultation Process

The three organisations have met and communicated on an ongoing basis over the two+ month period since the Department's announcement (circular letter 16/05) of this Scheme. In addition each individual organisation agreed to have consultations on the ground (in as much as was possible within the time constraint and other factors) with working partners, target clients and other relevant interests.

In the consultation process in Co. Kildare, The OAK Partnership has clearly stated its desire and intention to make a case to the Department of Community, Rural and Gaeltacht Affairs for its special status to be retained i.e. Cross County Boundary Position based on the geological, geographic and economic circumstances which moulded and consolidated its establishment in 1995. The KCP and KELT acknowledges, respects and supports the position of OAK in this regard.

Assumptions

1. That the special status position designated by the OAK Partnership is retained ** and OAK will therefore be responsible for the delivery of the Local Development Social Inclusion Programme and the Rural Development Programme (Leader) in its current designated area of operation in North West Kildare.

** In the situation where special status for the OAK Partnership is not ratified by the Dept of Community, Rural and Gaeltacht Affairs, The Kildare Community Partnership (KCP) is committed to the delivery of the Local Development Social Inclusion Programme throughout all of County Kildare, with KELT delivering and implementing the Rural Development Programme throughout the County.

2. That KCP has the capacity and capability to consult, plan and deliver the LDSIP Programme in County Kildare based on strengths and a track record since 1993.

KCP identifies its capacity and strengths as-

- (a) The delivery of the LDSIP to a broad range of Communities i.e. communities of interest and geographical communities based on the core principals of Community Development – consultation on needs and a bottom-up developmental response in addressing those needs.

- (b) Successful achievement in particular in addressing urban disadvantage.
- (c) A track record in seeding, supporting and/or developing existing county-wide initiatives/networks – The Kildare Traveller Network, The Kildare Access Association, The Kildare Volunteer Bureau. Kildare Into Tertiary Education.
- (d) A Venture Management Programme (involving a consortium of local agencies) for the reintegration of unemployed and underemployed people into the World of Work, through a combination of options including:
 - Education/ training for work and employment
 - One-to-One and Mentoring supports towards employment options
 - The Kildare Enterprise Support Programme [A flexible package of continuum supports for small business/ sole trader opportunities]
 - Differentiated “Networking” approaches for small business/sole trader operations
 - Volunteer Endeavour [putting value on voluntary experience as a contribution towards gaining employment]
- (e) KCP (formerly ASK) successfully undertook organisation restructuring and a Change Management Programme in 2004 in order to maximise the benefits to its clients in a climate influenced by external factors.

A Unified Structure – Key Principles

This submission, based on consultation between the Local Development/Rural Development Agencies, proposes a number of core principles which are central and inherent to the process

- As agencies, we will work together to make an agreed submission and identify a local solution that satisfies all stakeholders’ requirements.
- The current position of the three respective Boards will be reconciled through the mediation process.
- We will deliver supports to all sectors of the Community on a county-wide basis.
- All future Strategies/ Actions will be on the basis that it is of benefit to County Kildare and its people.
- All stakeholders to be kept fully informed as the process evolves.

Collective Statement of Agreement

The Agencies signing up to this Agreement agree a framework of practical measures that will mainstream the process of cohesion and lead towards a unified workable structure for County Kildare. Cohesion cannot be imposed by external agents but will be achieved through the constituent stakeholders working together for the benefit of all.

The thematic concepts within this framework are:

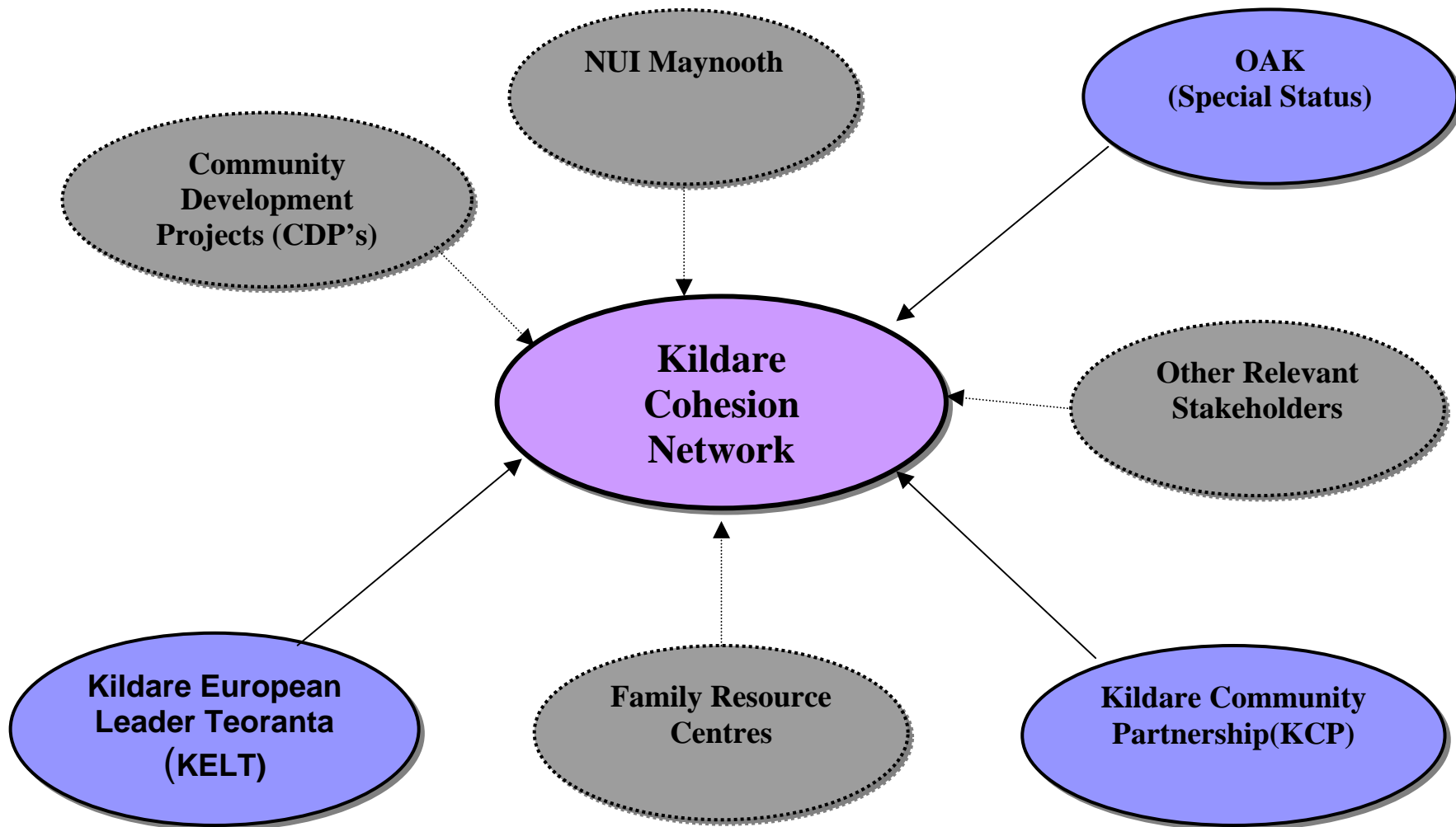
1. An Interim Holding Structure (grouping of Agencies) specific to this cohesion submission).
2. Vision and Values.
3. Consultation with relevant and key Stakeholders.
4. The Mediation Process towards a merging of Agencies into a Unified Structure.
5. The Management of Change Programme.
6. Strategic Cohesion Actions involving a multiagency approach which will demonstrate the efficiency of coordinating resources, expertise and experience.

Kildare Cohesion Network – The Interim Holding Structure

It is proposed that an Interim Holding Structure – Kildare Cohesion Network be established, which will be an embryonic structure, with nominations from the Local Development/ Rural Development agencies involved and will work independently towards a smooth transition to an eventual unified county structure with legal status.

The rationale for this separate and inclusive entity is:

- (a) To recognise the work and integrity of the existing organisations.
 - (b) That each organisation has parity of esteem and equality of participation and that no one organisation has pre-eminence over another.
 - (c) That the emphasis moving forward is on identifying a range of services and supports which will most effectively meet the needs of the people we support and serve.
- The Kildare Cohesion Network will make this current submission to the Cohesion Scheme 2005/06
 - The Kildare Cohesion Network will facilitate the smooth transition towards a unified structure while allowing the existing Local Development/ Rural Development companies comply within their current contractual arrangements.
 - The Kildare Cohesion Network will comprise of representation (Board members/ professionals) from existing LD/RD companies. It is recommended that each organisation nominates 3-4 members to Kildare Cohesion Network.
 - The role of the Kildare Cohesion Network is to
 - (a) Oversee and support the current 2005/06 Cohesion Scheme and
 - (b) To direct the process of consultation, mediation and planning towards the Unified structure post 2006.



The Legal Entity – (post 2006)

- The Memorandum and Articles of this structure (when the legal status is in place) will be sufficiently flexible to welcome on board all relevant stakeholders based on the principles of parity of esteem and equality of participation.

Values & Visions

The theme of Values and Visions will give strong leadership as a motivational and inspirational force to the stakeholders.

In addition it will consolidate local ownership and ensure the volunteer element of Management Board of the New Structure post 2007.

Further it will ensure that targets and objectives are identified and met.

The arrival at a vision and set of values for the new and differentiated network will form part of this current Cohesion Scheme.

Consultation with Relevant Stakeholders

The Agencies recognise the reality of change and are embracing this change based on a justified conviction in our working approach which is “people-centred”. In order to ensure the continuation of this approach, an appropriate consultation procedure is integral to ensuring that there remains a strong focus on articulating the voice of disadvantaged people and communities.

The signatory agencies also recognise the commitment and contribution from Agencies such as FÁS, HSE, DSFA, Teagasc etc and wishes to consolidate this into all future developmental work.

The Mediation Process

The aim is to ensure an objective, impartial and appropriate process involving mediation and legal advice to facilitate the merger of the organisations into an overarching structure.

This will involve the commissioning of an external mediator and relevant legal advice and expertise. It will also facilitate the scripting of effective Memorandum and Articles of Association for the New Unified Structure.

The Management of Change Programme

The aim of the Management of Change Programme is to support the transition amongst Board members, Management and Staff in a coherent and timely manner. It will produce a comprehensive Performance Management System and ensure linkages to the County Development Board Strategic Plan. It will review progress and ascertain sustained performance indicators at agreed intervals of the implementation process.

Finally it will consolidate the core business of the Unified Structure which is to address the needs of our clients using as a priority the principles of Community Development and Participative Democracy, with emphasis on enhanced flexibility and motivation for professional and voluntary personnel.

Strategic Cohesion Actions

Through the recent consultation process, the LD/RD agencies have identified the following agreed Actions which will demonstrate the effectiveness of the multi-agency involvement in providing a critical mass of solutions to local needs. The identified Actions will benefit from the expertise and experience of the Agencies and will engage the financial and human resources of the Staff and Management working together.

The Strategic Cohesion Actions are as follows:

1. Expansion of the Social Inclusion Programme into areas of disadvantage in North East Kildare.
2. A county-wide Rural Development-Farm Families Programme.
3. A county-wide Youth Development Programme.
4. The Kildare Research and Statistics Office.

It is proposed also to support the following Cohesion Actions which represent our wider constituent stakeholders.

- The Kildare Volunteer Bureau.
- The Kildare/ Newbridge Integration Together (KNIT) Initiative which promotes and supports the consolidation of more cohesive communities.

Key Milestones

The Unified Structure

<u>Timeframe</u>	<u>Actions</u>
November – December 2005	<ul style="list-style-type: none">- Establishment of Kildare Cohesion Network- Consultation with Stakeholders/ Agencies
January – March 2006	Mediation Process inclusive of <ul style="list-style-type: none">- Legal advice- Planning for future
April/May 2006	Preparation work for the New Structure as a Legal Entity
June – October 2006	The Management of Change Programme.
November – December 2006	Establishment and recruitment of new Board of Directors and relevant Advisory Groups.
January 2007	<ul style="list-style-type: none">- Launch of New Company Kildare Cohesion Network Ltd.

Template Only – Aspirational

Total Budget € 420,000

Specific Cost Centres:

Mediation Process
Management of Change
Administrative Expenses
Strategic Cohesion Actions

Total

€420,000.00

Sources of Funds:

Cohesion Scheme
Benefit in kind / financial support LD/RD Agencies

€250,000.00

€170,000.00

Total

€420,000.00