

10.0 MONITORING, IMPLEMENTATION AND PROMOTION

10.1 Progress in Partnerships

The preceding sections of the report identify, examine and address the opportunities and threats relevant to the realisation of physical, social and economic renewal of Passage West/Glenbrook. It is clear that Passage West/Glenbrook has particular strengths and weaknesses. Critical to the implementation of strategies and policies identified in the Integrated Area Plan, and the achievement of its objectives, is the establishment of an effective enabling mechanism, to bring together public and private sector interests and to manage and guide the future development of the town.

The realisation of many of the adopted objectives cannot be achieved by either the public sector or the private sector alone. A partnership is needed to focus the necessary inputs and provide the needed combination of resources.

There is an ever-increasing world-wide emphasis on the need for effective partnerships between the public and private sectors to secure renewal of run-down, redundant, and under-utilised areas and to mobilise development initiatives which need to and can maximise the strengths and weaknesses of those sectors. There is a growing conviction that concerted and co-ordinated action between both sectors is needed if specific aspects of Passage West/Glenbrook's renewal are to be realised.

10.2 Community Empowerment: The Steering Group

The central philosophy of the Plan is based on the premise that the effective implementation of this Plan must involve concerted co-operation and partnership between private and public sectors; that the Plan must be seen to evolve on the principle of inclusive subsidiarity, whereby the local community, in partnership with the public and private sectors, is involved in a real and meaningful way in the economic, physical and social regeneration of Passage West/Glenbrook.

To this end, it is proposed to establish a Steering Group to oversee the implementation of the Integrated Area Plan, and to advise Cork County Council who will be responsible for the implementation of the Plan. Local community groups and interested parties who have been identified during the course of the consultation process will be invited to nominate a representative to sit on the Steering Group. These groups include:

- Local business people.
- Major employers.
- Local landowners.
- Local Chamber of Commerce.
- Residents Association.
- Local Community Organisations.
- Local Development Groups.
- Representatives of local schools.

Much of what needs to happen in Passage West/Glenbrook falls within the remit of bodies such as Cork County Council and Passage West/Glenbrook Town Commission at local level. The ultimate success of the Integrated Area Plan will depend on the town's ability to involve and harness the support of key public bodies, locally, regionally, and nationally, and, most importantly, to target public sector investment, in tandem with private sector investment, to those areas where it is most needed and will have the greatest benefit.

Accordingly, the Steering Group must include the necessary representation of key bodies needing to be involved in supporting the implementation of the Integrated Area Plan, including FÁS and the County Enterprise Board. In addition, the Steering Group will include representatives of Cork County Council and Passage West/Glenbrook Town Commission.

The Terms of Reference Of The Steering Group will be as follows:

- The Steering Group shall provide an ongoing evaluation on the implementation of the Plan, with a particular reference to its effects on the physical, social and economic development of the town. In particular:
 - monitoring visual and environmental quality standards in Passage West/Glenbrook and encouraging the initiation of necessary remedial programmes to rectify inadequacies;
 - promoting opportunities for economic restructuring and environmental upgrading;
 - monitoring developments impinging on Passage West/Glenbrook and the realisation of adopted action plans; and
 - monitoring the implementation of the Integrated Area Plan (and subsequent adopted action plans) to assess its progress and to initiate any necessary remedial steps.
- Developing an information service, including supportive materials, aimed specifically at the attractions of Passage West/Glenbrook.

The Group shall advise on possible linkages with other Operational Programmes and linkages with the private sector with a view to sourcing and encouraging private sector investment in the area.

- Liaison between public sector bodies, locally, regionally, and nationally - in order to ensure sector co-ordination, planning and promotion of development initiatives and various amenity activities.
- Interim reports may be produced by the Group on its evaluation of how the Plan is being implemented.

It is proposed that the Integrated Area Plan would be placed on public display in the town centre, and submissions in relation to the Plan would be invited. The objective will be to provide local residents an opportunity to comment on the Integrated Area Plan and to have a continuing input into formulation of further strategies for the development of their town. It is proposed that public workshops would be held in the town to discuss the Integrated Area Plan, with the aim of refining objectives and strategies identified and permitting the public an input into any proposed action plans.

10.3 The Need For Public Sector Leadership

In the area of development generally, it is essential to recognise that public sector participation, whether at central or local level, and the extent of its operational control, must strike an appropriate balance between the reduction of development risk and capital requirements on the one hand and the achievement of public policy objectives on the other.

Such a balance must recognise the commercial realities of the marketplace in seeking to implement public policy objectives. The achievement of this balance involves the development of a strategy and of related programmes and structures which create the right climate of investment confidence. It requires vision, a positive public sector lead and, above all, an agenda for change which is not a rigid master plan, but more a set of guiding principles, adopting and encouraging an entrepreneurial approach.

The securing of a viable and sustainable future for Passage West/Glenbrook will depend on the attraction of the necessary investment funds in the short, medium and longer term to ensure that the recommendations detailed in this Plan are realised. The realisation of specific objectives is dependent, in many cases, on the availability of the necessary capital, permissions, approvals and incentives from public and private sectors. The public sector must play a key role as a facilitator and catalyst, in encouraging and attracting the necessary private sector investment. In commissioning the preparation of this Integrated Area Plan and committing itself to a programme of investment in infrastructure and environmental works in the town, Cork County Council has clearly indicated its commitment to the redevelopment of Passage West/Glenbrook and has shown that it is prepared to take a lead.