

Glenhale Case study 2025



Glenhale

Glenhale, a market town, is located in the midlands of Ireland with easy access to a motorway offering connectivity to two large cities.

It is steeped in architectural and historical heritage with a castle and gardens attracting tourists during the summer months. The town has a very active historical society who have identified a number of sites which, if developed, could increase the town's tourism potential.

Glenhale has a business and innovation park on the outskirts of the town. There is potential for growth in the pharmaceutical and food sectors. Enterprise Ireland and the IDA are actively seeking appropriate enterprises to occupy the last remaining business units to ensure there are adequate job opportunities for local people. The local education and training centres are offering courses relevant to the pharmaceutical and food sectors, attracting students from outside the town.

The town has five primary schools and one large coeducational secondary school. Three of the primary schools are located in the town centre. During school drop off and collection times there is major traffic congestion, and the town is inaccessible to the local people trying to get to work or use the businesses in the town. Business owners have complained that it is affecting footfall, sales and ability to recruit staff. Fewer businesses are setting up in the town centre due to issues with traffic congestion, including major international retailers who chose alternative towns.

To maintain the vibrancy and vitality town centre, the Glenhale Improvement Team was formed which consisted of all local major stakeholders. At its inaugural meeting, many issues were identified including the areas of traffic congestion in the town. Developing tourism potential and securing suitable industry for the area were also discussed.

The Glenhale Improvement Team set about undertaking a public consultation process to identify the concerns and suggestions of the local community in relation to the development of the town centre. Locals were surveyed for their thoughts.

After analysing the suggestions put forward the Glenhale Improvement Team have prioritised and costed some of the suggestions made and created a number of action plans to put these projects in place. They communicate with the local townspeople about their progress via an email mailing list, a dedicated website, and social media accounts. They also use these channels to appeal for volunteers to assist with certain aspects of the projects. They have appealed to local businesses to stay open while the traffic congestion solutions are being put in place. The Glenhale Improvement Team model is a collaborative approach which has promoted genuine solutions to sustain and revive the town centre.

Glenhale – Market Town Development

1. Location & Connectivity

- Midlands of Ireland
- Easy access to motorway
- Connects to two large cities

2. Tourism & Heritage

- Castle & gardens attract summer tourists
- Rich architectural & historical heritage
- Active historical society
- Potential tourism development sites

3. Business & Industry

- Business & innovation park
- Growth potential in:
 - Pharmaceutical sector
 - Food sector
- Enterprise Ireland & IDA attracting enterprises
- Job creation for locals

4. Education & Training

- Local education & training centres
- Relevant courses in pharma & food sectors
- Students from outside town attending

5. Traffic Congestion Issues

- Five primary schools & one large secondary school
- Three primary schools in town centre
- Heavy traffic during school hours
- Affects local businesses:
 - Reduced footfall
 - Lower sales
 - Hiring challenges
- Discourages new businesses & major retailers

6. Glenhale Improvement Team (GIT)

- Formed to address town issues
- Key stakeholders involved
- Focus areas:
 - Reducing traffic congestion
 - Developing tourism potential

- Attracting industry

7. Public Consultation & Action Plan

- Community surveyed for feedback
- Prioritization & costing of suggestions
- Action plans implemented

8. Communication & Engagement

- Email mailing list
- Website & social media updates
- Volunteer appeals
- Encouraging businesses to stay open

SWOT analysis based on the Glenhale case study:

Strengths:

1. **Strategic Location:** Easy access to a motorway offering connectivity to two large cities, enhancing transport and logistics.
2. **Rich Heritage & Tourism Potential:** A historic castle and gardens that attract tourists, with an active historical society identifying potential for increased tourism development.
3. **Business Growth Potential:** The town has a business and innovation park on the outskirts, with opportunities for growth in the pharmaceutical and food sectors.
4. **Educational Support:** Local education and training centers offer courses relevant to the growing sectors, attracting students from outside the town.
5. **Collaboration and Community Involvement:** The Glenhale Improvement Team, composed of local stakeholders, is working collaboratively on solutions to improve the town's issues and maintain vibrancy.

Weaknesses:

1. **Traffic Congestion:** Major traffic congestion, particularly during school drop-off and collection times, impacts local businesses, foot traffic, and residents' ability to access services.
2. **Declining Business Activity in the Town Centre:** Traffic congestion and accessibility issues are causing a decline in businesses setting up in the town center, including large international retailers.
3. **Limited Business Space:** There is limited availability of business units in the town, and some sectors, like tourism, are still underdeveloped.
4. **Dependency on External Enterprises:** The town is reliant on external bodies like Enterprise Ireland and IDA to bring businesses in and ensure local job opportunities, which may not always align with local interests.

Opportunities:

1. **Tourism Development:** The historical and architectural sites present an opportunity to increase tourism, especially with the potential development of additional heritage sites.
2. **Sector Growth in Pharmaceuticals and Food:** There is significant growth potential in the pharmaceutical and food sectors with an existing innovation park and government support.
3. **Public Consultation and Local Involvement:** The Glenhale Improvement Team's public consultation approach presents an opportunity for the community to have a say in future developments and action plans, fostering unity and engagement.
4. **Local Education Integration:** Expanding local education offerings to support industries like pharmaceuticals and food could make the town more attractive for businesses and students.

Threats:

1. **Traffic Congestion Impact on Business:** Continued traffic congestion may further hurt local businesses, reduce footfall, and deter new business investment, especially in the town center.
2. **Competition from Other Towns:** Larger towns or those with better infrastructure could attract businesses and retailers that would otherwise consider Glenhale.
3. **Uncertainty in Economic Conditions:** Economic fluctuations or changes in policy could affect the attraction of new industries to the business park.
4. **Potential Disruptions in Town Development:** Delays or failures in addressing congestion issues could damage the town's reputation and stall progress, affecting tourism and local business sustainability.

AGENDA

Glenhale Improvement Team (GIT) – Inaugural Meeting Agenda

Date: 30 April 2025

Time: 7 pm

Location: Town hall

1. Welcome and Introductions (10 minutes)

- Opening remarks by the Chairperson.
- Introduction of all members and their roles.

2. Review of the Group's Constitution and Objectives (15 minutes)

- Overview of the GIT's mission, vision, and core values.
- Discussion on the roles and responsibilities of committee members.

3. Appointment of Key Roles (15 minutes)

- Nomination and election of Chairperson, Secretary, and Treasurer.
- Clarification of duties associated with each role.

4. Setting Meeting Frequency and Schedule (10 minutes)

- Proposal and agreement on how often GIT will meet (e.g., monthly, quarterly).
- Setting dates and times for upcoming meetings.

5. Identification of Key Focus Areas (20 minutes)

- Discussion on pressing issues facing Glenhale, such as traffic congestion, tourism development, and industrial growth.
- Prioritization of focus areas based on community needs and available resources.

6. Development of Action Plans (20 minutes)

- Brainstorming potential projects and initiatives under each focus area.
- Assigning responsibilities and setting timelines for proposed actions.

7. Communication and Community Engagement Strategies (15 minutes)

- Planning methods to inform and involve the Glenhale community (e.g., newsletters, social media, public forums).
- Discussing strategies to encourage volunteer participation and feedback.

8. Financial Overview and Fundraising Initiatives (15 minutes)

- Presentation of initial budget considerations and funding requirements.
- Exploration of potential funding sources, including grants, donations, and fundraising events.

9. Any Other Business (10 minutes)

- Open floor for additional topics or concerns raised by members.

10. Date and Time of Next Meeting (5 minutes)

- Confirming the schedule for the next GIT meeting.

11. Adjournment

- Closing remarks and formal end of the meeting.

Possible Questions

1. Identify and explain three factors that contribute to traffic congestion in Glenhale during school drop-off and collection times.

- **High Volume of Vehicles:** The presence of five primary schools and one large secondary school in Glenhale leads to a significant number of cars on the road during peak times, contributing to congestion.
- **Limited Road Infrastructure:** The town's road network may not be adequately designed to handle the surge in traffic during school hours, leading to bottlenecks and delays.
- **Lack of Alternative Transportation Options:** Without sufficient public transport or safe walking and cycling facilities, more parents rely on private cars for school runs, exacerbating traffic issues.

2. Discuss three potential benefits of developing Glenhale's tourism potential.

- **Economic Growth:** Attracting tourists can boost local businesses, including accommodations, restaurants, and shops, leading to increased revenue and job creation.
- **Cultural Preservation:** Highlighting Glenhale's architectural and historical heritage can foster pride among residents and ensure the preservation of cultural landmarks.

- **Community Engagement:** Tourism initiatives can bring the community together through events and volunteer opportunities, strengthening social bonds and community spirit.
3. **Outline three roles of the Glenhale Improvement Team (GIT) in addressing the town's challenges.**
- **Stakeholder Coordination:** GIT brings together local businesses, residents, schools, and government bodies to collaboratively identify and address issues affecting the town.
 - **Project Implementation:** The team develops and executes action plans aimed at improving areas such as traffic management, tourism development, and industrial growth.
 - **Communication and Advocacy:** GIT keeps the community informed about progress and advocates for resources and support from external organizations and authorities.
4. **Describe three ways in which the local education and training centres are supporting the pharmaceutical and food sectors in Glenhale.**
- **Relevant Course Offerings:** Educational institutions provide courses tailored to the skills required by the pharmaceutical and food industries, ensuring a workforce equipped with necessary competencies.
 - **Attracting External Students:** By offering specialized programs, these centres draw students from outside Glenhale, increasing the town's appeal and potential talent pool for local industries.
 - **Industry Collaboration:** Partnerships between educational institutions and businesses facilitate internships, research opportunities, and job placements, aligning academic learning with industry needs.
5. **Explain three challenges faced by businesses in Glenhale town centre due to traffic congestion.**
- **Reduced Customer Access:** Traffic jams deter potential customers from visiting town centre businesses, leading to decreased footfall and sales.
 - **Delivery Delays:** Supply chains are disrupted by congestion, resulting in late deliveries and potential stock shortages for businesses.
 - **Recruitment Difficulties:** Potential employees may be discouraged from working in the town centre due to commuting challenges, leading to staffing shortages.

6. **List three stakeholders involved in the Glenhale Improvement Team and discuss their contributions.**
 - **Local Business Owners:** They provide insights into commercial challenges and collaborate on initiatives to enhance the business environment.
 - **Educational Representatives:** Schools and training centres contribute by aligning curricula with industry needs and supporting workforce development.
 - **Government and Planning Authorities:** They offer regulatory guidance, funding, and strategic support for urban development and infrastructure projects.
7. **Identify three strategies that could be implemented to reduce traffic congestion in Glenhale.**
 - **Improving Public Transportation:** Developing reliable and frequent bus or shuttle services can reduce the number of private cars on the road.
 - **Creating Safe Walking and Cycling Paths:** Encouraging non-motorized transport options through dedicated pathways can alleviate traffic volume.
 - **Implementing Traffic Management Measures:** Introducing measures such as staggered school hours, traffic flow optimization, and parking restrictions can improve traffic conditions.
8. **Discuss three advantages of having a business and innovation park on the outskirts of Glenhale.**
 - **Economic Development:** Attracting pharmaceutical and food companies to the park can create jobs and stimulate local economic growth.
 - **Reduced Urban Congestion:** Locating businesses outside the town centre helps alleviate traffic congestion and preserves the town's character.
 - **Collaboration Opportunities:** Proximity of businesses within the park fosters partnerships, innovation, and knowledge exchange among companies.
9. **Explain three ways in which the historical society's initiatives could enhance Glenhale's tourism appeal.**
 - **Restoration Projects:** Preserving and restoring historical sites, such as the castle and gardens, make them attractive to tourists interested in heritage.
 - **Educational Programs:** Organizing workshops, exhibitions, and guided tours educates visitors about Glenhale's rich history, enriching their experience.
 - **Cultural Events:** Hosting festivals, reenactments, and cultural celebrations draws tourists and fosters community pride in local heritage.

10. Outline three potential impacts on local employment if the pharmaceutical and food sectors expand in Glenhale.

- **Job Creation:** New and expanding companies offer employment opportunities across various roles, from manufacturing to administration.
- **Skill Development:** The growth of these sectors necessitates specialized training, leading to a more skilled workforce and potential for higher wages.

11. Outline the functions/work of the IDA in Ireland.

The **Industrial Development Authority (IDA) Ireland** is the government agency responsible for attracting and supporting foreign direct investment (FDI) in Ireland. Its key functions include:

1. **Attracting Foreign Investment** – Promotes Ireland as an attractive destination for multinational companies (MNCs) in sectors such as technology, pharmaceuticals, financial services, and manufacturing.
2. **Supporting Existing Foreign Companies** – Works with existing FDI companies in Ireland to help them expand their operations, increase investment, and create more jobs.
3. **Providing Financial Incentives** – Offers grants and financial assistance to multinational companies to encourage investment, job creation, and innovation.
4. **Developing Business Infrastructure** – Invests in business parks, office spaces, and advanced manufacturing facilities to support new and expanding companies.
5. **Regional Development** – Encourages FDI in regions outside of Dublin to promote balanced economic growth across Ireland.
6. **Policy Advisory** – Advises the Irish government on strategies to improve Ireland’s competitiveness and attractiveness for foreign investors.
7. **Talent and Skills Development** – Collaborates with educational institutions and industry to ensure a skilled workforce is available to meet business needs.
8. **Sustainability and Innovation** – Promotes sustainable business practices and supports research and development (R&D) activities within multinational companies.

12. Why is Ireland as an attractive destination for multinational/transnational companies and FDI. **(Major international retailers)**

Low Corporate Tax Rate

- Ireland has a **12.5% corporate tax rate**, one of the lowest in Europe, making it a tax-efficient location for global businesses.
- It also offers an **intellectual property (IP) tax regime** and R&D tax credits, further incentivizing innovation-driven industries.

2. EU Membership & Market Access

- As a member of the **European Union (EU)**, Ireland provides companies with tariff-free access to a market of over **450 million people**.
- It serves as a **gateway to both the EU and the UK**, especially after Brexit.

3. Skilled & English-Speaking Workforce

- Ireland has a **highly educated** workforce, thanks to strong investment in education and research.
- As an **English-speaking country**, it is a natural choice for US and global companies looking for a base in Europe.

4. Pro-Business Environment

- The **IDA Ireland** actively supports foreign direct investment (FDI) with grants, incentives, and infrastructure development.
- Ireland has a **stable and transparent legal system** that is business-friendly.

5. Strong Presence of Multinationals

- Major global companies, including **Google, Apple, Facebook, Microsoft, Pfizer, and Intel**, have already established significant operations in Ireland.
- This has created a strong **ecosystem** for tech, pharma, and financial services industries.

6. Innovation & R&D Support

- Ireland invests in **research and development (R&D)**, offering tax incentives and partnerships with universities.
- It ranks high in global innovation indexes.

7. Quality of Life & Stability

- Ireland is known for its **high quality of life**, strong infrastructure, and stable political environment, making it attractive for foreign professionals and businesses.
- It has a good **work-life balance**, attracting international talent.

13. What benefits does Tourism bring to a town.

Economic Benefits

- **Job Creation** – Tourism generates employment in hotels, restaurants, transport, retail, and local attractions.
- **Increased Revenue for Local Businesses** – Tourists spend money on accommodation, food, shopping, and entertainment, boosting local businesses.
- **Infrastructure Development** – Increased tourism can lead to better roads, public transport, and facilities, benefiting both locals and visitors.
- **Higher Tax Revenue** – Governments collect taxes from tourism-related businesses, which can be reinvested in the community.

2. Social & Cultural Benefits

- **Preservation of Culture & Heritage** – Tourism encourages the maintenance of historical sites, museums, and cultural traditions.
- **Community Pride** – Locals take pride in showcasing their town's attractions, culture, and hospitality.
- **Improved Services & Facilities** – Demand from tourists can lead to better healthcare, security, and public services.
- **Encourages Events & Festivals** – Tourism supports local festivals, concerts, and sporting events, making the town more vibrant.

Past Exam Questions

2023

- Explain three benefits the (refugees/new businesses/more students to courses) may bring to the town of (Ballyfert/Glenhale).

1. Workers: Increase in population will benefit local schools/ other services 2. Spending in the local economy/spin off effects for local businesses 3. More businesses and jobs create a more vibrant town 4. Increased social activity for the town / more vibrant clubs and society 5. Improves community spirit/tidy towns/restoration of buildings etc.

- Identify three ways to promote volunteering in the community.

1. Word of mouth 2. Social media e.g. Instagram 3. Notices in shops/Local newspapers/Parish church bulletins/Flyers 4. Radio 5. Websites 6. Celebrity endorsement 7. Talks/information sessions 8. Visits to local schools 9. Stands 10. Community group

- Identify two different types of research that may have been used by the (Community Development Committee/Glenhale Improvement Team) and give an example of each. Give an advantage of each method.

Primary/Field: 1. Survey/questionnaire 2. Face to face interviews 3. Focus groups 4. Suggestion boxes 5. Visit to other locations/observation 6. Telephone interviews 7. Postal surveys

Secondary/Desk: 1. Publications/census 2. Internet 3. Case studies 4. Press releases

- The (committee/team) had a lot of work to do to get their plans up and running. Describe three key areas, other than those mentioned in the case study, that the committee would have considered.

1. Costs – to know how much is needed to set up/budgeting/cash flow forecast/price to charge 2. Funding – sources of finance/loans/grants 3. Advertising 4. Legalities – zoning issues, planning permission, safety statement, employee contracts, business formation/Insurance/Health and Safety 7 5. Location/ Availability of land/building/approach local property owner 6. Staffing/Personnel/HR - how many people will be required to run the facility/classes etc. 7. Infrastructure/facilities – road and public transport/car parking/provision of housing, shops, schools, financial services, environmental, recreation and cultural facilities

- Why in your opinion was it important for the Community Development Committee to hold a public meeting?

1. To inform locals of the CDC plans/its existence/the hub/information sharing/create awareness of an issue or of a proposal/potential impact 2. Allows for public discussion/chance for participants to voice concerns/get clarification/address concerns/issues/ explore alternative solutions and build consensus 3. Get ideas from

the local community/Brainstorm 4. Get volunteers/assess to the different skill sets in the community 5. Ownership by all/builds a feeling of community/more likely to support the plan 6. To try get funding/sponsorship/donations from local people / business

- A committee has been set up to organise the exhibition. Explain two duties of the secretary of a committee. (could be asked about a **chairperson**)

1. Draws up and sends out the notice and agenda for a meeting with the chairperson 2. Organises the venue, resources (laptop), refreshments 3. Takes notes at the meeting and writes up the minutes/record attendees 4. Reads out the minutes at the start of the meeting 5. Deals with all correspondence 6. Keeps a file of all past and present meetings and reports 7. Keeps a record of all the members.

(ii) Describe two responsibilities of a chairperson

1. Follow the agenda/run the meeting/chair the meeting. 2. Make sure that the meeting is orderly/people are not all speaking at once/stay on point. 3. Ensure people are heard. 4. Ensure that everyone is clear about their tasks. 5. Ensure there is a record of the meeting. 6. Ensure democratic decision-making. 7. The chairperson has the casting vote in the event that voting is tied.

- Discuss three benefits of working as a team when organising the projects.

1. Work is shared/job gets done quicker/better quality work 2. You have different skills which make the projects more successful 3. Variety of ideas/ easier to solve problems quicker/better decisions made 4. The projects are run well when members are happier and working well together with members who have a common interest/makes new friendships 5. In case of absenteeism of another member it is easier to take over as you have been working closely together 6. No one person has too much responsibility/is under too much pressure/everyone takes ownership of the parts of the task they are responsible for/no duplication of roles 7. Skills learned

- Identify and explain the benefits to a business/**town improvement team** of having a social media presence.

1. Faster, easier communication with customers/customers can contact customer service faster and easier/can respond to customer's complaints/queries in real time 2. Increased sales and profit /attract new customers 3. Using an influencer who has a lot of followers can increase awareness of your business/affiliated links etc. 4. Social media platforms connect potential customers to the businesses website where they can book/purchase/read customer reviews 5. A business can show off their brand/building brand awareness/ humanising their brand 6. Social media helps you keep an eye on your competitors: prices/services/products 7. Networking and partnerships can lead to business opportunities/attract investors 8. Keeps a business relevant/up to date in the modern business world

- (ii) Set out the marketing section of the **business plan** used by the owners to secure the bank loan. Use three relevant headings. (could be asked a about an Action plan or Business Plan)

Advertising/Promotion: a) Best methods to use – social media, print media, websites, radio b) Update the website c) Rebranding/creating a new logo d) Celebrity endorsement e) Message to get across/USP f) Cost of the advertising g) Will they employ an outside agency to do the advertising 3. Marketing Budget: a) Total cost of promoting the business b) How much needs to be spent on each area - advertising campaign, brochures etc. c) Cost of employing marketing specialists/outside agency d) What price should be charged to maximise profit 4. Marketing Personnel: a) Need expertise in different areas e.g. social media, print, radio, online b) Salaries for personnel

Write the email you would send when seeking a work experience/shadow placement.

GIT communicate with the local townspeople about their progress

To: mailinglist@glenhale.ie

Subject: Project Progress

Dear _____

Yours sincerely/Regards,

Mark Doyle
GIT Chairperson

2021: Outline two advantages and two disadvantages of using a questionnaire/survey as a method of gathering information.

1. Inexpensive: cost-efficient way to quickly collect large amounts of information 2. Quick and easy way to collect results with online versions e.g. survey monkey 3. Gather information from a large audience: send people a link to the survey, they can be anywhere in the world 4. Data can be used to compare and contrast with other research and can be used to measure change 5. Results can be shown on charts and graphs 6. Anonymity puts people at ease and encourages them to answer truthfully Two Disadvantages 2 x 1 mark 1. Respondents may not answer the questions honestly/biased questions/biased answers/leading questions/closed questions 2. If a question is omitted it may not be possible to ask the respondent

again especially if there is anonymity 3. Respondents can ignore certain questions: they may not be willing to answer a question as they do not want to reveal information about themselves

| Questionnaire | |
|--|--|
| Please answer the following questions by ticking the boxes. | |
| Q.1 | Male <input type="checkbox"/> Female <input type="checkbox"/> |
| Q.2 | What age are you? 12-15 <input type="checkbox"/> 16-18 <input type="checkbox"/> >18 <input type="checkbox"/> |
| Q.3 | Estate/street/parish/area where you live _____ |
| Q.4 | What activities are you interested in? _____ |
| Q.5 | What clubs are you a member of? _____ |
| Q.6 | What facilities would you like to see in the area? _____ |
| Q.7 | Are you willing to volunteer to fundraise/improve some facility etc.? Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Q.8 | Any further comments you would like to make _____ |

2022: Set out the section of the Enterprise/Action Plan which deals with the running of this activity. Business plan headings or Action Plan Headings (title, objectives, research, actions and schedule of times, resources, finances, conclusions, recommendations)

2019: Describe three advantages that the Ballytiernan area enjoys.

1. Picturesque village situation on the banks of the river 2. Located 20 kilometres from city 3. Adequate bus service 4. Good tourism potential – anglers etc. 5. Good educational facilities 6. Well established active local development group which is working on improving the local area 7. Use of a 50 acre site for the use of the local community/Farm Shop

- Outline what assistance the Co-op/ town might receive from state agencies (Enterprise Ireland, IDA, LEO).

1. Funding support – grants, capital grants for equipment 2. Grants for feasibility studies 3. Mentoring services 4. Training programmes/workshops/courses 5. Provide employees (SOLAS)/CE Scheme 6. Recruitment services 7. Advice 8. Legal support 9. Health and safety 10. Support to develop online tools

- Outline three characteristics of an effective team member.

1. A good listener/communicator 2. Willing to do their share/share ideas 3. Being good at encouraging others to participate 4. Asking for help form others when needed/offering help to others 5. Good at keeping deadline/reaching targets 6. Good at recording what was decided, who does what etc. 7. Committed to the team and its success 8. Tolerant of others ideas and views/accepts criticism 9. Leadership ability

2018: Explain three of the following terms

(i) Volunteer A person who works for the benefit of other individuals/particular cause/society, without expecting any financial reward for their work.

- Identify two agencies which provide support for business start-ups. Outline the type of support offered by each of these agencies.

1. Local Enterprise Office/LEO/CEB Mentoring services Gives advice Start your own business course/training Grants for feasibility studies Capital grants for equipment

2. Enterprise Ireland Offers grants Gives advice on export markets Networking Mentoring services

3. ETB's/SOLAS/FAS Provide training in certain areas Work with local colleges providing courses Employers can advertise jobs in their offices

2016: List three stakeholders that could be involved in Glenor's Development Committee

1. Local people, residents, employees 2. Local businesses/employers/entrepreneurs 3. Industry 4. Government agencies – LEO/CEB, Leader, Solas/FAS, Failte Ireland, ETB, APC 5. Local voluntary/charitable organisations 6. Local community groups 7. Sporting organisations 8. Financial services/Investors 9. Schools 10. Interest groups 11. Suppliers 12. Local politicians/county councilors/TDs/County Council

- Why does the committee need to develop a plan for the long-term project?

Identifies the goals/objectives you wish to achieve. It defines the goals/aims and objectives/can assess actual performance compared to what is expected. 2. Sets out an objective that is achievable and measurable/brings clarity/structure to your plan. /Planning helps anticipate problems and aids problem solving. 3. Helps to establish resources required/staffing/materials/equipment etc. 4. Helps to keep track of who is responsible for what.