County Tipperary
Local Economic & Community Plan 2015 - 2020

Comhairle Contae Thiobraid Árann
Tipperary County Council

LCDC Tipperary
LOCAL COMMUNITY DEVELOPMENT COMMITTEE

January 2016

Foreword

Cllr. Seamus Hanafin
Cathaoirleach
Tipperary County Council

County Tipperary has undergone significant change over the past two years with the amalgamation of the two administrative areas into what is now the sixth largest county in the Country. The opportunity to prepare this Local Economic & Community Plan for the period of 2015 to 2020 has provided a wonderful platform for an in-depth examination of both the economic and social aspects of the County of Tipperary. The development of the Plan has enabled valuable engagement throughout the new County across all key aspect of economic, community and social inclusion issues. An additional consequence of the process has been a wider understanding of the depth and richness of the culture in our County of Tipperary.

At the core of this plan lie the views from our communities of what their needs are. The plan provides a focus for the shared vision of a better quality of life for the citizens and communities and the creation of economic opportunity to address issues affecting employment, unemployment and enterprise development. As a County we now are mandated to implement the various actions and to oversee progress on an annual basis.

The Local Economic & Community Plan is the result of extensive research, analysis and consultation with a view to developing an integrated approach to both economic and community development augmentation for the future of County Tipperary.

The vision of sustainable communities where each community can participate in economic, social and community activity appropriate to their needs, abilities and capacities is at the heart of this plan. A society which promotes a more integrated, inclusive, sustainable and targeted approach to enable this to happen and that meets the needs of the community in a way which supports individuals who are socially excluded will result in a more positive life experience of the individuals therein.

Cllr. John Hogan
Chairman
Economic Development & Enterprise Strategic Policy Committee

Charles Stanley Smith
Chairman
Local Community Development Committee

The objective of this plan is to promote this model of society and thus build on the strengths and opportunities of County Tipperary in a way that will ensure that there is a genuine prospect of economic opportunity for all in the County.

The process in developing this plan has produced a real collaboration between Statutory Agencies, Elected Representatives Communities and the Local Development Companies. The partnerships created through the extensive and concentrated evaluation of our current position and the visioning of our future has strengthened, and will enhance, delivery of the integrated responses identified.

INDEX

Foreword 1
Section 1 – Introduction 4
1.1 Introduction 4
1.2 Methodology 4
1.2.1 Strategic Environmental Assessment and Habitats Directive Assessment 6
1.2.2 LECP Priority Constraints 6
Section 2 - Overview of the County 8
2.1 Geographical Description 8
2.2 Landscape 8
2.2.1 Planning 9
2.3 Population & Settlement Pattern 9
2.4 Infrastructure 9
Section 3 – Community & Social Inclusion 11
3.1 Background 11
3.2 Relevant European, National, Regional and Local Policies 13
3.3 Community and Social Inclusion Issues 14
3.4 Data Overview 15
3.4.1 Commentary on Data Analysis and Service Support Overview 19
3.5 Key Strategic Social Inclusion and Community Actions 27
Section 4 - Economic Development 57
4.1 Introduction and Background 57
4.2 Relevant European, National Regional and Local Policies 57
4.3 Economic Overview of Tipperary 58
4.3.1 Relevant Data Overview for Tipperary County 60
4.3.2 Commentary on Data Analysis & Services Support Overview 64
Section 5 - Implementation and Monitoring of the Integrated Local Economic and Community Plan 82
Acronyms 83
APPENDICES 86

Appendix 1: Draft Framework Priority Document
Appendix 2: Social and Community Issues – Public Consultation Workshops and Written Submissions
Appendix 3: Economic Issues – Public Consultation Workshops and Written Submissions
Appendix 4: Draft LECP Consultation - Submissions and Recommendations
Appendix 5: Draft Co. Tipperary LECP – Consistency with Regional Planning Guidelines & County Development plans
Appendix 6: Equality Proofing Report
Appendix 7: Responsible Organisations – LECP

Section 1 – Introduction

1.1 Introduction

The key objective of the Local Economic and Community Plan (LECP) is to promote a more integrated and targeted approach to addressing the strategic social, community and economic issues facing the County of Tipperary in a way that meets the priority needs of the community. What constitutes the needs of the community is heavily influenced by the views sought from the communities themselves through the LECP consultation processes, but within the context of Government Policies and priorities.

This approach should ensure that

- The policy requirements of Government and it associated Agents will be supported
- There will be clarity as to what the key issues are from the citizens perspective, and verified by an evidence based approach where that evidence is available
- Issues/challenges identified will be prioritized in order to ensure resources can be appropriately targeted in a structured manner
- Agencies will agree to work together in a collaborative and cooperative manner to address the identified challenge/opportunity - such a methodology will:

    - Ensure a more effective and targeted delivery of service
    - Reduce duplication
    - Ensure there is a combined targeted approach by all agencies where a challenge is identified
    - Provide additional services where needed and where resources allow

1.2 Methodology

The process for the preparation of the LECP was underpinned by a number of guiding principles which include:

- Sustainability
- Diversity
- Promotion and mainstreaming of equality
- Community development principles
- Maximizing returns from resources by avoiding unnecessary overlap and duplication and by achieving synergies through co-operation and collaboration
- Participative planning
- Community consultation and engagement
- Accessibility and ownership

One of the guiding principles on which the LECP was developed was that of sustainable development - development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development recognises the interdependence of environmental, social and economic systems and promotes equality and justice through people empowerment and a sense of global citizenship.

In addition the Local Community and Development Committee adopted the following statement on Equality and Human Rights:

> *The Local Community Development Committee (LCDC) promotes an environment which is fair, diverse, inclusive, transparent and welcoming for all individuals and organisations – employees, service-users and elected members. The Local Community and Development Committee (LCDC) undertakes to have due regard to the need to eliminate discrimination; promote inclusion and value difference, advance equality of opportunity; foster good relations when making decisions, developing and implementing policies.*

In addition, an equality proofing process was undertaken to ensure that there were no adverse or unexpected impacts from an equality perspective (See Appendix 6).

All sections of the LECP have been developed with these underlying principles as a key guiding framework. The methodology used in the preparation of the LECP included:

- Seeking initial written submissions on the issues of concern from the broader community; working with the principal Agencies operating in the county to identify their input to the key framework priorities as suggested by their experience, knowledge and their understanding of what would be acceptable within the context of Government priorities and policies.

- The output emanating from this process – a Draft Framework Priority Document (Appendix 1) was used to consult more broadly with the community. Key appropriate agencies with a national/regional remit were also consulted during this stage. Appendix 2 (Community & Social Inclusion)) and Appendix 3 (Economic) provides the full report on each of the submissions received and the content of the LECP consultation processes which were carried out at Municipal District level.

- An evidenced based assessment was then undertaken to evaluate the priorities which were identified in the above process and any new additional areas which emerged from the evidential process were added to the draft list of Framework Priorities. The stated targets for each Priority were aligned with Government targets where this was appropriate.

- Following the sign off on the Framework Priorities by the LCDC[1] and the Strategic Policy Committee (SPC) for Economic Development, the document was separated into two sub sections (economic and community). The LCDC was responsible for developing a set of strategic actions and relevant KPI (key performance indicators) for the community Framework Priority element; the SPC for Economic Development was responsible for developing a set of strategic actions and relevant KPI for the Economic Framework Priority element. The output from these phases is available in report form on www.tipperarycoco.ie as 'Draft County Tipperary Local Community and Social Inclusion Plan' and 'Draft County Tipperary Local Economic Plan'.

- The final phase involved the integration of the economic, social and community elements to provide one all county integrated LECP. This document went out for further consultation with the broader community, including relevant national/regional agencies and was commented upon by the Regional Assembly, the Municipal Districts of Tipperary County Council, the LCDC (economic

[1] See Appendix 7 for full details of LCDC

element) and the Economic Development SPC (community element). Following changes and sign - off, the document was finally considered and adopted by the full Council.

1.2.1 Strategic Environmental Assessment and Habitats Directive Assessment

Strategic Environmental Assessment (SEA) is a process by which environmental considerations are fully integrated into the preparation and adoption of plans and programmes. The LCEP has been screened to determine whether or not its implementation would result in a significant adverse impact on the environment. Through this screening process it has been determined that the Plan would not result in significant adverse impacts on the environment and therefore SEA is not required.

Habitats Directive Assessment (HDA) is a process which determines whether a proposed plan or programme would have significant impacts on Natura 2000 sites. These are sites which are designated under the EU Habitats Directive (43/92/EEC) and EU Birds Directive (79/409/EEC) and which are generally deemed to be of exceptional importance in terms of rare, endangered, or vulnerable species within the European Community.

The plan has been screened to determine whether or not its implementation would result in significant adverse impacts on the Natura 2000 site network. It has been determined that the plan would not result in significant impacts on Natura 2000 sites and therefore Appropriate Assessment is not required. The SEA and AA Screening Reports are available on www.tipperary.com .

1.2.2 LECP Priority Constraints

Based on the above methodology and processes, the intention of the LECP is to concentrate only on identified high level priorities where cooperation and collaboration amongst local agencies would deliver better services to the people of Tipperary. The LECP signposts where there are areas of critical need or critical opportunities.

In terms of selecting priority target groups and areas (where it is appropriate to do so), it is proposed to select priorities on a sliding scale based on the following criteria:

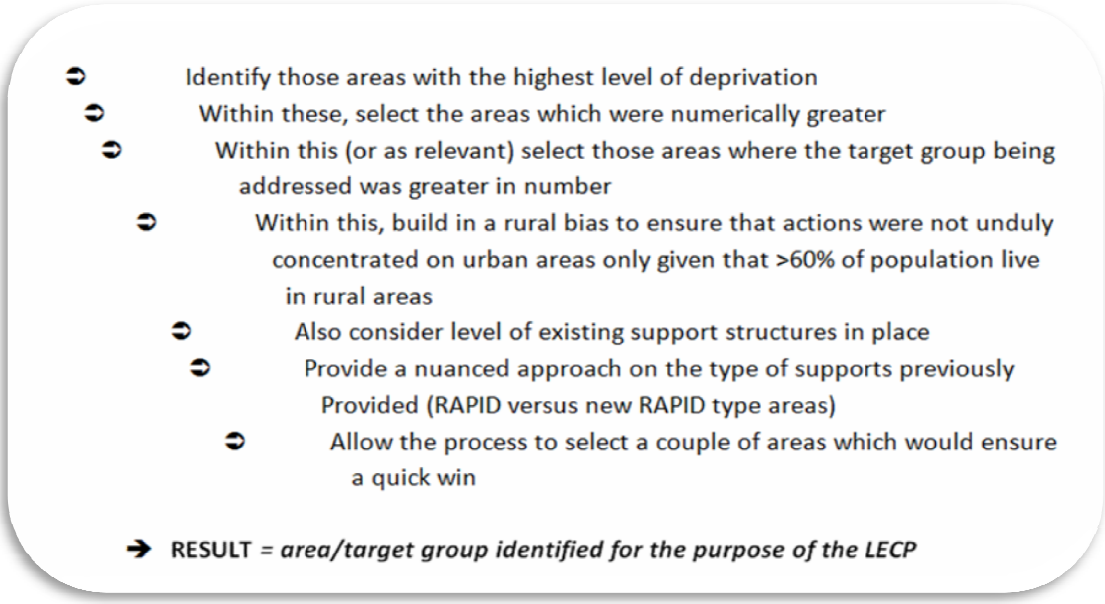


Figure 1: Criteria for Sliding Scale to Select Priority Target Groups and Areas

It is also important to note that not every issue or challenge identified through the process has been incorporated into the Plan. As a six year plan, only those actions which were:

a) highlighted as key priorities and
b) which also required the combined action of two or more agencies

have been included in this document. The expectation is that all agencies will continue to deliver on their own core areas of activity (which will be wider than the remit of this document) but that included in their core area of activity are the LECP priorities which must be included and resources committed.

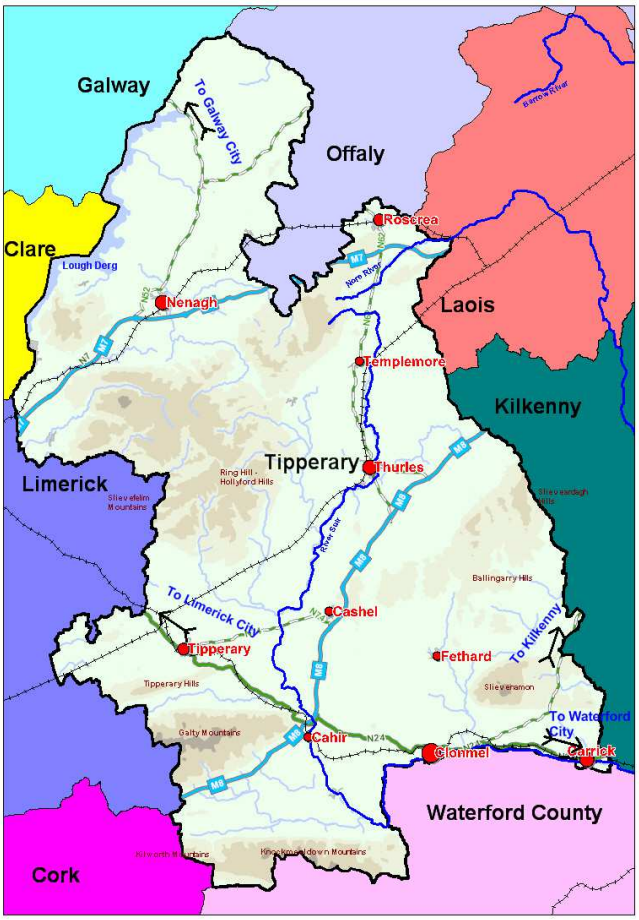
The relevant agencies, who have signed up to this document have agreed to feed back to both the SPC for Economic Development and the LCDC as appropriate in the context of their achievements on same.

Section 2 - Overview of the County

2.1 Geographical Description

Tipperary is the 6th largest county in Ireland with a land mass of 4,303 km sq. The county is centrally located, is bounded by eight counties and no part of the county touches the coast.

The County adjoins three of the provinces of Ireland and has high quality linkages (i.e. road and rail) to all of the major cities, airports and ports. Tipperary sits within the Southern Regional Assembly area.



Map 1: Tipperary is Geographical bordered by eight Counties

2.2 Landscape

The diversified landscape contains several iconic mountain ranges: Slievenamon, the Knockmealdown, the Galtee, the Arra Hills and the Silvermines. The major Rivers are the Shannon which drains the northern part of the county and the Suir which drains the southern portion. County Tipperary borders an area of the

eastern shores of the freshwater lake Lough Derg. The County contains some of the richest and most productive farmland in the Country.

2.2.1 Planning

The LECP is required to complement the County Development Plan (CDP) which sets the spatial planning framework for the County. The LECP must be consistent with the broad spatial planning; settlement and land use policies of the CDP and not present alternate or competing proposals that lead to inconsistency. In turn the County Development Plan is expected to be consistent with the new emerging National Spatial Strategy (The National Planning Framework) and the revised Regional Planning Guidelines (RSES).

The Tipperary LECP is currently consistent with both current Regional Planning Guidelines and with the core strategies of the North Tipperary County Development Plan and South Tipperary County Development Plan. Both County Development Plans are currently undergoing a variation process and it is anticipated that the LECP will be reviewed once the new National Planning Framework, the new Regional Spatial and Economic Strategy and the new Tipperary County Development Plan is completed.

2.3 Population & Settlement Pattern

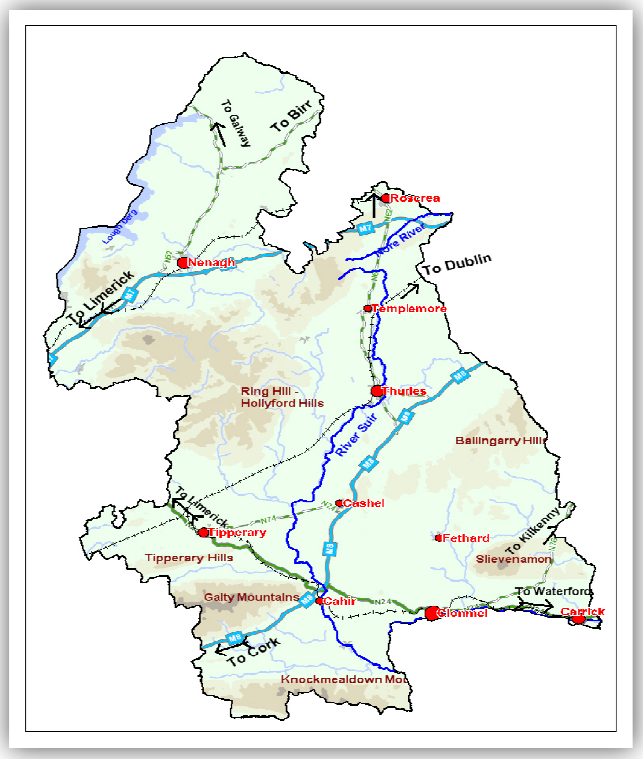
Tipperary with a population of 158,754 is one of the most populated rural Counties nationally. The settlement pattern is based on a strong network of vibrant and robust towns and villages with service centres provided at strategic locations throughout the county. The towns of Thurles (6,929) and Cashel (2,275) in the centre of the County provide a strong urban link between the major centres of Nenagh (8,023) and the largest town in the County, Clonmel (15,793). The towns of Roscrea, Tipperary, Carrick-on-Suir, Templemore, and Cahir function as District Towns for their local hinterlands and combined, provide a good basis for ensuring strong social, economic and community linkages within the county.

In addition to the District Towns, there are a number of medium sized towns and villages geographically spread throughout the County. These settlements number 119 and provide essential services for the local communities and the rural hinterlands. The different settlement tiers perform differing roles but ultimately ensure that no area in the county is significantly peripheral or isolated. This provides a reasonable platform upon which to build an integrated Local Economic and Community Plan and strong sustainable communities.

2.4 Infrastructure

Tipperary is within easy access of all the international airports at Cork, Shannon, Dublin, and Belfast and the UK/European carriers of Waterford and Galway. The major ports of Dublin, Rosslare, Waterford, Cork and Limerick are also easily accessible via Motorway, National Primary Routes and Rail Service.

The three railway lines traversing the County connect Tipperary to the urban centres of Waterford, Limerick, Cork, Tralee, Galway and Dublin. Tipperary also has a number of railway stations situated on the Dublin to Cork; Dublin to Limerick and Limerick to Waterford lines. The retention of the operation of these



Map 2: Connectivity of County Tipperary

rail lines are a consideration in the context of future proofing the county, ensuring it remains open and accessible to the key gateways in addition to allowing sustainable living options to be developed.

The county is served by an excellent road network and the M7 motorway crosses the northern part of the county whilst the M8 motorway bisects the middle of the county from east to south west. The Limerick to Waterford N24 crosses the southern half of Tipperary. The County is also reasonably served by both public and private bus services.

The Bord Gais Natural Gas Network serves Clonmel, Nenagh, Cashel, Carrick-on-Suir, Tipperary Town, Cahir, Ardfinnan and Ballina. Broadband was provided to all of the main towns in the County under the Metropolitan Area Network Scheme (MANS). Thurles is the remaining town to be addressed. All of the key strategic development sites in the major towns are served by the MANS network.

Water is provided to the County through a network of Regional Water Supply Schemes and group schemes. The County is also served by an extensive network of Public Waste Water Treatment Plants. Irish Water is now responsible for addressing the water and waste water infrastructural needs of the county.

Electricity supply and transmission is available throughout the county on the low (38kV, 20kV, and 10kV) and high transmission networks. High voltage transmission within the county is available at 110kV, 220kV and 400kV and there is one transmission connected generation point in the county at Lisheen, Thurles. There is one further transmission generation point at Cauteen in South Tipperary. Both are powered by wind energy.

There are a number of private broadband and telecommunications providers servicing the Co. Tipperary area. However, there are some areas where there is a lack of adequate service provision.

Section 3 – Community & Social Inclusion

3.1 Background

Strong communities are a critical part of the social fabric of the county and contribute significantly to the quality of life/wellbeing experienced by residents and visitors alike. Communities which are vibrant and active are important because they enable people to interact with each other, share experiences, develop valued relationships and work toward a common goal.

The more resilient a community is, the more positive the life experience of the individual. State institutions rely on strong resilient communities to assist in the delivery of some service supports. The more capacity a community has in this area, the more likely that the individual and community needs are met from a quality of life/wellbeing perspective. Supporting the development of strong vibrant communities in Tipperary will be of key importance in relation to supporting communities living in disadvantaged areas and in relation to target groups at risk of social exclusion.

Enhancing the quality of life and well being of the citizen is viewed as one of the key objectives of all public policy interventions. "Quality of life" and wellbeing whilst difficult to benchmark and measure is seen as a "desirable state" by all those who make policy. The Quality of Life Research Unit of the University of Toronto has proposed the following reflection on the nature of the Quality of Life.

Figure 1: Quality of life Conceptual Framework- **University of Toronto -Quality of Life Research Unit**

In Table 1 overleaf, it can be seen that a high quality of life and sense of wellbeing is related to many personal and community-related factors. Some aspects of Quality of Life require action on the part of the individual themselves and their immediate social unit. However, others can be provided by the community, by society at large and/or by government.

Quality of Life Conceptual Framework	
Being	**Who one is**
Physical Being	physical health personal hygiene nutrition exercise grooming and clothing general physical appearance
Psychological Being	psychological health and adjustment cognitions feelings self-esteem, self-concept and self-control
Spiritual Being	personal values personal standards of conduct spiritual beliefs
Belonging	**Connections with one's environments**
Physical Belonging/Wellbeing	home workplace/school neighbourhood community
Social Belonging/Wellbeing	intimate others family friends co-workers neighbourhood and community
Community Belonging/Wellbeing	adequate income health and social services employment educational programs recreational programs community events and activities
Becoming	**Achieving personal goals, hopes, and aspirations**
Practical Becoming	domestic activities paid work school or volunteer activities Seeing to health or social needs.
Leisure Becoming	activities that promote relaxation and stress reduction
Growth Becoming	activities that promote the maintenance or improvement of knowledge and skills adapting to change.

Table 1: Quality of Life Conceptual Framework– Quality of Life Research Unit, University of Toronto

It can probably be reasonably stated that where there is:

- *A strong vibrant community life which is reflective of the population structure*
- *A good quality environment*
- *Access to key services*
- *Access to fulfilling life activity, including work opportunities*
- *A range of appropriate community facilities and supports*
- *A perception of a reasonable level of safety and security*

that there is a reasonable basis on which to support a good quality of life and sense of wellbeing.

When assessing these key areas in the context of "a quality of life/wellbeing" for Tipperary, it becomes clear that there is a very strong inter-relationship between all. A core element to all of them is the need to assist and support sustainable and resilient communities, in a manner that meets their needs and to support individuals and target groups that are at risk of social exclusion.

In the context of the Local Economic and Community Plan (LECP), the objective is to promote a more integrated and targeted approach to addressing the strategic community and social inclusion issues, that is 'Person Centred', through delivering key services in a way that meets the needs of the community; in a way which supports individuals and target groups who are socially excluded and which accordingly improves their quality of life and wellbeing. In the context of this Plan, what constitutes community needs is heavily influenced by the views of the communities themselves which were solicited during the consultation process but within the context of Government Policies and priorities.

3.2 Relevant European, National, Regional and Local Policies

In order for this Plan to have a realistic chance of being implemented, it is important that any priorities or strategic actions fall within the context of what Government is trying to achieve. The key relevant documents which informed the priorities and which assisted in framing the consultation processes with the broader communities included[2]:

- Europe 2020
- European Agenda for new Skills and Jobs (2010)
- Our Sustainable Future - A Framework for Sustainable Development for Ireland (2012)
- National Action Plan for Social Inclusion 2007 – 2016
- Better Outcome, Brighter Futures: The National Policy Framework for Children and Young People (2014)
- Energising Ireland's Rural Economy - CEDRA (2014)
- Report on the taskforce of Active Citizenship (2007) and Working Group on Citizen Engagement with Local Government (2014)
- Ireland's Rural Development Programme (RDP) 2014 – 2020 (Draft July 2014)
- The Action Plan for Jobs (2014)
- The Relevant Regional Plans from the Regional Authorities of the Mid West Region and the South East Region

[2] See Appendix 2 for fuller details and overview

- Tipperary County Council Corporate Plan 2014
- The relevant County Development Plans and Borough/Town Development Plans from the former North Tipperary County Council and South Tipperary County Council.
- Other relevant County studies and research papers and plans (Arts; Heritage; Sports, Community facilities, Town Development Plans and Local Area Plans, etc)

From a review of the above, it becomes clear that the relevant EU, National and Regional documents are all consistent in the context of targeting in a coordinated and integrated manner, assistance and support towards those communities and sectors which experience marginalisation. Some of these documents specifically set targets to be achieved at an EU and national level which will be used as the base line target in the context of this document. Any supports or actions to be prioritized by the LECP will be expected to align with the priorities set by the EU and Government, particularly in the area around the unemployed, marginalized communities, those who are educationally disadvantaged and children and young people at risk.

3.3 Community and Social Inclusion Issues

The key issues which emanated from the above methodology and consultations relevant to the "community development" section of the LECP included:

- The need to establish a benchmark on what constitutes a "quality of life" and sense of 'wellbeing' for communities in Tipperary, including the need to establish a benchmark on the minimum level of appropriate community infrastructure that each community, relative to their position in the settlement hierarchy, should aspire to retain/accommodate.
- The need to address issues of rural isolation and rural decline, particularly in relation to declining rural services, and safety and security, in the context of elderly concerns.
- The need to build the capacity and capability of the weaker communities so that they can fully participate and engage in developing their communities in a manner that meets their needs. In addition, there is a recognized challenge for all communities to develop appropriate support structures so that they become more resilient and sustainable in their own right.
- The need to develop an integrated response to the needs of the elderly population with a particular focus on those areas which are geographically isolated and where the concentration of 65+ is greatest.
- The need to address issues around accessibility but predominantly in the context of rural broadband and rural public transport, with particular focus on access to both by the elderly, those with a disability, youth and those who wished to access employment/training and specific services (e.g. health services).
- The requirement to address particular cohorts of the community who had inadequate or inappropriate supports in place to facilitate their active engagement with the broader community. Senior citizens, those with a disability, youth and non Irish nationals were identified as principal priorities that required assistance for this phase of the Plan period
- The need to seek to eliminate areas with the highest level of social deprivation and marginalisation in areas of greatest prevalence the County (or commence the elimination of same) and to focus on target groups and areas that are most at risk of social exclusion, including the travelling community; the non-Irish national community; lone parents; those with a disability and the LGBTI community.

- The requirements to provide a targeted and integrated response to the needs of vulnerable families, children and young people in areas of greatest risk
- The need to address the high level of youth unemployment with a particular concentration on those areas of prevalence. In addition, the need to maximize life opportunity potential for young people and to support and facilitate their contribution to the sustainable development of the county.
- The need to reduce the level of high "long term" unemployment in the County in those areas where it is highest and in particular to work with those groups who have particular difficulty entering the workforce such as those with a disability; persons with previous addictions; travellers and ex-prisoners.
- To provide an integrated and targeted response to those sectors of society who find it difficult to sustain a home.
- Develop an integrated response to reducing the level of substance misuse/abuse in agreed targeted areas.
- Provide an integrated response to health and wellbeing of the community in relation to marginalized groups and areas.
- To provide opportunities to the more marginalised communities to access lifelong educational opportunities.
- Develop the potential for alternative energy projects to reduce the impact of fuel poverty in key agreed areas where social deprivation is highest.

3.4 Data Overview

A detailed overview from a statistical perspective of the community and social inclusion demographic in the County along with the issues and opportunities arising therein are provided in the Community & social inclusion Plan which can be sourced on www.tipperarycoco.ie and a full explanation and analysis is also available in that document.

Set out below in Table 2 is a snap-shot of the key findings of the detailed statistical perspective relating to the community and social inclusion aspects of the County. This information influenced the High level Priorities and Strategic Actions in the social and community area. The Table sets out the "measure" of relevance, the "area of most concern" in relation to this measure selected and the source of same.

Measure	**Area of Most Concern**	***Source of Evidence***
Areas experiencing a number of signs that indicate the potential to become a weak community	• Templederry; New Bermingham (Glengoole); Inch and Templemore. • Area north of Borrisokane. • In the context of towns, Tipperary East, Clonmel West and Clonmel Urban.	*CSO 2011*
Educational Attainment	• Compared to the County or National average, a significantly higher percentage of the population with only primary school level of education has been attained in the areas of The Commons, Newtown, Ballynonty, Drangan and Ballyporeen. • The Commons also stands out as an area where 40% of their population have only completed lower second level education.	CSO 2011

Measure	Area of Most Concern	*Source of Evidence*
Areas with strong ageing population – indicator of weak community and requirement for specific actions	• Significant numbers of people aged 65+ live in the towns of Clonmel, Thurles, Nenagh, Carrick-on-Suir, Tipperary Town and Roscrea. • Other Electoral areas with a significant level of people over 65+ include Cashel Urban, Inislounaght, Templemore, Newport, Kilcommon, Ballina, Cahir, Holycross and Borrisokane. • From a percentage perspective, Drangan scores very highly on the level of old age dependency ratio. • >25% of 65+ population cohort live alone with the highest percentage concentrated in the two northern municipal districts.	*CSO 2011*
Areas with strong Youth Population (<18yrs)	• Located in key towns on the County with a particular concentration around Clonmel/Cahir area, including Newcastle and around Carrick-on- Suir. • Rural areas with high level of youth dependency (but numbers relatively small compared to towns) include Lisronagh, Ballina, Drangan, Silvermines, Ballyclerahan, Ballynonty, Newport, Portroe, Two Mile Borris, Donaskeigh and Mullinahone. • There has been a particular increase in youth population growth in areas of Ballina, Newport, Nenagh and Roscrea.	*CSO 2011*
Areas of Highest Unemployment, including youth unemployment	• Highest rate of unemployment and long term unemployment concentrated in key towns of, Clonmel, Nenagh, Carrick-on-Suir, Thurles, Tipperary Town, Roscrea, Cashel and Cahir. • In rural areas, areas of the highest level of unemployment include a cluster around Kilmore; the area around Borrisokane/Cloughjordan/Finnoe; and a cluster around Ballingarry/Killenaule, Clogheen and Ballina. • Highest target groups of unemployed are within the travelling community (84.51%) and the disability community (32.9%). • Youth Unemployed: Highest areas of youth unemployment in the north of the county is concentrated around Templemore, Borrisokane, Newport, Littleton; the Slieve Felim area, and Lorrha/Rathcabbin. • In the south of the county, relevant areas include Tipperary, Carrick-on-Suir, Clonmel and the area around Glengoole.	*2011 CSO*
Broadband	• Broadband continues to be poor in a number of rural areas in particular (although available in all key towns). • 49% of premises (41,207) – which for the most part are rural premises, will require state intervention to assist in meeting the 30Mbps target as set by the National Broadband Scheme.	The National Broadband Plan 2012 - areas deficient in Broadband

		coverage
Measure	**Area of Most Concern**	***Source of Evidence***
Areas suffering Greatest level of Disadvantage (deprivation scores)	• Electoral areas of main towns of Tipperary, Clonmel, Carrick-on-Suir and rural areas of Glengoole, Finnoe and Mullinahone. • At small area level, other areas scoring high on deprivation include parts of Nenagh, Roscrea, Thurles, Templemore and Cashel. • The areas of Littleton, Slieve Ardagh/Killenaule; Templederry area; Ardfinnan/Clogheen; Newport and Borrisokane area.	CSO 2011 and Pobal Maps on Deprivation
Key target groups experiencing the greatest level of marginalisation	<u>Traveller Community</u> • 84.51% general unemployment rate with youth unemployment at 85.7%. • 85.47% (117) of traveller young people between the age of 18 and 24 have left school early. • The areas of significant accommodation need are located around Cabra, Cashel, Cahir and Clonmel. • The travelling community is generally concentrated around the following areas - Clonmel, Roscrea, Nenagh, Thurles, Cahir, Cashel and Templemore and in the more rural eastern part of the county around Littleton, Fethard, Ballynonty and Killenaule. <u>Disability Community</u> • 32.9% general unemployment rate with youth unemployment at 60.7%. • Highest % of youths and those with a disability live in the County's main towns. <u>Non-Irish National Community:</u> • Concentrated (in order of % priority) in main towns of Nenagh, Clonmel; Roscrea, Cahir, Thurles, Cashel, Tipperary and Carrick-on-Suir. <u>Lone Parent Community:</u> • The following small areas in the county have > than 60% lone parent ratio: Carrick-on-Suir Urban, Monsea, Thurles Urban 1, Thurles Urban 2, Clonmel West Urban, Clonmel Rural and Carrickbeg Urban. <u>LGBTI Community:</u> • Very little data on this community ▪ Estimated that around 1400 young people are lesbian, gay, bisexual or transgender in Tipperary. ▪ If adults are included, this figure would increase to a reasonable degree. <u>Supporting Vulnerable Persons to Sustain a Home:</u> • 218 presented in 2013. • 231 presented in 2014.	*2011 CSO* *ETB 2014* Young People in Tipperary: A Demographic Profile

Measure	Area of Most Concern	*Source of Evidence*
Community Facilities Key Community Facility Deficits (565 facilities surveyed)	<u>Reasonable distribution across the county but:-</u> • <1/3 are serviced by public transport and connectivity via broadband is practically non-existent. • Standardised information on use, accessibility and condition is patchy and non comparable. • Refurbishment generally required in area of toilet facilities; roofs; disability access; upgrading heating systems and general expansion. • 23% of facilities open for <20hrs per week. • Main issue for communities is around operational costs; running and use of the facility. • Funding access weak in areas west of Cahir; north of Gortnahoe. • No Volunteer centre servicing the northern part of the county. • Growth areas such as Newport, with a high youth population do not have appropriate youth facilities.	STCC Community facility Audit 2009; NTCC Facility Audit 2005; Capital Funds data from TCC Capital Grant Schemes & LDC Schemes
Level of service available at each settlement tier	• Benchmark available in the South of the county but will require review and updating on a county wide basis. • Useful in terms of assisting in prioritising public spend on facility and service supports. Requires complete all county survey.	South Tipperary County Dev. Plan 2009
Safety and Security	• Larger towns are the areas of highest level of crime. • Relative to the rest of the county, there appears to be a high level of drug abuse in the areas around Clonmel, Nenagh, Carrick-on-Suir as well as Roscrea, Tipperary, Thurles and Cashel. • There is no robust All-County data collated in relation to the level of drug abuse/misuse in the county.	CSO 2012
Rural Transport provision	• No service provided in the following areas in the North of Tipperary: - Toomevara; Gortagarry and Latteragh areas; Drom, Killea and Dovea areas; the area between Cloughjordan, Dunkerring and Moneygall; Knockerra and the Ballina/Birdhill area. In particular a bi-weekly service would be desirable. • Minor pockets of no service in the south on the basis of little demand (e.g. Rosegreen area, Ballyclerihan and Cahir town). • Need to increase attractiveness of usage amongst the youth; males and those with a disability. • A more detailed analysis of the routes and frequency of services needs to be further carried out, and particularly assessed against the location of key designated stops for education centres; schools; etc to ensure the rural transport services connect to the relevant needs of the population where feasible. Connectivity with other public transport providers continues to be a weakness.	TCU data for NTLP service for the north and the Ring a Link service for the south

3.4.1 Commentary on Data Analysis and Service Support Overview

Arising from the above, a number of High Level Framework priorities were identified as follows:

High Level Community Framework Priority 1:

A. **To support and enable continuing improvement of access to services within the community for all citizens in a manner that is realistic, capable of being delivered and which utilizes the strengths of the existing communities.**

B. **Improve the quality of life and well being for communities through supporting prioritized community infrastructural development and providing prioritized relevant support services.**

Community Support Structures:

In terms of the data and research analysis, it is evident that there is a reasonably good level of community support structures operating throughout the county (*PPN; STDC; NTLP; North Tipperary Community Services; Knockanrawley Resource Centre; Millennium Family Resource Centre; Spafield Resource Centre; The Three Drives Resource Centre, Clonmel Community Resource Centre, etc*). These should provide a very good basis upon which to focus service delivery and can assist and support communities in delivering services

Accessibility:

Access to service was raised at all of the community consultation processes and in particular the need to make the public transport more accessible to the elderly, youth, males, lone parent and non Irish nationals. Consideration should be provided to ensuring that there is appropriate connectivity to their key destination needs such as youth-reach centres; health centres; training courses, day care centres and towns. Areas where there is a particular deficit in terms of route services or timeliness would need to be reviewed in the context of the Tipperary Transport Coordination Unit.

Whilst there are a lot of challenges around broadband access, particularly in rural areas, opportunities were also identified in the context of the role that it can play in assisting communities to access services, particularly in the more rural areas. However training supports and infrastructure need to be provided in appropriate locations so as to ensure that all communities are enabled to access and use same to meet their needs.

Volunteer led community groups are key actors in delivering services and infrastructure to their target groups. This has been supported by various national and county based grant schemes. However, this places significant challenges on volunteers and voluntary organisations in terms of governance structures, financial management, accountability etc. In order to ensure that any public funds are appropriately used, and to ensure such facilities are inclusive and used to their maximum capacity, it is important that communities are targeted and supported in this area. The development of the PPN (Public Participation Network) and the proposed extension of the Volunteer Centre to cover the whole county will assist in this regard.

High Level Community Priority 2:

A. **To support the development of sustainable resilient communities enabling them to have a meaningful quality of life and to respond to the needs in their community.**

B. **To support community and the voluntary sectors to have a meaningful voice in decision-making in areas which affect their communities, through the development of effective structures and supports.**

Community Structure; The robustness of a community is also dictated by the level and quality of facilities at its disposal. The fact that communities are experiencing what they perceive as a significant withdrawal of services from their villages and towns poses a real fear for them that their way of life is being denuded and that there is little regard for their quality of life or their own community and social connections. There is no complete all-county picture of the type of services available to communities at the various settlement sizes (*garda stations; health centres; post office; shops; community facilities; day care centres; playgrounds and so on*). The provision of such data on an all-county basis, when correlated where community grants are drawn down would provide a very strong benchmark to assist in identifying gaps and accordingly assist in targeting supports at those communities who are structurally weak. A priority programme would need to be drawn up which focuses on the type of works that need to be undertaken. The priorities should reflect the settlement hierarchy, and their role from an economic and community perspective.

The Wheel Model, shown overleaf in Figure 2, provides a useful basis from which to start identifying the type of services and facilities access which could be expected to provide a good quality of life and sense of wellbeing. This would be a useful way to commence the linkage of facility development and service provision and a consensus could be reached on the degree of access to such services that should be available to members of communities living within the County (within the capacity of the various stakeholders to deliver).

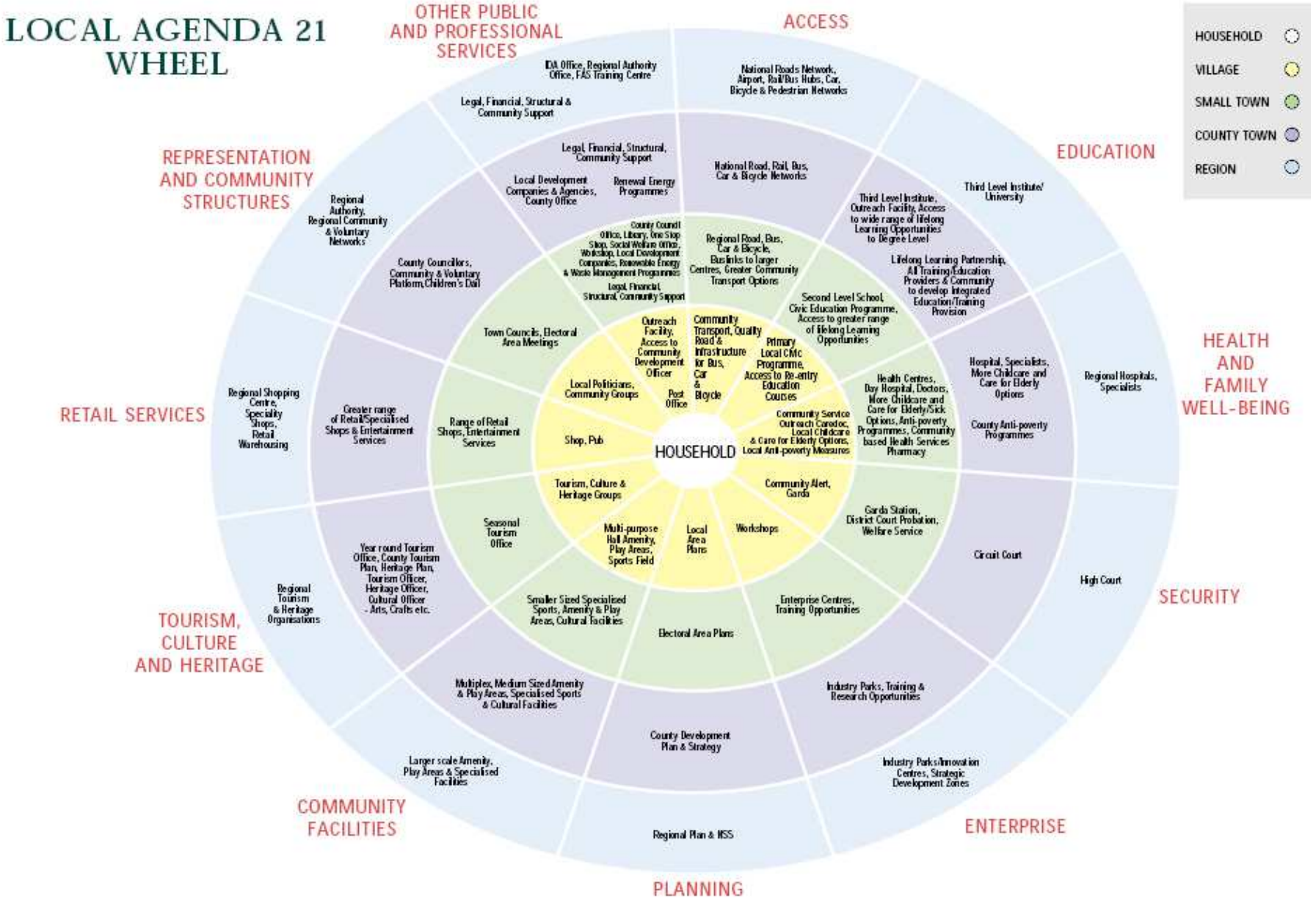


Figure 2: **Local Agenda 21 Wheel Model.**

Government has realised over the years that it only has the capacity to deliver services and supports directly to a limited degree and that in order to reach all communities; it must work with the communities themselves and build their capacities to assist in delivering on the core objective of improving the lives of the communities that it serves.

To assist in this process, citizens and communities are to be further facilitated and enabled to take an active part in the decision-making processes that directly or indirectly affect their lives. The Public Participation Network (PPN) was set up on this basis and with over 850 groups registered to date, it has the potential to fulfil this role. It is important that an overview is retained of the PPN to ensure there is adequate and appropriate representative coverage across all of the county and between the three pillars that make up the PPN, namely the environmental, social inclusion and community/voluntary pillars. As a new organisation, the PPN requires support to ensure that it can, in turn, support capacity building and information sharing in the community and voluntary sector in Tipperary. In addition, further support to communities could be provided by extending the coverage of the Volunteer centre to an all county basis.

<u>High Level Community Priority 3:</u>

Develop a sense of security and safety in communities in Tipperary with particular reference to the elderly and those who live in more isolated rural areas

Physical safety and security ranks highly on all quality of life/wellbeing indicators. Security is a crucial aspect of citizens' lives. Where people face risks of violence and crime that threaten their physical safety, their quality of life is severely diminished. Even if such risks do not materialise, the subjective perception of a threat and the resulting feelings of insecurity still undermine quality of life and makes participation in their community difficult.

Issues around community safety came up at every level of the consultation process. The Joint Policing Committees as well as Municipal District Community safety committees will be the primary structures through which community safety strategies and actions will be progressed. As a reflection of community concern, provision will be made in the JPC Plan to address concerns of the elderly, particularly in the more remote/isolated areas. The Age Friendly Cities and Counties Programme, which is built on the recognition of the valuable role that older people can and should play in shaping their communities for the better, will be considered. Actions will be included around illegal drugs, CCTV, Public order, Anti-Social behaviour, underage drinking, youth diversion, and road safety.

High Level Social Inclusion Priority 4:

Seek to eliminate or significantly reduce those areas with the highest level of social deprivation in the County.

The Pobal HP[3] 2011 Deprivation Index provides a spatial measurement of those areas which experience the greatest level of marginalisation. It is a useful tool as it assists in identifying the areas where greatest marginalisation occurs. In fact, as one drills down through the small area statistics, what becomes evident is that there is a clear correlation between the areas of disadvantage/very disadvantaged and the location of local authority housing estates. This is not surprising as local authorities only house those who are most in need of housing. This level of detail should assist in focusing and targeting programmes and resources on those areas which are most in need. It is no surprise that it is the main towns in the County which contain some of the highest level of disadvantage. A RAPID[4] type programme continues in the towns of Carrick on Suir, Clonmel and Tipperary and it is necessary to look also at establishing a similar type programme in Roscrea and Littleton given their particular level of disadvantage, the social issues facing them and the lack of appropriate support structures when compared with other areas. Particular rural areas also continue to show persistent trends of strong deprivation and action also needs to be focused on these areas.

High Level Social Inclusion Priority 5:

Address the high level of long term unemployed through targeting those areas with the highest level of long term unemployed in the County.

The unemployment rate in 2011 was 19.9% in Tipperary against a national average rate of 19%. By 2014, whilst the level of unemployment was falling, the level of long term unemployed has continued to remain consistenly high. In the southern part of the County, roughly 45% of the total unemployed figure are still long term unemployed (i.e. longer than 18 months on the live register (CSO Nov 2014). The long term unemployed are at a particular risk of social exclusion because they tend in the main to be low or semi skilled, of an older working age profle, have low educational attainment levels and have a history of being unemployed. This risk is further compounded where there are issues of poor literacy, poor overall health and no personal transport.

The number of long term unemployed is more pronounced amongst men than women and any strategies being devised to assist the long term unemployed need to be mindful of this fact. However, our key priortity is to address long term jobless households irrespective of gender. Unsurprisingly, the highest numbers of unemployed people are concentrated in the key towns of Roscrea, Thurles, Carrick-on-Suir, Clonmel, Nenagh and Tipperary Town in addition to smaller towns of Cashel and Ballina. Youth unemployment is still high and continues to be a key concern for Government as well as for the more local agencies.

[3] Huase & Pratschykze 2012

[4] Government Programme focused on Revitilisating Areas through Planning Investment and Development.

Whilst long term unemployment is a concern, a more striking statistic is the level of unemployment amongst the travelling community in Tipperary (over 84%[5]) and amongst those with a disability. It is also particularly high amongst the youth cohorts of these groups with a more pronounced rate amongst those youths with a disability (60%).

Programmes and actions by those agencies who have signed up to the LECP will be expected to include their operational focus on these cohorts in particular and the issues facing them.

High Level Social Inclusion Priorities 6 & 9:

A. **To maximize life opportunity and potential for young people and support and facilitate their contribution to the sustainable development of the county.**

B. **Develop an integrated response to the needs of the elderly population with a particular focus on those areas which are geographically isolated and where the concentration of 65+ is greatest.**

It is clearly demonstrated through the data analysis in the Community & Social Inclusion Plan that different areas of the county require different responses in the context of supporting balanced and vibrant communities. The ageing population will be an issue for the county in the coming years and those areas which have a higher than average proportion of aged need to be targeted in any Age Friendly Strategy. Any youth related actions or strategy needs to target those areas of the county where youth numbers are greatest, particularly when cross referenced against those areas of highest deprivation. It should be a requirement of any strategy that supports for vulnerable families must be included in those areas which score highest in the areas of deprivation and youth numbers.

High Level Social Inclusion Priorities 7 & 11:

A. **Reduce the marginalisation of specific target groups and communities – Travelling community; Non-Irish nationals; Asylum Seekers; Lone parents; LGBTI and persons at risk of Homelessness.**

B. **Develop an integrated approach to supporting people of all ages with a disability to access opportunities so that their and sense of wellbeing of life is improved.**

Target Groups Experiencing Marginalisation. The key target groups, identified as the key high level priority groups to be supported in the LECP as a result of their significant level of marginalisation included travellers, those with a disability, non Irish Nationals, lone parents and the LGBTI community. The level of marginalisation of these groups is varied and complex extending from access to services; self worth; and health; through to educational attainment; job opportunities and engagement with mainstream society.

[5] It is acknowledge that the National and County targets for employment in the travelling community are low but it is felt that these targets are realistic given the barriers to employment for people in the travelling communities and the cultural, social and educational challenges experienced in the travelling community.

In some cases, the data demonstrates that there are very definitive concentrations within the County (travellers; non-Irish nationals; lone parents. etc.) which will assist in targeting supports.

In terms of supporting sustainable communities, there is an expectation within the LECP that such individuals and groups should be enabled and supported to become more connected to their communities (whilst still retaining their unique identity). The various agencies and support structures who have signed up to the LECP priorities will seek to use whatever means or leverage is available to engage these groups in a manner that commences the improvement of their quality of life, wellbeing and their life opportunities in a targeted and focussed manner.

Sustaining a Home: Whilst Tipperary County Council has responsibility for developing a Homeless Action Plan which addresses in particular the needs of the more vulnerable sectors, it is critical in any such plan that provision is made to address the complex needs and supports around housing people such as ex-prisoners; ex-addicts; victims of domestic violence; people with mental health difficulties, young people coming from the care system, ex-offenders and asylum seekers. These are groups that struggle at the margins of society. Unless a permanent home can be provided to them where they are supported to remain and engage with society in a positive manner, the cycle of homelessness will not be broken. Programmes need to be developed which provide integrated support for these individuals and families.

<u>High Level Social Inclusion Priority 8:</u>

Provide a targeted and integrated response to the needs of vulnerable families, children/young people in areas of greatest risk.

One of the common threads binding social deprivation issues is the fact that it has a tendency to be generational based for those in long term poverty, is linked to poor education, health and well being and as such leads to potential significant vulnerabilities where children are concerned. Supporting families, and particularly those families most at risk of deprivation, is considered the most effective way of trying to effect positive change, particularly from the perspective of the child. It should also contribute to trying to break the generational trend.

The newly formed all County Children and Young People's Service Committee will be responsible for drawing up an Action Plan on the key areas to be addressed on an interagency all County basis. It will be expected that this Plan will target those areas where families are most marginalised and deprived. From the data available, it is evident that there is an uneven distribution of a range of support services around the county for families reflecting the differential development of service provision by the voluntary & community sectors. Thus services like free or low-cost counselling, parenting support and community support programmes may not be available in certain parts of the county and this needs to be addressed, particularly in those areas where the identified need is highest. There is also a gap in the level of service provision for children and young people in the 16 – 18 year age cohort and there are a couple of identified areas where there will be a need to focus supportive actions on those areas where the greatest number of children are being referred to services.

High Level Social Inclusion Priority 10:

Develop an integrated response to reducing the level of substance abuse/misuse in agreed targeted areas.

Substance abuse and misuse is a key determinant in relation to the health and well being outcomes in Ireland. Nationally, drug use was the direct and indirect cause of 534 deaths in 2008. It is viewed as a significant challenge for the educational establishment in Tipperary and communities have raised these issues at all public workshops. It is viewed as one of the key threats to a positive healthy functional life of individuals within the community and of communities themselves. Whilst it crosses the class divide, it is also a particular challenge in the more marginalised communities resulting in anti-social behaviour/family difficulties, disengagement with services and dysfunctional behaviour.

The issue needs to be dealt with in a multidimensional manner. Given the fact that Tipperary is covered by two Regional Drugs and Alcohol Task Groups, there is a need for a more coordinated approach to the issue of drug abuse in Tipperary.

High Level Social Inclusion Priority 12:

Provide an integrated response in relation to health and well being of the community in relation to marginalised groups and areas

There has been a growing recognition over the last decade of the importance of health and wellbeing of a community in addressing issues of social marginalisation and consistent poverty. The "Healthy Ireland – A Framework for Improved Health & Well-being" outlines that there are inequalities in health between different population groups due to the conditions in which people are born, grow, live, work, and age. There is an uneven distribution of the risk factors associated with many chronic diseases, with the burden borne disproportionately by those in the lower socio-economic groups. In the context of Tipperary, mental health presents as a significant health concern of the community, particularly in the context of young people; in addition to the issue around greater physical activity generally but in particular in relation to hard to reach groups. The LECP includes actions around this issue.

High Level Social Inclusion Priority 13:

To provide opportunities for the citizens to access life-long educational opportunities with a particular targeted focus to provide supports for communities and individuals who are marginalised

There are a number of areas in the county where educational attainment levels are low when compared to national and county averages. There are also particular target groups (travellers; those with a disability; Non Irish nationals etc) who struggle to remain in the educational system. It is important that any educational initiatives or supports focus on literacy and numeracy in a targeted and accessible manner for the more vulnerable sectors. Access to lifelong learning in both a formal and community context is vital for wellbeing.

Particular efforts ought to be made at primary school level and through the development and support of homework clubs and networks as required. Alternative methods of education or training initiatives such as traditional skills training etc should be explored in order to maximize engagement with all groups.

High Level Social Inclusion Priority 14:

Develop the potential for alternative energy projects to reduce the impact of poverty in key agreed areas where social deprivation is highest.

Fuel poverty is where people are unable to afford to heat their homes to a level that is healthy and safe. Fuel poverty arises as a result of the relationship between household income, energy efficiency of the dwelling, and fuel prices. Older people are the age group most at risk of fuel poverty. The risk factors for fuel poverty are substantially the same as the risk factors for other types of material deprivation: household joblessness, unskilled or 'unknown' social class, low levels of education, disability, lone parenthood or larger family size. The LECP will seek to focus the appropriate agencies and communities to develop and access opportunities in relation to alternative energy proposals which can have an impact on target areas, target groups at risk of poverty and the community & voluntary sector in order to assist in addressing this issue.

3.5 Key Strategic Social Inclusion and Community Actions

Arising from the intensive processes both statistical and consultative as outlined above, a series of shared community and social Inclusion Framework Priorities emerged for the County. Key Strategic Actions were developed under each of these Framework Priorities with associated key performance indicator to allow for ease of tracking progress. It is expected that the implementation of these actions will assist in attaining the community and social inclusion objective for the County which is

"To Support a Better and Wellbeing of Life for the Citizens and communities of Tipperary, particularly those who experience significant marginalisation ensuring that

- *All communities are enabled to actively access appropriate state supports for their own needs and also be the vehicle through which state supports can be rolled out if desirable*
- *To undertake the realization of this vision in a targeted and phased manner"*

In terms of selecting priority target groups and areas, it is proposed to select priorities on a sliding scale based on the following criteria:

- ➲ Level of deprivation
  - ➲ Number of people affected
    - ➲ Target group of interest

- Some positive weighting towards rural areas given the very rural nature of the county and that over 60% live in rural areas
- Level of existing support structures in place
- Some early wins
- Nuanced[6] approach to some supports depending on the type of supports previously provided (Old RAPID versus new RAPID)

[6]Very minute distinctions

High Level Community & Social Inclusion Priority 1[7]	**A. Support and enable continuing improvement of access to services within the community for all citizens in a manner that is realistic, capable of being delivered and which utilizes the strengths of the existing communities** B. **Improve the quality of life and well-being for communities through supporting prioritized community infrastructural development and providing prioritized relevant support services**				
Current Benchmark	• No Benchmark for Quality of Life and Wellbeing • Rural Transport: 2014 Total passengers = 61,000 passenger trips • Current Rural Transport Demographic categorization: Elderly 56% (North) 39% (South); Youth(18–25) 0% (North) 23% (South); Disability 0% • Broadband - 52.7% broadband connectivity				
6 Year target	• Baseline benchmark established for the County on Quality of Life (wellbeing) by 2020 • Evidence based document on level of facilities & services appropriate to tier in the settlement hierarchy of the County by 2018 • Rural Transport:- Elderly figure to increase to 50% of passengers; Youth figure (18–25) to increase to 28% of passengers countywide; Disability Figure (to be collected & baseline established)) • Broadband 1:- 30Mbp speed available to all areas of the County by 2020 • Broadband 2 – Increase of 5% of broadband usage by citizens (CSO) • Broadband facilities available to 40% of community halls by 2020				
Constraints	- Resources available to track 'quality of life and wellbeing issues' surveys and to develop databases - Resources available to provide appropriate rural transport services. - Lack of use by public of rural transport facilities - Roll out of national broadband services delayed - Lack of buy in by Communities and other agencies to engage with survey work and community animation				
Strategic Actions		**Local KPI**	**Coordinating Lead**[8]	**Supporting Partners**	**Timeline**
C&S 1.1	Develop a programme of longitudinal measurement of quality of life and wellbeing in the County by engaging the community and voluntary sector in a tracking project over a 5 year period.	Research completed in year 5	**Environmental Pillar PPN/ LIT**	LIT, LDCs, TCC	Commence Q2 2016 (5 year period)

[7] Compliments Economic Priorities 3 & 6

[8] **Co-ordinating lead**: This role is to bring key stakeholders together regarding the relevant action with a view to developing an implementation plan for the action and overseeing the implementation same

C&S 1.2	Undertake an Audit of all physical community facilities in the County, including ability to access services (broadband; transport; health services etc) and benchmark against a Tipperary version of the LA21 Wheel. Develop a prioritized community facilities infrastructural programme based on need.	Audit Completed by June 2016	**TCC (Planning & C&E)**	LDCs, PPN	Q3 2016
C&S 1.3a	In the interim, develop an appropriate grant scheme which focuses on improving disability access, usage of facilities for those with a disability, usage of facilities for elderly and youth; broadband connectivity and works which address energy, heating and water efficiency deficiencies.	Draft Community & Recreation Scheme to be developed by December 2015 Number, type and location of facilities supported in the specified areas	**TCC**	TEA, LDCs, PPN	Q1 2016
C&S 1.3b	Support the development and effective management of play and recreation play infrastructure in the county.	Develop a Co Tipperary Play and Recreational Policy to include a playground policy and playground management strategy -to be in place be December 2016	**TCC (Planning & C&E & MDs)**	PPN, Youth Services, LDCs	Q1 2016
C&S 1.3c[9]	Support the sustainability of rural shops and rural retail services in Tipperary.	Develop a rural retail strategy with initiatives to promote and sustain rural shops, to incentivise shop usage through development of meeting spaces in shops, café areas, picnic facilities and internet access and catering services, etc.	**TCC (Planning and C&E)**	LDCs, PPN	Q1 2016
C&S 1.4a	As part of Audit, survey and map the level of usage of existing community facilities vis-à-vis their usage & capacity and identify priorities.	Audit Completed by June 2016	**TCC**	LDCs, PPN	Q3 2016

[9] Compliments Economic Action 1.5e

C&S 1.4b	Based on outcome, prepare and implement a community development programme around capacity issues identified and which concentrates on: i. Maximizing the use of existing community facilities. ii. preparing business plans for community facilities which will assist with their sustainability; iii. Providing for the inclusion of minority groups which live in the area.	Programme prepared with appropriate KPI	**NTLP; STDC**	PPN	Q3 2016
C&S 1.5	Develop a dynamic all-county (and all agencies) database which captures the level of community spend including type and category of community spend.	Database in place by Dec 2016	**TCC**	LDCs, ETB, TEA, PPN	Q4 2016
C&S 1.6a	In the context of the Rural Transport Plan for the County, specifically explore possibilities or providing a transport service to i. Under-serviced areas. ii. Those areas which have a strong deprivation score. iii. To promote north south interconnectivity. iv. Identify actions to increase usage amongst the elderly, youth (18–25), those with a disability, those areas where there is a high level of lone parents relative to the county average and those within the non Irish communities. In particular, explore the level of rural public transport connectivity with destinations to facilities of educational supports and services; health service supports and those of the catchment communities that they purport to serve.	TCU[10] Plan prepared which identifies the named areas as priority routes to be developed Service provided to named areas by 2018 Elderly Usage increased to 50% (all county) Youth Usage: increased to 28% (all county) Disabled Usage: figure to be set in year 1 of TCU Plan and appropriate KPI developed	**TCU (Transport)**	TCC (Roads & C&E), LDCs, PPN, ETB, Youth Services	Q1 2016 Q1 2017
C&S 1.6b	Develop an Integrated Service Access Plan which includes a Mobility Plan and an Online Service	Develop an Integrated Service Access Plan	**TCU**		Q2 2017

[10] Transport Co-Ordination Unit

	Delivery Plan.				
C&S 1.6c	TCU Plan to address by-passing of villages on way to key destinations and to take all reasonable steps to ensure it is not contributing to non sustainment of services in these settlements.	Non Irish national usage: figure to be set in year 1 of TCU Plan and appropriate KPI developed	**TCU**		Q1 2017
C&S 1.7a	Investigate the piloting of a group broadband scheme in two black spot areas.	Two locations identified. Funding sought to fund pilot.	**LDCs**	PPN	Q1 2017
C&S 1.7b	In order to facilitate greater use of broadband within communities (which will assist in accessing information on supports and services and information dissemination generally), target grant schemes which support this initiative in multi use community facilities. Any support to be provided in the context of the roll out of programmes and access by the community to use facilities so supported.	National Broadband Plan identifies Community Halls and small towns and villages as priority in roll out. Level of grant investment allocated to community groups who manage multi use community halls for broadband provision/connectivity	**LCDC (TCC)**	ETB, LIT, PPN	Q2 2016
C&S 1.7c	Provide information sessions to communities on how to access e-government services on-line.	Level of grant investment allocated to community groups who manage multi use community halls for broadband provision/connectivity Number of training programmes delivered from halls	**LDCs**	PPN	Q1 2016

High Level Community & Social Inclusion Priority 2	**A. To Support the development of sustainable resilient communities, enabling them to have a meaningful quality of life and wellbeing and to respond to the needs in their community.** **B. To support communities and the voluntary sectors to have a meaningful voice in decision-making in areas which affect their communities, through the development of effective structures and supports**
Current Benchmark	• No benchmark available

6 Year target	• Evidenced based document on i) the number of active community groups; ii) the number of underactive community groups and iii) the number of area with inactive or no community groups in the County by 2020 • 760 Registered groups active in the PPN Network by 2020 • Transparent and accountable representation of social inclusion, environmental, community and voluntary groups on 20 decision making and advisory bodies • Minimum of 1 member of a socially disadvantaged grouping to be an elected member of the LCDC or the SPC representing the PPN by 2020 • Volunteer Centre extended to cover northern part of the County
Constraints	- Lack of buy in by Communities and other agencies to engage with survey work and development programmes/projects - Inadequate funds to extend appropriate services - Lack of capacity by the more marginalized sectors of society to participate

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 2.1a	Community & Civic Engagement:- Support the development and expansion of the PPN on a geographical and sectoral basis in order to facilitate greater engagement by civic society as both a nominating body and a consultative forum. The PPN is to be the main mechanism through which information sharing is facilitated within the community sector.	No. of Strategic Plans engaged with by the PPN per annum (benchmark to be set).	**PPN**	TCC, LDCs	Q1 2016-Ongoing
C&S 2.1b	Prioritise those geographical areas where this is a relatively low level of community activity.	No. of new groups assisted in areas identified as "least active"	**LDC**	PPN	Q1 2016 Ongoing
C&S 2.1c	Provide capacity and support to voluntary and community organizations to enable them to engage actively in decision-making.	No. of education programmes delivered	**PPN**	LDCs, LIT	Ongoing
C&S 2.1d	Develop a programme which address the needs of communities around governance; constitutions, sustaining volunteering activity; decision-making, fundraising and communication with its members.	No. of Community Groups who have availed of this support	**PPN**	LIT, LDCs, STVC	Ongoing and continuous
C&S 2.1e	Enable the expansion of the Volunteer Centre to service the north of the County.	All county coverage of Volunteer Centre	**Volunteer Centre**	LDCs	Q2 2016

C&S 2.1f	A County Volunteer Strategy to be developed which shall include specific provision to meet the needs of i) the elderly; ii) the non Irish national; iii) Citizens with a disability; iv) young people.	No. of volunteer initiatives undertaken with i.) Elderly; ii.) Non-Irish national's iii.) Disability sector and iv.) Young people; v.) travelling community	**Volunteer Centre**	PPN, LDCs, Muintir na Tire	Q3 2016

High Level Community & Social Inclusion Priority 3	**Seek to eliminate or significantly reduce those areas with the highest level of social deprivation in the County**
Current Benchmark	• 18.69% of the population who live in "small area units" have a Pobal HP 2011 Deprivation Index of disadvantaged or very disadvantaged. • 2.48 % (3941 people) of the population of Tipperary live in a small area with a Pobal HP Deprivation Index of "very disadvantaged".
6 Year target	• 2% of population of Tipperary live in a small area with Pobal HPD Index of "very disadvantaged"
Constraints	- Willingness of communities and individuals to engage - Willingness of agencies to engage in a collaborative manner - Level of funding and resources available

Strategic Actions		**Local KPI**	**Coordinating | Lead**	**Supporting Partners**	**Comment**
C&S 3.1a	Continual focus to be brought to bear on the existing RAPID towns of Carrick on Suir, Clonmel and Tipperary as they are the most marginalised, have a strong youth population and have the greatest level of unemployment and long term unemployment.	Develop 3 year RAPID Plans for each with appropriate targeted actions.	**TCC**	LDCs, ETB, DSP, GS, HSE	Q1 2016-ongoing
C&S 3.1b	Additional actions and an integrated approach to be prioritised for both Roscrea and Littleton (also see traveller section below) given their very significant level of disadvantage at the Small Area Level and given the unique culture of the Littleton population.	Develop 3 year RAPID Type Plan for each with appropriate targeted actions	**TCC**	LDCs, ETB, TRTP, GS, HSE, DSP	Q1 2016
C&S 3.1c	Secondary priority to be given to addressing social deprivation in the following areas: - Nenagh; Thurles; Templemore; Slieve Ardagh/Killenaule; Mullinahone; Cashel; Kilcommon and Borrisokane. In particular,	SICAP Programmes to include actions relevant to these areas with a particular focus on the LA estates >-20 % of individuals in	**LDCs**	LA (Housing & MD), Barnardos, FRCs,	Q3 2016

	any action in these areas should assess the value of targeting those local authority estates where the deprivation index is > -20.	selected estates "case managed" by SICAP and other SI funding agencies		Nenagh Community Services	

High Level Community & Social Inclusion Priority 4	**Address the high level of long term unemployed through targeting those areas with the highest level of long term unemployment in the County**
Current Benchmark	• General Unemployment rate for County Tipperary = 19.9 % (National average of 19%.(CSO 2011)) • Unemployment rate amongst the travelling community is 84.51% in Tipperary (CSO 2011). Unemployment rate of people with disabilities in County Tipperary = 32.9% (CSO 2011) • Youth unemployment (18–24yrs): - Youth unemployment in Ireland - 29.7%1 (30, 8152 young people are long term unemployed (12 months or more). • Youth Unemployment (Under 25yrs) in Tipperary – 3,192 (CSO 2011) • Youth Unemployment amongst travelling community in Tipperary is 85.47% (CSO 2011) • Youth unemployment amongst people with disabilities in County Tipperary is 60.7% (CSO 2011) • Seasonally adjusted national unemployment rate aged 15-24 is 20.2% (May 2015 CSO)
6 Year target	<u>Long term Unemployed – Tipperary target</u>: • Tipperary Unemployment to reduce below 10% by 2020 (Dept of Finance (Youth Guarantee Implementation Plan) project fall in unemployment to 11.4% by 2016) • Contribute to the National Targets in Pathways to Work 2015 (published by INTRO) by assisting 300 long term unemployed people to move into employment for each year of the LECP (1800). • Reduce average length of time on live register from 21 to 12 months as per national target in the Pathways to Work 2015. • Unemployment amongst travelling community – 84% by 2020 • Unemployment amongst those with a disability – 31% by 2020 <u>Youth Unemployment -Tipperary Target</u>: • Reduce level of Youth unemployment by 1.5% pa to 2020 (current rate of reduction nationally is 2%) • Tipperary to meet the target in the national Youth Guarantee Scheme: all Young People 18-24 who are unemployed to be offered a job; work experience; apprenticeship training or combined work/training within a defined period of time (4 months)[11] after leaving school/becoming unemployed • Youth unemployment amongst travellers - 85% • Youth unemployment amongst those with a disability - 59% • Reduce Youth unemployment to somewhere in the range 21-23% by 2016 (National Targets in Pathways to Work 2015)

[11] National Target in State Youth Guarantee Scheme & 4 months is time recommended by European Commission in relation to same

Constraints	- Willingness of communities and individuals to engage - Willingness of agencies to engage in a collaborative manner - Level of funding and resources available and slow-down in economic recovery

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 4.1a	Appropriately focused social inclusion and financial supports to be developed in area of highest long term unemployment around their capacities and skill sets with a particular focus on male long term unemployed. Top priority areas re focus of action: Roscrea, Thurles, Carrick on Suir, Clonmel, Nenagh and Tipperary Town.	No. of long term unemployed people supported to Progress	**DSP**	LDCs, ETB, LIT	Q2 2016
C&S 4.1b	Secondary priority: Towns of Cashel and Ballina and rural areas of Kilcommon, the cluster around Kilmore; a cluster around Finnoe, Borrisokane, and Cloughjordan; a cluster around Killenaule, Ballingarry and Clogheen.	No. of programmes developed in these areas where access is an issue	**DSP**	LDCs, DSP, Childcare Company, ETB, LIT, TRTP, PPN (Disability)	Q3 2016
C&S 4.1c	The TCU Rural Transport to examine the potential to provide appropriate services areas of highest long term unemployment. Accessibility to outreach facilities for long term unemployed people living in rural areas also to be positively explored in any new TCU Plan. The TCU to particularly focus on youth long term unemployed in rural areas; those with a disability and travellers who are unemployed.	No. of outreach facilities being serviced	**TCU**	DSP, IFA, LA (LEO), Youth Services	Q4 2016
C&S 4.1d	Build targeted awareness programmes which are location specific of the benefits to employers in employing Long Term Unemployed (LTU) and support employers as appropriate. In particular, focus on potential to develop a pilot with the IFA in the context of supporting LTU with skill sets that	No. of programmes developed and the No. of people who have progressed through these programmes	**LDCs**	TRTP, DSP, HSE and other Disability providers	Q1 2017

	would be of value to farmers who are considering expanding their enterprises.				
C&S 4.1e	Develop programmes around "first step progressions" for the LTU focusing on projects/programmes that have a social /wellbeing /mental health/personal development value with a view to moving on to literacy and other more specific training/up skilling. Areas such as Arts, Heritage, Sport and Culture are obvious potential link-ups and have a role in this context.	No. of individuals in each sector engaged with no. supported in an employment initiative	**LDC**	LDCs, DSP, Childcare Company, ETB, LIT, TRTP, PPN (Disability), TCC (Arts, Heritage, Sports), STVC	Q1 2017
C&S 4.1f[12]	Develop particular focused and relevant support schemes around capacity building; engagement and innovative employment opportunities with those sectors who find it most difficult to enter the workplace (travellers; people with disabilities, ex-addicts; and ex-prisoners). Investigate Social Economy type projects focused on those cohorts who find it difficult to enter the workforce, for example social farming, fishing hubs, outdoor pursuit's activities. Develop programmes around literacy; career guidance and job coaching and mentoring etc.	No. supported in an employment initiative No. who progress to employment. No. of Social Economy projects developed	**LDCs**	LDCs, DSP, Childcare Company, ETB, LIT, TRTP, PPN (Disability), STVC	Q1 2017
C&S 4.1g	Focus on engaging with the long term unemployed men and develop structures and programmes which meet their particular needs (e.g. Men's Shed type programmes, etc.)	No. of LTU men engaged with and the no. who have progressed to employment	**LDCs**	LDCs, DSP, Childcare Company, ETB, LIT, TRTP, PPN (Disability)	Q1 2017

[12] Linked to Economic Actions 5.7a – 5.7d

C&S 4.2a	Youth Unemployment - Identify on a geographic basis, those areas where there is a high % of youth unemployment. Prioritise and develop appropriate social inclusion supports around their capacities and skill set	Source information on youth unemployment across the county and identify top 5 priority areas and secondary priority areas and rural areas with high youth unemployment	**LDCs**	DSP, IFA, LA (LEO), Youth Services	Q2 2017
C&S 4.2b	Following identification of high areas of Youth Unemployment, identify accessibility issues to services (transport, remote access, childcare etc).	Final report on Youth employment with target areas and actions	**Youth Services**	ETB, DSP, LDCs, LA (LEO)	Q2 2017
C&S 4.2c	Explore opportunities with smaller employers to provide employment opportunities for this cohort	No. of young people on internship programmes or recruited through job plus	**Youth Services**	ETB, DSP, LDCs, LA (LEO)	Q3 2017
C&S 4.2d	Replicate and support existing successful projects and solutions such as "work winners" in those areas that have high levels of youth unemployment	No. of participants on work winner programmes	**Youth Services**	ETB, DSP	Q3 2017
C&S 4.2e	Support alternative learning programme delivered through youth services to support young people at risk of early school leaving.	No. of young people on programmes	**Youth Services**	ETB, CYPSC (Túsla)	Q3 2017

High Level Community & Social Inclusion Priority 5	**To maximise life opportunity and potential for young people and support and facilitate their contribution to the sustainable development of the county**
Current Benchmark	• No benchmark or data available regarding participation and engagement of young people in social, recreational, sporting, cultural or community activities
6 Year target	• 1200 hard to reach young people supported to participate and engage in social, recreational, sporting, cultural or community activities on an ongoing basis
Constraints	- Resources & personnel - Willingness of targeted community to engage

Strategic Actions		**Local KPI**	**Coordinating |Lead**	**Supporting Partners**	**Timeline**
C&S	Address areas that have gaps in terms of youth	No. of youth focused services	**Youth services**	ETB, LDCs, STVC,	Q1 2017

5.1a	service provision and support youth services to add value and extend current provision for hard to reach young people. Appropriate youth services and supports to be targeted at those areas where there is a significant youth cohort, a high youth dependency; poor youth infrastructure relative to the rest of the county and in particular in those areas that have a disadvantaged or very disadvantaged status. Cahir, Fethard, Newcastle, Ballina and Newport; in particular to be targeted. Support the development of rural youth clubs in communities that do not have access to youth services. Explore innovative collaborative options around how to develop rural youth clubs in these communities.	delivered into agreed targeted areas; No. of additional contact hours secured in relation to youth service provision No. of targeted hard to reach young people participating in social recreational and sporting events /organisations Prioritised Youth Infrastructure Plan by Dec. 2018 No. of grants and supports provided for youth facilities and supports in designated areas		LA (Sports, Arts)	
C&S 5.1b	Develop programmes and supports that encourage young people to volunteer in the community and voluntary sector. Support and encourage the community to actively embrace and seek youth input.	No. of new youth volunteers No. of communities supported to embrace youth cohort	**Youth Services**	Volunteer Centre, CYPSC (Túsla), ETB, LDCs, PPN, Comhairle na nÓg	Q2 2017
C&S 5.1c	Prioritise the development of appropriate youth infrastructure and programmes in those areas where the Youth Dependency Ratio exceeds 33 and which correlates heavily with areas of deprivation.	Youth Dependence Ratio Map established	**TCC**	Volunteer Centre, CYPSC (Túsla), ETB, LDC, PPN, Comhairle na nÓg	Q1 2018
C&S 5.1d	Rural transport plan to investigate the possibilities of providing transport in the more remote areas for young people so that they are enabled to engage with youth programmes and activities. Any	TCU Plan prepared which assesses the needs of this cohort and provides as necessary and within allowable resources.	**TCU**	LA (Roads), Youth Services, ETB, LDCs	Q1 2018

	Rural Transport Plan to specifically focus on the needs of the Youth 15 – 25 in those rural areas where there is limited service.				
C&S 5.1e	Proactive inclusion of Comhairle na nÓg in the consultation and youth proofing process of any planning and development work relevant to young people in the county.	No. of plans consulted upon by Comhairle na nÓg	**Youth Services**	Comhairle na nÓg, CYPSC (Túsla), LA	Q1 2016
C&S 5.1f	Actively promote the utilisation of the range of community based facilities by young people. Consider utilisation of 'diversity audits' ensuring they are 'open to all' when funding future community buildings, etc. Support community halls and centre's to develop youth meeting hubs in smaller local rural areas.	No. of grants provided to Community groups to incorporate youth focused activities. No. of youth meeting hubs developed in the county in areas outside of main towns	**LDCs**	ETB, LA (Housing & C&E), Youth Services	Q2 2016
C&S 5.1g[13]	Investigate Social Economy type projects focused on young people and engagement, for example social farming, fishing hubs, outdoor pursuits activities To look at alternative and innovative ways of encouraging young people to connect with education such as in the areas of traditional craft skills; food growing; wildlife; rural skills; biodiversity etc.	No. of social economy projects with a youth focus	**Youth Services/ETB**	LDCs, LA (C&E), LIT	Q3 2016
C&S 5.1h	Support programmes that build the skills and capacity of young people in the travelling community, young people with disabilities and other marginalised young people to participate and engage in all aspects of life.	No. of members of the travelling youth community & disability youth community engaged in a formal activity (youth clubs; arts; sports etc)	**LDCs**	Youth Services, TRTP, LA (C&E), PPN (Disability Forum), HSE	Q1 2016

[13] Linked to Economic Actions 5.7a – 5.7d

C&S 5.1i	To look at the vulnerabilities of those young people coming out of care; prison, addiction services and seek to put a pathway in place which would prevent homelessness and ensure adequate support and progression for these marginalized young people.	CYPSC Plan to be developed to incorporate actions around this area	**CYPSC (Túsla)**	LA (Housing), HSE, Probation Office, ETB, DSP, GS	Q1 2017
C&S 5.1j	Youth Communities:- In the context of the all-county ETB All County Youth Demographic Profile 2014, prioritise the development of appropriate youth infrastructure and programmes in those areas where the Youth Dependency Ration exceeds 33 and which correlates heavily with areas of deprivation.	CYPSC Plan to be developed to incorporate actions around this area	**CYPSC (Túsla)**	Youth Services, ETB, Comhairle na nÓg, LDCs, Youth Services	Q2 2017
C&S 5.1k	Arts, Heritage & Sports Plans to prioritise some actions around rural youths and those in 10 – 18 year cohort.	No. of actions developed	**LA (Arts & Sports)**	Youth Services, Comhairle na nÓg, ETB	Q3 2017

High Level Community & Social Inclusion Priority 6	**Reduce the marginalisation of specific target groups and communities – Travelling community, Non Irish Nationals and Asylum Seekers, Lone Parents, LGBTI and people at risk of homelessness.**
Current Benchmark	• Baseline benchmark established for the County on Quality of Life (wellbeing) by 2020
6 Year target	• *To be set once Quality of Life and Wellbeing baseline established*
Constraints	- Difficult to identify non Irish nationals that have little or no English

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 6.1a	**Travelling Community** Establishment of an all-county Traveller Inter-Agency Strategy Group (with participation by Travellers) and the development and	TIA (Traveller Inter-Agency) drawn up with focused actions	**LA (Housing)**	TRTP, LDC, HSE, GS, ETB, DSP Probation office, PPN, STVC	Q2 2016

	implementation of a multi-annual action plan as drawn up by that group.				
C&S 6.1b	**Non Irish Nationals and Asylum Seekers** Develop an all county profile and needs analysis of non-Irish nationals who have little or no English and develop actions appropriate to the needs identified. In particular, focus on those areas where concentration is greatest, namely Roscrea, Nenagh, Thurles, Cahir and Clonmel. Support community initiatives in relation to informal language and conversation groups and support integration activities at community level. Support residents of Bridgewater to access services and address issues which are barriers to services and support transition process of residents once granted leave to remain in the country. Develop a number of key programmes which focuses on the improving the level of connectivity of the non Irish nationals with their host communities, with particular attention on those areas where the percentage of non Irish nationals is higher e.g. Cahir.	All County Integration Service Strategy completed by Dec 2018 No. of community initiatives supported Number of "connecting" LDC programmes supported or set up in the targeted areas	**LDCs** **LDCs** **LDCs**	LA (C&E), ETB, HSE, DSP, Tusla, Volunteer Centre, STVC PPN, TCC, HSE, ETB, Youth Services, STVC	Q2 2017
C&S 6.1c	**Lone Parents:** Prioritise resources and programmes on those areas where the proportion of lone parents is >60%, namely Carrick-on-Suir Urban, Monsea, Thurles Urban 1, Thurles Urban 2, Clonmel West Urban, Clonmel Rural, and Carrickbeg. Develop an appropriate interagency response to needs of lone parents in these areas including addressing the range of service needs from	Focused programme developed for the key prioritised areas	**LDCs (SICAP)**	CYPSC (Túsla), LA (C&E & Housing), Childcare Company, ETB Youth Services, PPN	Q 3 2016

	predevelopment, parenting supports, educational supports, health and wellbeing supports, employment supports and development of lone parent forums.				
C&S 6.1d	**LGBTI** Seek to establish a county forum for LGBTI with a view to identifying issues for people in the LGBTI community. Commence work on data gathering to ascertain the extent, needs and requirements of people who identify as LGBTI.	LGBTI Forum established	**TRYS**	Youth Services, LDCs, PPN	Q1 2017
C&S 6.1e	**Homeless** Develop an all-County Homeless Action Plan which addresses in particular the needs of the more vulnerable sectors, including ex-prisoners; ex-addicts; victims of domestic violence; people with mental health difficulties, young people coming from the care system and asylum seekers. In particular, Action Plan to include a supported housing programme providing integrated support for key risk groups, namely people following rehabilitation from substance misuse, families who are victims of violence/domestic abuse and young people coming out of care.	Needs identified and collated Homeless Action Plan developed	**LA (Housing)**	Voluntary Housing Groups, LDCs, TRTP, HSE, Túsla	Q2 2107

High Level Community & Social Inclusion Priority 7	**Provide a targeted and integrated response to the needs of vulnerable families, children / young people in areas of greatest risk**
Current Benchmark	• National Consistent Poverty baseline of 6.2% (no county measure of poverty) • Ascend in North Tipperary (2014) supported 368 women • The relevant services (Cuan Saor and the Rape Crisis centre in South Tipperary (2013) supported 604 women) • Number of Children referred to TUSLA – South Tipperary – 2014: 1312 children • Number of Children referred to TUSLA – North Tipperary – 2014: 819 children

6 Year target	• Contribute to the national target of reducing consistent poverty to 4 % by 2015 (interim target) and to 2% or less by 2020 from a baseline of 6.2% (Currently no county measure of poverty)
Constraints	- The multiplicity of bodies involved in the provision of services to children and young people. - The availability of resources to address the needs of children and young people - The successful rollout of the Partnership, Prevention and Family Support programme across the county.

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 7.1a	Extend the Children and Young Persons Committee remit to the whole of the county.	All County Committee established.	**TUSLA; CYPSC (Children and Young People's Services Committees)**	LA (C&E), LDCs, FRC, CCRC, ETB, GS, Barnardos, PPN, Youth Services	Q4 2015
C&S 7.1b	Prepare and implement a Child and Young Persons Services Action Plan which incorporates actions targeted at those areas which have been identified as being most in need. In particular, focus supportive actions on the top five priority areas where the vulnerability to children is greatest and where services are limited. Areas to be identified as part of the development of the all County Children's and Young Persons plan (areas not identified yet).	All County Action Plan developed.	**TUSLA; CYPSC**		Q4 2016
C&S 7.1c	Establishment of a data collection system in relation to measuring services delivered in relation to vulnerable families and children.	Data Collection system established	**TUSLA; CYPSC**		Q4 2017

C&S 7.1d	Develop family support initiatives that: - Are evidence based - target children and families referred through the Partnership, Prevention and Family Support (PP&FS) - PP&FS programme established in the county - Focuses in particular on those areas where lone parent families and families of the travelling community are most highly concentrated. - Support the embedding of the Meitheal model into practice of all agencies working with children and families including the County Council, GS, Education etc	Number of initiatives supported in priority areas identified by CYPSC Plan	**TUSLA/ CYPSC**	LA (C&E), LDCs, FRC, CCRC, ETB, GS, Barnardos, PPN	Q1 2016
C&S 7.1e	Support initiatives that address the needs of families, children and young people in relation to Mental health	No. of initiatives identified No. of services provided	**HSE**	LA (C&E), LDCs FRC, CCRC, ETB, GS, Barnardos, PPN, Youth Services	Q 3 2016
C&S 7.1f	Investigate options to address the uneven distribution of a range of family support services around the country and encourage creative and innovative usage of existing supports services in particular in relation to areas of highest need.	Mapping completed	**TUSLA/ CYPSC**	LA (C&E), LDCs, FRC, CCRC; ETB, GS, Barnardos, PPN	Q2 2016
C&S 7.1g	Support the development of free or low cost counseling, parenting support and community support programmes across the county and provide services where there are gaps. Top 5 priority areas to be identified as part of the development of Children and Young Person's plan.	No. of programmes in place	**TUSLA /CYPSC**	LA (C&E), LDCs, FRC, CCRC,ETB, GS, Barnardos, PPN	Q2 2016

C&S 7.1h	Map the location of community houses vis-a-vis the most disadvantaged housing estates and identify priority areas for the development of community houses; Develop and support programmes in these estates to focus on supporting vulnerable families.	No. of new Community Houses developed with support programmes in place	**LA (C&E)** **LA (Housing)**	FRCs, LDCs, CDP, Barnardos, Youth Services	Q1 2017
C&S 7.1i	Support the families who are victims of Domestic Sexual Gender Based Violence (DSGBV). Include DSGBV as a key issue in the consultation, planning and implementation of the following key priority plans/areas:- the Needs of Children & Young People, Substance Misuse/Abuse, Health & well being, Security & Safety throughout the county.	No. of support programmes implemented	**TUSLA /CYPSC**	LA (JPC), HSE, Drugs Task Force (Regional)	Q2 2017
C&S 7.1j	Develop and support projects that support children and family around family breakups and impacts on young people and children	Research evidence based programmes and no of programmes implemented	**TUSLA/ CYPSC**	FRCs, CCRC, LDCs, CDP, Barnardos, Youth Services	Q1 2017

High Level Community & Social Inclusion Priority 8	**Develop an integrated response to the needs of the elderly population with a particular focus on those areas which are geographically isolated and where the concentration of 65+ is greatest.**
Current Benchmark	• No Quality of life/Wellbeing measure in place
6 Year target	• Baseline benchmark established for the County on Quality of Life (wellbeing) by 2020 • Contribute to national targets in Healthy Ireland Framework including as follows: • Increase healthy life expectancy at age 65 years by: reducing morbidity; overall and premature mortality for four major non-communicable diseases of circulatory system disease, heart disease, stroke and cancer. • Reduce the gap in healthy life expectancy at age 65 between the highest and lowest socio-economic groups. • 2020 – Theft 25% (current nation = 34.8%); Criminal Damage 12% (national 12.7%); Burglary 10% (national 11.5%); Drugs – 6% (national 6.8%) • Text Alert groups:- 75 by 2020 • 760 Registered groups in the PPN Network by 2020
Constraints	- The multiplicity of bodies involved in the provision of services to older people - The availability of resources to address the needs of older people

	- The willingness of older people to become involved				
Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 8.1	In the context of the Age Friendly Strategy to be prepared (see Section 4.1.2) develop a number of key community programmes which focuses on the needs of the 65+ and those areas where the Old Age Dependency Ration exceeds 40	Age friendly County Plan completed by Dec 2017. Number of Age Friendly Communities assisted/supported or set up in targeted areas	**TCC (C&E)**	LDCs, HSE, PPN	Q1 2016
C&S 8.2a	Develop opportunities and programmes that support Older People to contribute to the social, economic and community development of the county. Prepare and implement an Older Persons Action Plan\Age Friendly County Plan which incorporates actions targeted at those areas which have been identified as being most in need. In particular, the plan shall identify those parts of the county where the needs of older people are greatest and where the services are least and shall include areas that have high numbers of older people including Clonmel, Thurles, Nenagh, Carrick-on-Suir, Tipperary Town and Roscrea and other areas with a significant level of people over 65+ include Cashel Urban, Inislounaght, Templemore, Newport, Kilcommon, Ballina, Cahir, Holycross and Borrisokane.	Whole county analysis completed Whole county Age Friendly County Committee in place Older persons forum in place Age Friendly County Plan in place	**LA (C&E)**	HSE, LDCs, PPN, Relevant community stakeholders – Muintir na Tire, Day Care Centres, FRCs, CCRC	Q1 2016
C&S 8.2b[14]	Investigate opportunities around the social economy to support initiatives to address social	No. of social economy projects developed	**LDC**	LA (C&E), PPN	Q2 2016

[14] Linked to Economic Actions 5.7a – 5.7d

	isolation, security and enabling access to services for the older more isolated citizens in the county. Develop opportunities and programmes that support Older People to contribute to the social, economic and community development of the county.				
C&S 8.2c	Through the PPN, support the development of an all County Older Persons Forum to assist in developing appropriate policy initiatives for the older cohort of the population	PPN Older People's Network set up	**PPN**	LCDC, LA(C&E)	Q2 2016
C&S 8.2d	Through the TEA and other appropriate community and voluntary structures, identify innovative ways to address fuel poverty initiatives	No. of targeted fuel poverty initiatives identified	**TEA**	PPN, LA (C&E)	Q2 2016
C&S 8.2e	Particular action of the various funding programmes shall prioritise a focus on those areas where deprivation is greatest and which also correlates with a high level of aged dependency and or significant numbers of people over 65 including areas in Clonmel, Carrick-on-Suir and Tipperary Town.	Level of funds targeted at these areas	**LA (C&E)**	LDCs, PPN	Q 3 2016
C&S 8.2f	The TCU Rural Transport Plan to focus in particular on supporting access by older people to villages /towns, particularly in those areas where there is a significant concentration of those over 65+	No. of older persons using TCU rural transport	**TCU**	PPN, LA (Roads)	Q1 2016

High Level Community & Social Inclusion Priority 9	**Develop an integrated response to reducing the level of substance misuse/abuse in agreed targeted areas**
Current Benchmark	• No benchmark
6 Year target	• Contribute to national target: Reduce the amount of alcohol consumed by people over the age of 15 years to an annual per capita consumption of 9.2 litres of pure alcohol (Steering Group Report on a National Substance Misuse Strategy 2012)

	• Increase in level of drug use detection and conviction over the 2014 County Tipperary level				
Constraints	- The commitment and resources required by key stakeholder in the delivery of actions.				
Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 9.1	Support the establishment of local action network groups in the southern and northern part of the county. Draw up an appropriate focused local action plan linked to the priorities identified by the Mid West Regional Drugs and Alcohol Forum and the South East Regional Drugs Task Force which concentrates key actions and funds on those areas where the level of detection is highest in the county including: - Addressing issues such as intimidation, drug supply, alcohol supply and anti social behaviour related to drugs and /or alcohol - Access to a full range of appropriate treatment and rehabilitation services and promoting the take up of services amongst people who are misusing drugs and alcohol - Access to post treatment education, training and employment services - Actions related to underage and binge drinking - Supports and services for children and families of substance misusing clients - Education and awareness programmes at community level to build community resilience in relation to drug and alcohol misuse. Establish a linkage group between the North and South local action network to develop county wide	Local Action Network to be in place for the northern and southern part of the county Action plans in place in both northern and southern part of the county. No of people supported through actions	**South East Regional Drugs Task Force & Mid West Regional Drug and Alcohol Forum**	GS, PPN, LA (C&E), ETB, LDCs, HSE, Tusla	Q3 2016

	initiatives where appropriate. Ensure any such actions initiated are specifically targeted at key target groups and key marginalized areas.				

High Level Community & Social Inclusion Priority 10	**Develop an integrated approach to supporting people of all ages with disabilities to access opportunities so that their quality of life and wellbeing is improved.**
Current Benchmark	• No benchmark currently in place
6 Year target	• Baseline benchmark established for the County on Quality of Life (wellbeing) by 2020
Constraints	- Resources available to track quality of life/wellbeing issues surveys and to develop databases - Resources available to Transport Co-ordination Unit to deliver on actions

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 10.1a	Draw up a Disability Action Plan for County Tipperary, focusing on greater inclusiveness for persons with a disability. The plan in particular to focus on. Supporting access to social, cultural, educational and employment opportunities for people with disabilities. Supporting the development of programmes within the community and voluntary sector that develop opportunities for children with a disability to participate in integrated social activities	Disability Action Plan completed	**LA (C&E)**	PPN, HSE, Youth Services, ETB, LDCs, STVC	Q3 2016

	Supporting existing community and voluntary organisations that support children and adults with disabilities to develop their capacity and their ability to deliver services for people with disabilities. Support disability awareness training and policy development amongst the community and voluntary sector especially in relation to encouraging participation and inclusion in sports, cultural and social activities.				
C&S 10.1b	The PPN to establish a Disability linkage Group and to support the development of advocacy groups and forum to represent the needs of children and adults with disabilities.	PPN Disability Network established	**PPN**	HSE, LA (C&E), LDCs	Q3 2016
C&S 10.1c	The TCU Plan to address transport needs of those with a disability and to capture data on level of usage by those with a disability	Disability data collated at a county level Baseline established	**TCU**	HSE	Q1 2017
C&S 10.1d	Support the further roll out of the Gold Star programme in the County.	2 additional Gold Star Towns established	**HSE**	PPN, LA (Municipal Districts)	Q3 2107
C&S 10.1e	Support the development of social economy projects that provide work, cultural and social opportunities for people with disabilities	No. of social economy projects developed	**DSP**	HSE, LDCs, PPN	Q1 2016
C&S 10.1f	Support early intervention programmes such as subsidised assessments for educational psychology and occupational therapy assessments with a view to getting educational resources for children as early as possible.	No. of early interventions provided	**LDC**	ETB, PPN	Q4 2017
High Level Community & Social Inclusion Priority 11	**Integrated response in relation to health and wellbeing of the community in relation to marginalised groups and areas**				

Current Benchmark	• No current benchmark
6 Year target	• Contribute to the national targets : - Increase by 5% the number of adults with a healthy weight by 2019; - Increase by 6% the number of children with a healthy weight by 2019 (Changing Cardiovascular Health National Cardiovascular Health Policy, 2010) - Increase by 20% proportion of the population undertaking regular physical activity (Changing Cardiovascular Health National Cardiovascular Health Policy, 2010) - Reduce the gap in healthy life expectancy at age 65 between the highest and lowest socio-economic groups. • Base line benchmark established on Quality of life and Wellbeing in the County by 2020
Constraints	- Resources - Engagement by target population

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 11.1a	To develop and implement a whole county plan in relation to mental health awareness/promotion and suicide prevention in line with the national framework for suicide prevention	Suicide prevention plan(s) in place for the whole county	**HSE Suicide Prevention Office**	Comhairle na nÓg, County Mental Health Group	Q1 2017
C&S 11.1b	Develop and implement a whole county plan in relation to participation in sports and physical activity with particular focus on hard to reach target groups	Sports Partnership plan in place -focus on hard to reach target groups/ areas	**Sports Partnership**	LDCs, ETB, HSE, GS, LIT Youth Services, RAPID AITs	Q1 2016
C&S 11.1c	To develop a whole county plan/programme of activities in relation to participation in social, cultural, arts and community activities with particular focus on targeting hard to reach marginalised groups	Specific actions included in all plans regarding arts/heritage/culture and community focused on building participation of marginalised groups and communities	**LA (C&E),**	PPN, Youth Services, LDCs, TRTP	Q4 2016
C&S 11.1d	To implement the relevant local actions of the Healthy Ireland Framework in particular in relation to improving the health	Local Health Ireland working group in place	**HSE**	RAPID AITs, LDCs, TRTP	Q4 2016

	outcomes of people living in disadvantaged areas and from marginalised communities	and action plan developed re implementing the Health Ireland Framework in Tipperary.			

High Level Community & Social Inclusion Priority 12	**To provide opportunities for the citizens to access life-long educational opportunities with a particular targeted focus to provide supports for communities and individuals who are marginalised**
Current Benchmark	• Lifelong learning participation rate was 7.3% (2014)national figure • Education baseline: • Of those aged 15 years and over whose full-time education had ceased, 16.7 per cent were educated to at most primary level only; a further 60.3 per cent attained second level while 23.0 per cent were educated to third level. • The overall number of early school leavers (i.e. those whose education ceased before completion of upper second level) has dropped from 1,444 young people (12.6 per cent of all 15-24 year olds) in 2006 to 849 (8 per cent) in 2011 • 634 courses provided • 7,500 participants in part-time provision alone
6 Year target	• **National Action Plan for Social Inclusion 2007-2016:** • Proportion of the population aged 20-24 completing upper second level education or equivalent exceeds 90% by 2013; • 15% of 25-64 year-olds to participate in lifelong learning by 2020
Constraints	- The Training element of FAS including budget and resources have not yet been transferred to The ETB – estimated transfer will be in January 2016

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 12.1a	Support the delivery of outreach back to education initiatives and literacy supports in areas where the educational levels are low.	No. of initiatives delivered	**ETB**	LDCs, DSP, TRTP, LIT	Q3 2016
C&S 12.1b	Develop a central portal for all further education opportunities in the county	Central Portal delivered	**ETB**	LIT	Q1 2017
C&S 12.1c	Roll out programmes around literacy and numeracy in a targeted and focused manner for the more vulnerable sectors such as	No. of specific programmes targeted at the more	**ETB**	LDCs, DSP, LIT, TRTP	Q 2 2018

	Travellers; Roma; Non Irish nationals; Asylum Seekers and Lone parents of young children. Develop innovative initiatives with primary schools, homework clubs and networks as required. Target programmes for the more marginalized groups in society around career guidance and job coaching to assist people to support progression into training and jobs	marginalised			
C&S 12.1d	Deliver community education programmes as a way of encouraging marginalised individuals to get involved in further education	No. of communication education programmes delivered	**LDC**	ETB, RAPID AITs, TRTP	Q3 2018
C&S 12.1e	Explore opportunities around traditional skills transfer/training in the county	No. of initiatives delivered	**LDC**	TRTP, DSP, HSE	Q3 2107

High Level Community & Social Inclusion Priority 13[15]	**Develop the potential for alternative energy projects to reduce impact of poverty in key agreed areas where social deprivation is highest**
Current Benchmark	*To be established*
6 Year target	*To be established*
Constraints	Unknown

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting partners**	**Timeline**
C&S 13.1a	Develop innovative actions to maximise the ability of communities to reduce energy use and generate renewable energy to support sustainability in the community.	No. of active community energy projects developed in the county	**TEA**	PPN	Q1 2017
C&S 13.1b	Identify a specified number of areas and sectors where opportunities in relation to alternative energy can have an impact	No. of active community energy projects	**TEA**	PPN, LDCs	Q2 2017

[15] Community & Social Inclusion Priority 13 linked to Economic Priority 2.

	on target areas, target groups at risk of poverty and the community and voluntary sector with a view to identifying opportunities to roll out and measure the impact of these initiatives.	developed in the targeted areas			
C&S 13.1c	Specifically target farmers especially farmer holdings on low incomes that are unsustainable in relation to on farm opportunities in the energy sector.	No. of interventions engaging farmers re animation re energy efficiency and alternative energy opportunities	**TEA**	LDCs, IFA, Teagasc	Q3 2017
13.1d	Investigate opportunities for retrofit programmes for social housing	No. of social housing homes availing of retrofit programmes	**TEA**	LA (Housing), Social Housing Agencies	Q1 2018

High level Community & Social Inclusion Priority 14	**Develop a sense of security and safety in communities in Tipperary with particular reference to the elderly and those who live in more isolated rural areas**
Current Benchmark	• 2013 – Theft 27%; Criminal Damage 11.3%; Burglary 13.5%; Drugs 8.3% • 2013 - Number of text Alert Groups- 54
6 Year target	• 2020 – Theft 25% (current nation = 34.8%); Criminal Damage 12% (national 12.7%); Burglary 10% (national 11.5%); Drugs – 6% (national 6.8%) • Text Alert groups:- 75 by 2020 • 760 Registered groups in the PPN Network by 2020
Constraints	- GS resources - Engagement by communities with text alert

Strategic Actions		**Local KPI**	**Coordinating Lead**	**Supporting Partners**	**Timeline**
C&S 14.1a	In the context of the Joint Policing Committee Strategic Plan, the following areas will be targeted those areas where security is most compromised and where anti-social behaviour is most prevalent and put in place a series of supports and actions to mitigate against this	JPC Strategic Plan has clearly identified the key vulnerable areas: % decline in level offences in targeted areas	**GS**	TCC, PPN, LDCs	Q1 2016
C&S 14.1b	Particular provision to be made in the JPC Plan to address concerns of the elderly, particularly in the more	Number of identified actions in Plan related to	**GS**	PPN, LDCs, Muintir na Tire	Q1 2016

	remote/isolated areas and to put appropriate actions in place to minimize their vulnerability in rural areas	the elderly: % decline in level of elderly related offences & increase in number of text alert groups, particularly in the Nenagh area			
C&S 14.1c	Develop appropriate communication mechanisms to ensure greater awareness of community safety	Communication Strategy in place by mid 2016	JPC	PPN	Q1 2016
C&S 14.1d	Identify proactive and targeted response to areas where there is a concentration of drug related crime	Local Drugs strategy to identify specific focused actions with appropriate targets set on reducing drug related crime	Local Drugs Task Force	GS, Youth Services, TCC, HSE, PPN	Q1 2017

Section 4 - Economic Development

4.1 Introduction and Background

A critical component of any sustainable community is the ability of that community to participate in economic activity appropriate to their needs, abilities and capacities. For any economic strategy of a county to be effective and sustainable, it must be on the basis that all persons are afforded an appropriate opportunity to engage in economic activity which will add value to their quality of life and wellbeing.

In the context of the Local Economic and Community Plan (LECP), the objective is to promote a more integrated, inclusive, sustainable and targeted approach to addressing the strategic economic and enterprise development needs of the county in a way that builds on its strengths and opportunities and by ensuring that there is a genuine prospect of economic opportunities for all in the County.

4.2 Relevant European, National Regional and Local Policies

For any policies or economic actions at County level to be validated or supported, it is important that they fall within the context of what Government have outlined as their economic policies, economic actions and economic funding streams and are in line with the policies and objectives of the CDP's. The key relevant documents which have informed the economic priorities and which assisted in framing the consultation processes with the broader communities included (*see Economic Plan for greater detail*):-

European Policies	National Policies	Regional and Local Policies
Europe 2020	Ireland's Multi Annual Action Plan for Jobs	Regional Planning Guidelines 2010 – 2020 for Midwest and South East
Horizon 2020	Entrepreneurship in Ireland Policy Statement 2014	Mid West Area Strategic Plan 2012 - 2030
Research on SMEs and Micro-Enterprise in Europe	Our Sustainable Future 2012	Atlantic Gateways Initiative – Corridor Development Framework
Digital Agenda Europe 2010	Climate Change & Energy Sustainability Policy	Research and Innovation Strategy for the Mid West Region of Ireland 2014 - 2018
European Agenda for new Skills and Jobs (2010)	Solas Further Education and Training Strategy 2014 - 2019	South East Regional Jobs Action Plan (draft 2015)
Global Entrepreneurship Monitor Report (GEM) 2013	National Broadband Plan	Mid West Regional Jobs Action Plan (draft 2015)
	National Spatial Strategy	North and South County Development Plans
	Energizing Ireland's Rural Economy - CEDRA Report 2014	The South Tipperary Interagency Innovation and Entrepreneurship Strategy 2009

	Rural Development Programme 2014 - 2020	The South Tipperary Renewable Energy Strategy 2013
	Food Wise 2025	The Tipperary Food Sector Strategy 2010 - 2020
	People, Place and Policy – Growing Tourism to 2025	Tipperary County Council Corporate Plan 2015
		Town Development Plans and Local Area Plans

Under the framework of the EU economic policies and strategies and contained within the various strategies developed on a regional and national basis, a number of common recommendations have been identified to stimulate and sustain economic growth in the region and county. These include the development of local economies through:

- Sustainable development of the SME sector together with an FDI presence
- Recognition that medium sized towns and rural areas are drivers of sustainable economic development and the need to ensure they are thriving, active and vibrant locations
- Identifying and building on an area's strengths
- Sustaining existing employment and commercial enterprise while also promoting and attracting inward investment
- Development of a range of skills and innovation capacity to include R&D and establishment of greater linkages between third level institutions and businesses
- Enhancement of transport and access linkages and addressing key economic infrastructural deficits.

A number of the documents referenced above specifically set targets to be achieved at an EU and National level which will be used as the baseline target in the context of this document. Any supports or actions to be prioritized by the LECP will be aligned with the priorities set by the EU and national Government.

4.3 Economic Overview of Tipperary

The Economic Plan, which can be sourced on www.tipperarycoco.ie, provides a detailed overview from a statistical perspective of the economic situation in the County and the opportunities arising therein.

The economic dynamic in Tipperary has altered significantly since it became a unified county in June 2014. From an economic perspective it now sits within two economic regions (Mid West and South East) for the purposes of the DJEI economic delivery agents (IDA & EI). Whilst this poses a challenge it also provides opportunities, not least of which is the ability to access opportunities and funding streams which are rolled out across both regions in a competitive manner (e.g. EI Competitive Bid Call). There is however, also a realization that Tipperary needs to be kept to the forefront of the regional economic debate and does not lose out due to its location across two regions.

The combination of the two administrative areas of the old county of Tipperary also ensures that it is now the 6th largest county in the country and, being centrally located, is effectively the cross roads of Ireland. It has the longest length of motorway in any county with both the M8 and M7 traversing the county, linking it in a timely manner with the key gateways and cities of Dublin, Limerick and Cork. This level of accessibility and connectivity is a unique strength of the county and contributes to its attractiveness as a

place to invest. The N24, which links Waterford and Limerick and runs through the southern portion of the County, is also a crucial economic connector for the county.

Tipperary centrality offers enterprise and businesses a unique opportunity to access high quality 3rd level research facilities and supports, both within the county itself with the presence of LIT-Tipperary campuses in Clonmel and Thurles, but also in terms of its proximity and ease of access to Cork IT; UCC; WIT; Carlow IT, UL LIT Limerick and NUIG. There is no other county in the country, outside of Dublin, which has the same level of easy access to 3rd level institutions and this advantage should be built upon. The presence and availability of so many 3rd level facilities to Tipperary is a unique selling point in the context of attracting and retaining high level employment opportunities.

Another key economic attractor is the diversity of the economic base which has very real and robust strengths. Tipperary has over 50 years of Research and Development, Engineering Design and Development, Engineering Services, Innovation and State of the Art Manufacturing and Logistics Organisations and Facilities for Multi National, International and Indigenous Irish Corporations and Small and Medium Enterprises. These Industries and Sectors include Pharmaceuticals, Medical/Cardio Vascular Devices, Information and Communications Technology, Electronic Components/Equipment, Medium Density Fiberboard, Engineering/Metal Fabrication, together with Foods and Drinks, Agriculture, Equine, Tourism and many more, supporting local, national and global markets. There are now significant opportunities to build on these and also seek to develop other emerging economic areas that will assist in supporting greater diversification and thereby greater resilience.

Tipperary also possesses a strong network of vibrant and dynamic towns throughout the county. Their distributions and population size allow opportunities to support and enable differing scale and types of job opportunities throughout the county. It is important that the quality of our key towns are continually improved and upgraded in order to secure a top quality of life and wellbeing offering to not only existing residents and businesses but also to future employees. For the county to remain attractive to inward and indigenous investment, the County must be able to provide assurance of top quality living “places” where recreational, amenities, educational and other service needs are met to the highest standard.

In terms of broadband, there are Metropolitan Area Networks (MANs) in Clonmel, Nenagh, Tipperary Town, Cashel, Roscrea, Templemore, Cahir and Carrick-on-Suir. The installation of a MAN is also being provided in Nenagh, Roscrea and Templemore. The installation of a MAN in Thurles is considered a priority. Next generation access broadband provision is critical for any expectation of economic development in the county.

In the context of Business Parks, economic land-banks and workspaces, a recent review demonstrated that there was a reasonable distribution of same throughout the county but with some gaps, namely the provision of appropriate business space in Roscrea. There is a need to promote the availability of work spaces in the county both internally and externally, to support and co-operate with the private sector in the promotion of their vacant enterprise space and to develop programmes which support the operation of community enterprise centres, including support to their tenants.

4.3.1 Relevant Data Overview for Tipperary County

The Table below provides a snap shot of some of the key statistical findings as outlined in more detail in the Economic Plan:

Measure	Relevant Commentary	Source
Enterprise Support Structures	• Regional enterprise support structures include the IDA; EI; Tourism Ireland; Failte Ireland and Teagasc • Local enterprise support structures include LEO, Tipperary County Council; ETB; Tipperary Energy Agency; North Tipperary Leader Partnership; South Tipperary Development Company and Tipperary County Chambers of Commerce • 3rd level educational supports at a regional level include LIT-Tipperary; WIT; LIT Limerick and UL • 3rd level education supports at a local level include St Patrick's College, Thurles; Gurteen College, Ballingarry and The Garda College Templemore	local
Employment By Industry	• Higher than national average number of workers in manufacturing industry (6th highest in the country). Most of these clustered in Clonmel, Roscrea, Cashel, Nenagh & Thurles • Lower than national average number of workers in financial & professional, administration and ICT activities • 3rd highest rate of participation in AFF sector and most of these are located in rural and peripheral areas. • Area to the north of the County has a higher participation rate in agriculture than the south, whilst the southern part of the county has a higher participation rate in industry	CSO 2011 & Regional Labour market Bulletins 2013
Education Levels	• Tipperary, when compared regionally has one of the highest share of persons at work with lower secondary education or less and the lowest share of persons at work with 3rd level qualifications • Highest number of professional workers reside in Clonmel and Ballina areas followed by concentrations in Nenagh, Thurles and Roscrea area	CSO 2011

Unemployment	• Whilst the rate of unemployment currently hovers around 10%, there are significant areas of the county where this rate is exceeded (*see Economic Plan*) • The share of those unemployed under 25 years is particularly high for Tipperary when compared to other counties in the region and requires a particular focus	CSO 2011 & Live Register Figures (DSP)
Measure	**Relevant Commentary**	**Source**
Commuting Patterns	• Tipperary has the 9th lowest rate of outbound commuters which is significant given that it is bounded by 8 counties, 2 gateways and a number of hubs. The highest number of commuters travel to Limerick (>3,500); Kilkenny (>1,000) and Waterford (>1,000) • There is a significant level of commuting into our towns (Clonmel >+4,600) and all of the main towns are net daily gainers of working population with the exception of Carrick-on-Suir which experiences a net daily loss in working population of -83. Notwithstanding its proximity to both Waterford and Clonmel, some work is required to build the economy of Carrick-on-Suir to one which becomes a "net daily gainer"	POWCAR Stats – CSO 2011
Enterprise: Micro Enterprise Support	• 334 micro enterprises, employing 1,025 full time employees (+512 part time) were supported in Tipperary by the LEO (former CEB) from 1993 – 2013 • Of these, 176 business operated in the services sector & 158 in the manufacturing sector • The average number of start ups in the northern part of the county was twice as high as the number of business expansions whilst there was a minimal difference between start ups and expansion supports in the south • Since July 2014, the greatest amount of business funding allocations were made to businesses in Clonmel and Nenagh followed by Thurles, Borrisoleigh, Carrick on Suir and Tipperary • The RDP programme (north and south) from 2007 – 2013 supported 37 diversification projects; 83 SMEs and 112 tourism initiatives but there are no figure available in terms of the number of jobs created from same	LEO Statistics NTLP & STDC Statistics
Enterprise Ireland Supported Companies	• 129 companies supported by EI in 2013 and the sectors included - food & beverage; agricultural, forestry, energy, metal and glass manufacturing • EI support 76 companies in the south of the county and 53 in the north but employment numbers in EI supported companies is greater in the north than the south of the	EI Statistics

	county • Significant proportion of jobs from EI supported companies come from the expansion of existing businesses • There were no HSPUs in the county in 2013 and only 8 between 2008 – 2013 • Number of innovation vouchers in the County = 23 in 2014 • Number of Innovation Partnerships = 4 in 2014	
Measure	**Relevant Commentary**	**Source**
IDA Ireland Supported Companies	• As of July 2015 12 IDA Ireland supported companies in the county with 3 in the northern part of the county employing over 300 persons (Nenagh & Templemore) and 9 companies in the south employing over 3,000 persons (Clonmel area & Carrick on Suir) • 60% of all new FDI jobs come from expansion by the existing client base • FDI property opportunities in Ballingarrane, Clonmel (IDA Ireland owns 50 acre site) and Nenagh. Opportunities at Lisheen & Thurles • 250 acres+ in Ballingarrane estate also available for significant FDI or indigenous investment	IDA Ireland Statistics
Tourism	• Co. Tipperary accommodated 168,000 overseas visitors which generated 53m, in overseas visitor revenue in 2013 • Co. Tipperary accommodated 137,000 domestic visitors in 2013 which generated 19m in revenue. • Co. Tipperary ranked 13th in the 26 counties in terms of overseas visitor numbers in 2013 • Co. Tipperary ranked 10th in terms of overseas visitor revenue in 2015. • Co. Tipperary included in Failte Ireland's "Ireland's Ancient East" Destination • Two propositions in Co. Tipperary included within two Fáilte Ireland's 2 international visitor destinations – Lough Derg (part of both the emerging "Lakelands" Destination and "Ireland's Ancient East" Destination) and the Munster Vales (part of the "Ireland's Ancient East" Destination).	Failte Ireland
Retail	• REI selected 7 towns in Tipperary for inclusion in their 'Town and City Review' in 2012. None of these 7 towns were listed in the review listing of the top 25 towns in Ireland. • Clonmel and Cahir were included in the second quartile • Nenagh, Roscrea and Thurles were in the third quartile • Carrick-on-Suir and Tipperary were included in the final quartile	Retail Excellence Ireland 2012

Agriculture & Food	• There are 7,738 farms in the county with average farm size being 40.4 hectares • 30% of farms operated with <20 hectares • Value of agricultural output in the county is €604m with the value of forestry output at 6m • Tipperary has the 3rd highest number of dairy farms in the country	IFA 2014
Measure	**Relevant Commentary**	**Source**
Food & Drink	• Total number of food and drink processing jobs supported in the county is 4,270 • Home to strong food manufacturing and processing industries such as ABP meat processing plant in Cahir (615 jobs), Bulmers (Magniers) and Glenpatrick in Clonmel and international brands such as Cashel Blue Cheese; Tipperary Water etc • Estimated combined turnover in 2010 of the companies involved in the Tipperary Food producers Network (artisan food producers) is €22.5m per annum and these companies employed circa 200 people	TFPN 2010
Social Enterprise	• Social enterprise sector in Ireland in 2009 employed between 25,000 – 33,000 persons in over 1,400 enterprises • Total national income estimated at around €1.4bn • Nature of social enterprises is that jobs can be located in areas distant from the labour market – opportunities in areas of community retail; community care services; tourism and heritage products; leisure and sports services and energy production	Clan Credo Study 2011 Forfás Study 2013
SMART Specialisation	• Opportunities around agri-tech (non food) given the strong agricultural bases and the presence of existing industries in this area such as Abbey machinery; Herdwatch; Dovea Genetics; Mullinahone Euro-tags and Liffey Mills • Opportunities to create a multi media digital and gaming industry based on the number of graduates in these areas from LIT Thurles and LIT Clonmel campuses • Opportunities to develop capacities around ICT tourism and ICT food	eDigiRegion Project – EU funded under FP7

4.3.2 Commentary on Data Analysis & Services Support Overview

The LECP is underpinned by an objective to achieve appropriate sustainable and inclusive economic development throughout the county. Arising from the consultation processes, the analysis of the data and the issues and opportunities raised therein, the approach adopted in the LECP is to ensure that support (funding and otherwise) is provided to encourage a mix of industry and enterprise types throughout the county as appropriate to that areas capacities and abilities. This approach should assist in mitigating risks attached to over-reliance on any one sector or on any one area.

Particular sectors were identified as areas where Tipperary has potential strengths or where potential opportunities may lie and these include the areas of the life science sectors and the spinoffs and opportunities arising therein; the food sector; agriculture and the emerging agri-tech sector; the tourism sector and nascent digital and gaming/multi media sectors.

There are also sectors within Tipperary which are struggling and which have received minimal support in the past from economic agencies – one such sector is the retail trade. Particular actions within the LECP ought to be focussed upon this sector, not just in the interests of the retail sector itself which is an important employer in its own right within the county, but also in the context of the added value this sector brings to vibrant and attractive town centres – important in the context of retaining and encouraging additional employers in and to the county.

The level of innovation in Tipperary, when assessed against the indicators of innovation *(HPSU; Innovation Vouchers; Innovation Partnerships*) is weak and requires very definitive actions to assist in developing and growing this area. The presence and access to so many quality third level institutions should be a significant support in this process and the County should have the ability to harness the energies and dynamics of the larger pharma health care sectors; the strong performing manufacturing food and drinks base and the skill set of the workforce in these areas to assist it in this process given the value it would add to their enterprises.

Whilst national policy and supports are strong in the area of attracting large FDI clients and in supporting new start up enterprise, it is weaker in the area of supporting those businesses in the 3 – 5 year stage of operation - probably the most critical time for a new business. National policy and supports are also weak in the area of supporting those indigenous businesses which employ between 10 – 50 employees and which are not currently export oriented. Such businesses do not necessarily fit within either the LEO or EI portfolios but are a significant contributor to the economy of the County. It is important for the County that work is undertaken to ascertain who and where such companies sit and to engage with them to ascertain what supports would assist them in improving their bottom line; address market or skills deficits or assist them in any up-scaling proposals that they may be considering.

Access to finance continues to be an issue notwithstanding the recent pick-up in economic performance. Whilst the Government has put in place additional financial structures to assist businesses (such as micro finance supports), the funds amount available here are not always appropriate to the needs of industry, particularly those industries referred to in the above paragraph. Alternative financial support structures and models ought to be explored to address this gap.

As the economy grows, one of the key ongoing challenges will be to address the skills deficit available within the county – if the County does not have employees with the appropriate skill set (or if it cannot retain them), then the county will be left with a significant economic infrastructural deficit. It is critical that the skills issue is addressed on a number of levels:- a) to increase the number of citizens to complete

upper secondary level education as a minimum; b) to increase the number of citizens with a 3rd level qualification and preferably to increase the number of fourth level qualifications in the county in order to increase the attractiveness of the county to higher level employment opportunities and c) to ensure that structures are in place to deliver the skill required to existing employers, including having plans in place to address the potential future employment skill needs of industry. This process will require very strong and active collaboration between all of the educational institutions in the county (2nd and 3rd level) in tandem with the business community. It will also be important that the business community is enabled and facilitated to continue to up-skill themselves and their employees on an ongoing basis so that their business remains relevant, sustainable and resilient during tough economic times.

Energy costs are one of the higher operating costs of any business and the trend is that costs will increase in this area until such time as supply exceeds demand. There is a lot of work ongoing in the renewable energy area and there are numerous agencies which provide support in this area. Tipperary as a county has undertaken a number of energy efficient and renewable energy measures in domestic, community and commercial buildings over the last number of years. Introducing energy efficiency and renewable energy in business operations can impact positively on cost savings and as result competiveness. The IDA and EI both have a number of programmes – such as the IDA run Environmental Aid Scheme and EI's Green Start and Green plus Programmes - which enable client companies to introduce energy measures which positively impact on company performance. The local TEA is also very supportive and operates a number of schemes that can assist in the microenterprise area. It is recommended that programmes such as these are promoted and developed to micro enterprise businesses in the county.

In addition to addressing the energy costs of existing business, there is also a growing market to develop innovative businesses which deal with energy efficient products. Tipperary, through the supports on offer from the LEO, EI and SEAI is well placed to access these but it is important that businesses in this sector or potential entrepreneurs in this area are facilitated and supported to do so.

Social enterprise is an area that has received little support from the economic agencies in the past and over the life time of the LECP should be prioritised as it offers some unique opportunities to those more marginalised areas where economic opportunities are poor. Such enterprises can add significant value to the quality and wellbeing of life of the more marginalised areas and can assist with the overall economic picture of the county.

As demonstrated through the detailed economic assessment in the Economic Plan, Tipperary needs to intelligently and strategically market the county so that the key attributes of the County are targeted in the appropriate manner to the relevant investor market – whether that market is indigenous or foreign based. Resources, time and energy can be wasted targeting locations and sites to investors which in no way meet or match their business needs and it will accordingly reflect poorly on the county. Generally, potential large scale employers require at a minimum, a large urban area with a large pool of skilled labour; access to 3rd level institutions; a good sized land-bank where all of the necessary infrastructural facilities are available (*broadband; water; waste water; electricity supply; access etc*) and in particular where their employees can experience a top quality living environment in terms of access to services (education; 3rd level; health care; recreational etc) and where these towns have a strong energetic vibrant cultural and entertainment offering. Only some of the towns in Tipperary currently meet or "nearly" meet this offering and significant transformational works need to be undertaken to ensure that these towns fulfil their role to attract such industries to the county – including in the arts and recreational areas.

Other medium sized towns also need to undertake works to improve their overall appearance and offerings as they too have a very significant role in terms of supporting more medium sized investment

into their catchment areas, both smaller scale foreign based investors and medium sized indigenous investors. A bespoke marketing plan for each of these towns needs to be developed so that again there is a focussed and strategic approach to directing time and resources to potential investors whose needs could be met by these towns.

Effectively, what is being proposed in the LECP is that the pursuit of economic development and opportunity for the county must be appropriate to the location and must be supported to meet the needs of the potential investors for that area. For example, the type of opportunities to be progressed for a settlement such as Ballina, could be based around supporting greater opportunities around tourism, support for tourism related retail; social enterprise supports around tourism and also supports around encouraging resident potential entrepreneurs to develop their own business product (given the number of professionals in Ballina and the level of out migration for work purposes from this area). This would be very different to the type of supports that may be offered to another settlement in another part of the county which has different strengths.

Arising from the above, the focus of the LECP will be on the following identified priorities:

- Creating appropriate economic development opportunities throughout the county appropriate to their position within the settlement hierarchy and in accordance with tier strengths in order to address rural decline and regional imbalances. The LECP will also focus on supporting the development of emerging sectors or sectors with further potential such as tourism, equine, food, multi-media and agri-tech sectors **(*High Level Economic Priority 1)***

- Encouraging enterprises in energy efficiency use by supporting enterprises in energy efficiency reduction/improvements and by growing the renewable energy enterprise sector **(*High Level Economic Priority 2)***

- Addressing key economic infrastructural deficits in the county, particularly in the area of high speed broadband, securing appropriate provision of water supply in Clonmel, and enhancing transportation links on a regional and county basis **(*High Level Economic Priority 3*)**

- Identifying and addressing the skills deficit in the County relevant to the needs of existing employers and future employment opportunities **(*High Level Economic Priority4*)**

- Increasing the number of enterprise start-ups and growing the microenterprise sector to scale, as appropriate, and providing the necessary supports and environment to stimulate innovation and new product development **(*High Level Economic Priority 5*)**

- Maximising the attractiveness of Tipperary as a place to invest by identifying the key attractors to investors, prioritising same and implementing and marketing on a prioritised basis **(*High Level Economic Priority 6 & 7*)**

- Identifying the most vulnerable economic sectors & areas within the county and identify ways of mitigating the impact **(*High Level Economic Priority 8*)**

In addition to the above, the LECP process also identified the need to commence the process of compiling more comprehensive economic data at local level in order to establish benchmarks and subsequently monitor and evaluate progress on the LECP Framework Priority targets and actions over time.

4.4 Key Economic and Enterprise Development Actions

Arising from the intensive processes both statistical and consultative as outlined above, a series of shared economic and enterprise development Framework Priorities emerged for the county. Key strategic actions were developed under each of these framework Priorities with associated Key performance Indicators to allow for ease of tracking progress. It is expected that the implementation of these actions will assist in attaining the economic and enterprise objectives for the County which is

"*To create economic opportunity in all parts of the county through the implementation of strategic actions to address issues affecting employment, unemployment, and enterprise development"*

KEY ECONOMIC PRIORITIES: As previously stated the Economic Plan for Co. Tipperary advocates an integrated approach to economic development in the county. The plan has a particular focus on the development of new enterprise, and sustaining and supporting the expansion of existing enterprises; the development of various sectors such as tourism, food, multi-media and agri-tech; and the development of economic and tourism infrastructure. Framework Priorities and strategic actions are linked to the Regional Action Plan for Jobs (RAPJs) for the Mid West and South East Regions. Strategic actions outlined in the following section are aligned to the following objectives of these RAPJs:

- Increase employment in the regions, particularly in export led sectors
- Increase the number of start-up enterprises
- Increase employment in the existing base of companies
- Attract more inward investment to the region
- Integrate skills provision with enterprise requirements
- Increase innovation and industry engagement activity of the region
- Strengthen important sectoral clusters
- Increase value of agri-food exports
- Grow overseas tourist numbers and revenue
- Build strong enterprise networks to grow the region

Key economic framework priorities and strategic actions to be progressed over the life of the LECP for Co. Tipperary are as overleaf:

High Level Economic Priority 1	To promote and enable appropriate economic development opportunities throughout the county
Current Benchmark	2011: Number of 20 – 64 year olds employed was 57,735
6 Year Target	• Employment: 3.6 % increase on number of 20 - 64 year olds employed based on Census 2011 numbers (2078) • Increase in number of domestic and international tourism visitors – 10% by 2020[16] • Increase in Overseas Visitor Revenue[17] by 5% per annum, net of inflation
Considerations	- Government policy on FDI - Requirements of Foreign Direct Investors - Plan policies on the location of development - Infrastructure investment by Government - Government support for nascent sectors

Strategic Actions		Local KPI	Coordinating /Lead[18]	Supporting Partners	Timeline
E 1.1	Promote suitable property ready locations which have the ability to meet the needs of the FDI client – in particular, for the period of this LECP, focus on promoting property ready solutions in Clonmel, Nenagh and opportunity sites at Lisheen and Thurles as appropriate.	No. of itineraries No. of new FDI No. existing FDI expansions No. of Jobs created	**LA**	LIT, IDA, CTC	Q1 2016 onwards
E 1.2	Promote, support and develop specific locations as relevant for: - large scale indigenous investment - smaller-scale foreign direct investment through Connect Ireland initiative, particularly investments in the new emerging sectors with the most likely locations being Carrick-on-Suir, Clonmel, Cashel, Tipperary Town,	Review of potential of each location completed Action Plan developed & being	**LA (LEO)**	LIT, IDA, EI, Connect Ireland, CTC	Q1 2016 onwards

[16] Base Year 2013: 168,000 Overseas Visitors &155,000 Domestic Visitors

[17] Based on national target of 5% per annum to 2025, net of inflation

[18] Co-ordinating lead : This role is to bring key stakeholders together regarding the relevant action with a view to developing an implementation plan for the action and overseeing the implementation same

	Thurles, Nenagh, Roscrea , Templemore and Newport – Carrick-on-Suir to be prioritised	implemented to address any deficits Promotional Plan developed and implementation ongoing No. of Itineraries No. of Jobs Created			
E 1.3	Promotion and support of: - smaller indigenous economic opportunities in all appropriate settlements in the county - of micro-enterprise opportunities in all parts of the county including rural areas	No. of new enterprises No. of business expansions No. of additional jobs created No. that availed of training/business development supports Attrition rate of businesses supported	**LA (LEO)**	EI, LIT, ETB, LDC, Teagasc, Fáilte Ireland, UL, CC, LBGs	Q1 2016 onwards
E 1.4	Develop appropriate initiatives to support the expansion/extend the influence of existing or potential clusters in Tipperary, based on Tipperary's inherent strengths and where relevant, take a lead regional role. In particular, focus on the area of life sciences, digital multi-media and food	Regional Lead taken No. of active clusters	**LA (LEO)**	IDA, EI, LIT, Teagasc	Q4 2015 onwards
E 1.5a	Promotion, support of agricultural and food economic opportunities in all parts of the county	No. of Promotions No. of Grants	**LA (LEO)**	LIT, ETB, LDC, Teagasc, CTC	Q4 2015 onwards

E 1.5b	Co-ordinate and support the development of the food sector in Co. Tipperary to include the: - implementation of the Tipperary Food Strategy 2020 and the development of a Tipperary Food Brand - development of relations with appropriate 3rd level sector to support the implementation of the Food Strategy - exploration of opportunities around the development of Food Centre of Excellence - set up structures and supports to assist food producers in co. Tipperary to access and grow their export market - work with the Food Network to assist producers to supply into local restaurants and retail outlets	Tipperary Food Strategy 2020 implemented. Food Brand developed and operational Formal Links established and support provided Feasibility of Food Centre of Excellence undertaken No. of producers supported to export No. of producers supported to access retail/restaurant outlets	**LA (LEO)**	LDC, Food Network, LIT, Teagasc	2015 onwards
E 1.5c	Development of specific supports and programmes to encourage innovation in the Agri-tech area and, in particular, to develop an Agri-tech strategy	Agri-tech Strategy developed and implementation ongoing	**LA (LEO)**	Teagasc, EI, LIT	Commence Q2 2016
E 1.5d	Build on the current nascent green sector/ network to deliver on the strong green enterprise potential in Tipperary	Green Enterprise Strategy developed and implementation ongoing	**LA (LEO)**	LDC,EI, LIT,TEA, Green Business Network	Commence Q3 2016
E 1.5e[19]	Work with the retail sector, a key economic sector, at all levels to provide support, training, and development opportunities to include: - the roll out and support Town Centre Initiative - the development of specific supports to assist the independent retailer in PRAs to be sustained and prosper	Towns Centre strategy relating to all levels of retail sector developed Implementation of	**LA (LEO; Planning; MDs)**	Town Fora, LDC's	Q3 2015 onwards

[19] Compliments Community & Social Inclusion Action 1.3c

	- develop transformative civic infrastructural projects in each of the nine towns in TCI which will assist in increasing footfall into PRAs in Clonmel, Nenagh, Thurles, Roscrea, Cashel, Cahir, Tipperary, Carrick-on-Suir, and Templemore.	Town Centre Initiative & outcomes achieved No. of retail businesses availing of LEO supports Vacancy rates in prime retail areas in towns Transformative projects identified in 50% of towns and process commenced			
E 1.6a	The development and implementation of a pro-active tourism marketing strategy focusing on the county's strengths and experiences	'Tourism Marketing, Experience and Destination Development Plan' for Co. Tipperary developed & outcomes achieved No. of new tourism products developed No. of tourism business expansions supported Number of themes developed/supported in the identified areas Increase in domestic visitor numbers	**LA (LEO)**	Fáilte Ireland, TTC, LDC	Q4 2015 onwards
E 1.6b	Identification, promotion and support of specific themes of tourism development which build on Tipperary's inherent strengths and which are linked to the identified needs of the domestic and international market <u>Themes to include</u>: food tourism, equine, water-based tourism along the River Suir and Lough Derg; outdoor activities around the Munster Vales and the heritage experience (Cashel, Cahir, Roscrea, Holycross, Fethard, Thurles (sport), and Lorrha, etc.)				
E 1.7	To support the development of a minimum of two internationally focussed tourism propositions within Tipperary in line with Ireland's	Increase in product development in the	**LA (LEO, Planning)**	LA, TTC, Fáilte Ireland,	Q2 2015 onwards

	Ancient East and/or The Lakelands market needs/segments as identified by Fáilte Ireland. Work to progress with key stakeholders developing these experiences around the Munster Vales and Lough Derg.	Lough Derg & Munster Vales Destinations Promotional Plans developed & implementation ongoing Increase in international visitor numbers		LDMSG, Munster Vales Group, PPN, LDCs.	

High Level Economic Priority 2[20]	**To improve the sustainability of the County's energy use by supporting enterprises in energy efficiency reduction/improvements and by growing the renewable energy enterprise sector**
Current Benchmark	• Establish benchmark for Co. Tipperary
6 Year Target	• Targets based on benchmark to contribute to following national targets: 1. Public Sector to reduce energy use by 33% by 2020 2. Greenhouse Gas Emissions 20% lower than 1990 emissions 3. 20% of energy from renewable technologies 4. 20% increase in energy efficiency savings
Considerations	- Government Energy Policy - Grid Access & Infrastructural Development - Energy Prices - County Development Plans, Policies and Objectives - Renewable Energy Strategy (STCC)

[20] Linked to Community & Social Inclusion Priority 13

Strategic Actions[21]		Local KPI	Coordinating /Lead	Supporting Partners	Timeline
E 2.1	Maximise competitiveness of businesses through best practice energy management by increasing awareness of supports available • provision of energy management training across all sectors e.g. manufacturing , tourism, retail, agriculture, etc. as appropriate	No. of businesses that participated on IDA, EI & LEO energy management programmes	**LA (LEO)**	EI, IDA, TEA, LDC,CTC	Q2 2016
E 2.2	Piloting of energy programmes, sustainable transport programme etc	No. of energy programmes in operation	**LA (SPU)**	TEA, LIT, LDCs	Q1 2016
E 2.3	Support and encourage public sector bodies to achieve current ISO Energy Standard Support research, education & training on sustainable energy technologies	No. of public sector bodies achieving standard Development and implementation of Sustainable Energy Action Plan	**LA**	TEA	Q1 2016

High Level Economic Priority 3[22]	**Identify, prioritise and address the infrastructural deficits in the County which are restricting the ability to deliver appropriate economic development opportunities in all parts of the county**
Current Benchmark	• 2011: Number of 20 – 64 year olds employed was 57,735
6 Year Target	• Employment: 3.6 % increase on number of 20 - 64 year olds employed based on Census 2011 numbers (2078)
Considerations	- Government policy and programmes on broadband provision - Government funding support for appropriate infrastructural investment

[21] Additional actions contained in the Community & Social Inclusion Plan
[22] Compliments Community & Social Inclusion Priority 1

Strategic Actions		Local KPI	Coordinating /Lead	Supporting Partners	Timeline
E 3.1a	Review NBP Plan for provision of NGA in Co. Tipperary and address any shortcomings as appropriate e.g. in a particular FTTH/FTTB	Monitoring of National Broadband Plan implementation i.e. improvements in service provision	**LA (LEO)**	LDC, PPN	Q4 2015
E 3.1b	Progress provision of MANs in Thurles				
E 3.2	Concentrate infrastructural investment in those areas which have been identified as the principal priority sites for economic/tourism development and as identified in the County Development Plan	Provision of appropriate infrastructure in priority sites as required	**LA (Planning)**	LDC	Ongoing
E 3.3	Continue to prioritise the development of the: • N24 National Primary Road between Limerick and Waterford • Clonmel to Thurles to Nenagh Road • Shannon Crossing at Ballina/Killaloe • Thurles By-pass	Inclusion of N24 and Clonmel /Thurles /Nenagh Road in appropriate national, regional and local strategies and lobbying as appropriate. Provision of Shannon Crossing & Thurles By-pass	**LA (Transport & Planning)**	EI, IDA	Ongoing
E 3.4	Provision of water reservoir & water supply north of Clonmel	Delivery of Water Reservoir progressed	**LA (Water & Planning)**	EI, IDA	Ongoing
E 3.5	Retention of rail line service between Limerick & Waterford and review Nenagh Rail Network and its future use	Number of daily services retained	**LA (Transport)**	PPN	Ongoing
E 3.6	Use the planning system, where appropriate, to address deficiencies in mobile phone networks through strategic assessment.	Improved service	**LA (Planning)**	EI, IDA	Ongoing

High Level Economic Priority 4		**Identify and address the skills deficit in the County relevant to the needs of existing employers and future employment opportunities**			
Current Benchmark		• 2011: Number of 20 – 64 year olds employed was 57,735			
6 Year Target		• Employment: 3.6 % increase (2078) on number of 20 - 64 year olds employed based on Census 2011 numbers			
Considerations		- Government programmes for training and education - Government programmes of support for up-skilling and for those returning to education and training			
Strategic Actions		**Local KPI**	**Coordinating /Lead**	**Supporting Partners**	**Timeline**
E 4.1a	Establishment of a Training and Education Forum/Fora involving public providers, private providers and businesses to integrate the activities of providers, minimise unnecessary overlap and make this training and education more relevant to the needs of employers	Training needs of employers identified No. of Training programmes in which employers actively engaged in design etc. No. of participants on programmes No. of work experience/placements & no. Employment progressions from same No. of employees engaging in workforce development programmes	**ETB**[23]	DSP, Intreo, LDC, LIT, WIT, EI LA(LEO), Teagasc, CTC	Q1 2016
E 4.1b	Involvement of businesses in the design of programmes and in the provision of placement and work-experience where required as part of a programme				
E 4.1c	Establishment of a collaborative, on-going programme promoting the importance of continuing education for the workforce particularly through the responsible state agencies				
E 4.1d	Investigation and implementation of means of making training and education more affordable and accessible to employers				
High Level Economic Priority 5		**A. To proactively assist in enabling an increase in new enterprise start ups throughout the county** **B. To address the support deficiencies of existing enterprises who are entering their 3 – 5 year life cycle** **C. Provide a robust and proactive platform to support and enable a greater level of innovation and new product development within industry** **D. To actively work with key sectors and business to deliver a higher level of High Potential Start Up Firms (HSPUs) within the County**			

[23] Actions & timelines depend upon the transfer of the previous FÁS role to the ETB in a timely and resource appropriate manner

Current Benchmark	• 2011 base year: - Number of 20 – 64 year olds employed was 57,735 - 25 start-ups & 17 business expansions on average for period 2011 - 2013 - New benchmark to be set for firms in 3- 5 year development phase and % sustained - 3 HPSUs in 2014
6 Year Target	• Employment: 3.6 % increase (2078) on number of 20 - 64 year olds employed based on Census 2011 numbers • 150 new microenterprise start-ups by 2020 (LEO) i.e.25 per annum based on benchmark • 102 business expansions by 2020 (LEO) i.e. 17 per annum • 50 new start-ups by 2020 (RDP) • New benchmark to be set for firms in 3- 5 year development phase and percentage sustained • 18 – 20 HSPUs by 2020
Considerations	- Nature of Government support for such initiatives in terms of scale and longevity - Characteristics of enterprises in Tipperary - Availability of schemes to promote exports - Willingness of firms to use available schemes and to consider becoming exporting companies - Willingness of employers to provide employment for those in such circumstances

Strategic Actions		**Local KPI**	**Coordinating /Lead**	**Supporting Partners**	**Timeline**
E 5.1	Increase the number of start-ups in the county and provide the appropriate supports to start-ups and companies in 3-5 year stage of operation	Entrepreneurship and Innovation Strategy developed & being implemented Increase in no. of start-up companies Increase in number of companies scaled to operate in national and export markets	**LA (LEO)**	EI, CTC, LA Planning	Ongoing
E 5.2	Organisation of co-ordinated promotional events, such as Enterprise Awards and 'Who to Talk To', throughout the county	No. of Events & Participants	**LA (LEO)**	Enterprise Agencies, CTC &	Q2 2015 & ongoing

				Third Level Colleges	
E 5.3	Develop an Entrepreneurship & Innovation Action Plan which will focus on: - developing and implementing programmes for the promotion of existing innovation supports (including innovation partnerships; innovation vouchers; Horizon 2020, EI Equity Investment Scheme etc. - develop greater connectivity between 3rd level supports and businesses - develop and implement innovative training schemes for entrepreneurs with potential - support enhanced management training schemes	Entrepreneurship & Innovation Action Plan developed and being implemented No. of Innovation Vouchers No. of Innovation Partnerships Engagement in schemes	**EI**	LA (LEO), IDA, LDC, LIT, WIT, CTC	Commence Q4 2015
E 5.4	Develop a County Digital SME Strategy to increase the level of technology usage to drive business growth (social media; web sales; app development etc.) and explore: - promoting ICT adoption, innovation and investment in sectoral R&D to drive transformational change in key enterprises in the county - seek ways to introduce businesses to new technologies and processes - support the early stage of ICT business by establishing mentoring and support programmes involving more established initiatives	Strategy developed and being implemented Metrics developed on level of ICT support provided & No. participating in ICT Schemes (e.g. Trading Online Vouchers), Training & Mentoring	**LA (LEO)**	EI, LDC, ETB, LIT, CTC	2015 onwards
E 5.5	Assess the possibilities and potential around the creative sectors to create new and develop existing enterprises	Opportunities identified Plan developed & being implemented No. of businesses in the sector supported	**LA (LEO & Arts)**	LDC, LIT, ETB Design & Crafts Council of Ireland, Arts Council	2016 onwards
E 5.6	Undertake an assessment of the indigenous businesses with 10 – 50 employees serving local and national markets to identify: • Key sectors	Survey completed and recommendations	**LA (LEO)**	Third Level College, EI	Commence Q2 2017

	• Location in the county • Supports accessed e.g. 3rd level colleges etc. • Developmental needs/supports required	being implemented			
E 5.7a[24]	Establish support structures to develop and promote social enterprise (SE) models of business and develop a Social Enterprise Action Plan	No. of SE Development Programmes/ Mentoring etc. & outcomes evaluation No. of Social Enterprises operational & type of trading activity No. employed in SEs (from Live Register) Analysis of Revenue Generation Verification systems in place and operational	**LA (LEO)**	LIT, LDC, PPN	Commence Q4 2016
E 5.7b	Co-ordination of the activity of the bodies involved in this so that a clear progressive co-operative route from initial idea to start up and growth phases is provided to the business and maximum support is provided to assist the business to succeed (in the context of education, mentoring; grants etc. - case conference model)				
E 5.7c	Agreement of clear activity programmes with community and social enterprise organisations such as Communities Creating Jobs, Connect Ireland etc.				
E 5.7d	Monitor areas where there is weak take up of SE supports and prepare plan of action accordingly				
E 5.8a	Review of availability of physical facilities to accommodate new businesses and prioritisation of provision in areas where there is a significant lack of space	Workspace Study completed Service Support Plan being implemented 100% occupancy in enterprise centres No. of supports provided	**LA (LEO)**	Enterprise Agencies	Q4 2015
E 5.8b	Develop an enterprise service support plan for enterprise centres across the county			Enterprise Agencies, CECs	Commence Q2 2016
E 5.9	Identify, target and monitor private investment opportunities in respect of developing enterprises in Tipperary	Funds sourced	**LA**	EI, LIT, CTC,	Commence 2016 & ongoing

[24] Economic Action 5.7a – 5.7d linked to Community & Social Inclusion Action 4.1f; 5.1g; and 8.2b.

High Level Economic Priority 6[25]	**To maximise the attractiveness of Tipperary as a place to invest by identifying the key attractors to investors, prioritising same and implementing on a prioritised basis**				
Current Benchmark	• Benchmark process for the two strongest performing towns in the county by 2020 to be developed • 2011: Number of 20 – 64 year olds employed was 57,735				
6 Year Target	• Establish benchmark process for the two strongest performing towns in the county by 2020 • Employment: 3.6 % increase (2078) on number of 20 - 64 year olds employed based on Census 2011 numbers				
Considerations	- Availability of resources to address issues identified as being negative				
Strategic Actions		**Local KPI**	**Coordinating /Lead**	**Supporting Partners**	**Timeline**
E 6.1a	Analysis of the county as a whole as an attractive place to invest in terms of workforce, transport, available premises, energy costs and general quality of life	Analysis completed Key towns identified & programme of prioritised actions being implemented	**LA (LEO & Planning)**	IDA, EI, LIT, CTC	Commence Q2 2016
E 6.1b	Analysis of smaller settlements in the county as attractive places in terms of workforce, transport, available premises/accommodation, and general quality of life/wellbeing – in particular: - develop programme of actions to address the identified weaknesses in the smaller settlements and support small scale public realm and community projects linked to improving access to a better quality of life and wellbeing	No. of smaller settlements that have developed integrated improvement plans	**LDC**	IDA, EI, LIT, ETB, LA (Planning & MD), PPN,LBGs /CC	Commence process Q3 2016 on a prioritised basis
High Level Economic Priority 7	**Actively market Tipperary as a place to establish a successful enterprise**				

[25] Compliments Community & Social Inclusion Priority 1

Current Benchmark	• System for tracking new investment to be introduced. • 2011: Number of 20 – 64 year olds employed was 57,735					
6 Year Target	• System in place to track new inward investments • Employment: 3.6 % increase (2078) on number of 20 - 64 year olds employed based on Census 2011 numbers					
Considerations	- Government policies regarding investment priorities - Perception of investors - Identifying potential investors - Resources to market the county					
Strategic Actions			**Local KPI**	**Coordinating /Lead**	**Supporting Partners**	**Timeline**
E 7.1a	Development of a marketing strategy & brand for the county as a location for investment		Suite of Marketing Tools and new Brand developed Marketing Strategy & Action Plan developed and being implemented Appropriate forum established to assist with marketing No. of investment EOIs No. of investments secured No. of investments operational No. of Connect Ireland/Diaspora investments	**LA (LEO)**	Marketing Group (incl. of IDA & EI) to be established	Commence 2016
E 7.1b	Development and implementation of a marketing action plan for investment for the county					
E 7.1c	Establishment of an inter-organisation marketing group to implement the strategic decisions referred to above. Connectivity and opportunities offered through the Diaspora links to be further explored.					
High Level Economic Priority 8	**Identify the most vulnerable economic sectors & areas within the county and identify ways of mitigating the impact**					
Current Benchmark	• Benchmark to be developed					

6 Year Target	• Identify relevant factors and set appropriate targets • Employment: 3.6 % increase (2078) on number of 20 - 64 year olds employed based on Census 2011 numbers.				
Considerations	- Funding constraints - Lack of recognition of the vulnerability of the sectors by the key stakeholders				
Strategic Actions		**Local KPI**	**Coordinating /Lead**	**Supporting Partners**	**Timeline**
E 8.1	Undertake a risk assessment of key vulnerable areas and devise an appropriate action plan around same (Mining, Construction, Retail, Pharma etc.), including identifying potential diversification opportunities	Risk Assessments completed for vulnerable sectors Actions Plans being implemented and monitored e.g. Retail Support Programme including Town Centre Initiative. Protocol developed	**LA**	IDA, EI, ETB, LIT, DSP,LDC, CTC	Commence Q4 2015 & ongoing
E 8.2	Draw up a protocol which will assist in minimising the fall-out from businesses downsizing or closing and ensure maximum support is provided to the employees and the company				Q2 2016

Section 5 - Implementation and Monitoring of the Integrated Local Economic and Community Plan

The implementation period for the Local Economic and Community Plan is from 2015 – 2020.

Agencies and organisations with an economic development and/or enterprise support remit are responsible for implementing the various actions under each of the Framework Priorities outlined in Section 4.

Agencies and organisations identified in the Community and Social Inclusion Section of the LECP are responsible for implementing the various actions under each of the Framework Priorities as outlined in Section 3 of this document.

Agencies that have a 'LEAD/Co-ordinating' role have primary responsibility for ensuring actions are progressed and KPIs achieved. Those with a 'Supporting Partner' role have responsibility for delivery of specific aspects of particular strategic actions and achievement of relevant KPIs. All agencies and organisations involved must ensure that they co-operate and collaborate together and that they prioritise the allocation of resources, whether financial, personnel or otherwise, to the particular actions assigned to them.

Monitoring of the economic element of the LECP for Co. Tipperary will be the responsibility of the Economic Development and Enterprise Strategic Policy Committee (SPC) within Tipperary County Council and will be carried out on an annual basis at a minimum. Monitoring of the community and social inclusion element of the LECP will be the responsibility of the Local Community Development Committee (LCDC) and will also be carried out, as a minimum, on an annual basis.

The LECP Advisory Group, which comprises representatives from the LCDC and the SPC, is charged with monitoring implementation of both aspects of the LECP – the Community Plan and the Economic Plan. The LECP Advisory Group will monitor progress of the LECP on a biannual basis. In addition, in each Regional Assembly area an 'Economic Strategy Forum' will be established which will have a monitoring role for all LECPs in the area. It will also have the role of obtaining high level strategic input to inform the LECP processes and the Regional Spatial and Economic Strategy processes.

Report on the progress of the implementation of the Plan will also be made to full Council on an annual basis.

Acronyms

AIT	Area Implementation Team of RAPID
BTEI	Back to Education Initiative
C & E	Community and Enterprise
CAVA	Community and Voluntary Agency (North Tipperary)
CC	Chamber of Commerce
CCCs	County/City Childcare Committees
CCMA	County/City Managers Association
CCRC	Clonmel Community Resource Centre
CEDRA	Commission for the Economic Development of Rural Areas
CDP	County Development Plan
CEBs	County Enterprise Boards
CIC	Citizens Information Centre
CSO	Central Statistics Office
CTC	County Tipperary Chamber of Commerce
CYPSCs	Children and Young People's Services Committees
DAHG	Department of Arts, Heritage and the Gaeltacht
DCYA	Department of Children and Youth Affairs
DECLG	Department of Environment, Community and Local Government
DH	Department of Health
DJE	Department of Justice and Equality
DJEI	Department of Jobs, Enterprise and Innovation
DSGBV	Domestic Sexual Gender Based Violence
DSP	Department of Social Protection
DTTS	Department of Transport, Tourism and Sport
EI	Enterprise Ireland
ETBs	Education and Training Boards
FDI	Foreign Direct Investment
FI	Fáilte Ireland
FRCs	Family Resource Centres
FTTH/FTTB	Fibre to the Home/Fibre to the Building
GS	Garda Siochanna
HPSU	High Performance Start Ups
HSE	Health Service Executive
IDA	Industrial Development Authority
JPCs	Joint Policing Committees
KPI	Key Performance Indicator
KRC	Knockanrawley Resource Centre
LAs	Local Authorities

LBG	Local Business Groups
LCDC	Local Community Development Committee
LDC	Local Development Company
LDCs	Local Development Committees
LDMSG	Lough Derg Marketing Strategy Group
LDS	Local Development Strategy
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LGBTI	Lesbian, Gay, Bisexual, Transgender, Intersex
LIT-Tipperary	Limerick Institute of Technology –Tipperary Campus
MABS	Money Advice and Budgeting Services
MANS	Metropolitan Area Networks
MD	Municipal District
NBP	National Broadband Plan
NGA	Next Generation Access
NTA	National Transport Authority
NTLP	North Tipperary Leader Partnership
POBAL	POBAL
POWCAR	Place of Work Census of Anonymised Records
PPN	Public Participation Network
PRAs	Public Realm Areas
RAPID	Revitalising Areas through Planning Investment and Development
RDP	Rural Development Programme
REDZ	Rural Economic Development Zones
REI	Retail Excellence Ireland
RIA	Reception Integration Agency
SEA	Strategic Environmental Assessment
SERDAFT	South Eastern Regional Drugs and Alcohol Task Force
SICAP	Social Inclusion Community Activation Programme
SME	Small and Medium Enterprise
SOLAS	Further Education and Training Authority
SPC	Strategic Policy Committee
SPs	Sports Partnerships
STVC	South Tipperary Volunteer Centre
STCVF	South Tipperary Community & Voluntary Forum
STDC	South Tipperary Development Company
TCC	Tipperary County Council
TCI	Town Centre Initiative
TCU	Transport Coordination Unit
TEA	Tipperary Energy Agency
TFPN	Tipperary Food Producers Network

TI	Tourism Ireland
TIGs	Traveller Interagency Groups
TRCC	Tipperary Rape Crisis Centre
TTC	Tipperary Tourism Company
U na G	Údarás na Gaeltachta
UL	University of Limerick
WIT	Waterford Institute of Technology
WRAP	Well Being Recovery Action Plan
YGS	Youth Guarantee Scheme
Youth Services	Professional Youth Services are in the provided in co Tipperary by: ▪ Tipperary Regional Youth Services(TRYS) - Countywide with centres at Cashel, Tipperary and Thurles ▪ Waterford & South Tipperary Community Youth Service-Clonmel and Cahir and surrounds ▪ Foroige –Carrick-on-Suir, Nenagh and the northern parts of the county ▪ NTLP youth Services Roscrea and others in North Tipperary Volunteer Youth Services are provided by many organisations and groups across the county as indicated in Figure 13 of the Community and Social Inclusion Plan.

APPENDICES