

DRAFT FRAMEWORK PRIORITIES DOCUMENT

For

PUBLIC CONSULTATION PROCESS – PHASE 1

**LOCAL ECONOMIC & COMMUNITY PLAN
CO. TIPPERARY**

January 2015

1. Introduction

The “Local Government Reform Act, 2014” provides the foundation for significant change in the role and structure of local government, particularly in relation to local, economic and community development. The legislation provides for:

1. The establishment of a Local Community Development Committee (LCDC) as a Sub-Committee of the County Council in each Local Authority area.
2. The requirement for each Local Authority, as per Section 128B of the Local Government Act 2001(inserted by Section 36 of the 2014 Act), is to make a six year Local Economic and Community Plan (LECP) for its administrative area in accordance with the principles of sustainable development. The objective of the LECP is:
 - The promotion of economic development
 - The promotion of local and community development.

The LECP is being developed, by the newly established Local Community Development Committee (LCDC) and Tipperary County Council’s Strategic Policy Committee for Economic Development and Enterprise. The economic element of the plan will be adopted by the Local Authority and the community element of the plan will be adopted by the Local Community Development Committee.

Underpinning principles for the LECP

- **The promotion and mainstreaming of equality**
- **Sustainability** – Promoting a more resource efficient, green and more inclusive economy
- **Maximising Returns** by cooperation, collaboration and avoiding duplication
- **Participative Planning** – ensuring meaningful community participation and consultation in the planning process
- **Community Consultation and Engagement**
- **Community Development Principles** – addressing social exclusion and providing supports for the most marginalised
- **Accessibility and Ownership** – written in a straight forward style.

2. Development Process for the LECP

The process for the development of the LECP will involve three phases as follows:

Phase 1. Developing the Socio-Economic Framework for the Plan

This involves identifying the context for the plan and includes:

- Analysis of socio-economic trends
- Review of relevant local, regional and national plans and strategies
- Identification of key issues, opportunities and high level priorities by key stakeholders/agencies
- Public Consultation on high level priorities and opportunities – *Draft Framework Document*.

Phase 2. Preparation of the Economic and Community Elements

This involves a more detailed consultation and analysis at a local level and includes:

- More in depth socio-economic analysis at area level
- Consultation with area-based and sectoral interest groups
- Identification of specific actions & performance indicators
- Identifying the role and responsibilities of the various stakeholders/agencies in the delivery of objectives
- Preparing of draft economic plan
- Preparing draft community plan
- Consultation on the draft plans

Phase 3. Presentation and adoption of the Local Economic and Community Plan

This phase includes:

- Finalising the plan
- Adoption of the plan
- Publication of the Plan.

The LECP will identify specific community, social and economic priorities for the county for the next six years. The expectation is that relevant agencies/organisations working in the county will allocate a proportion of their budgets to the identified priorities in a coordinated manner.

The Co. Tipperary LECP is currently at Phase 1 above of the LECP process. A *Draft Framework Document* in relation to the LECP has been developed in consultation with key stakeholders/agencies taking into account relevant national and local policy and research data. The draft framework document focuses on what these stakeholders perceive to be the key priorities for the social, community and economic development of the county and as such outlines overarching issues/objectives to be addressed over the lifetime of the LECP.

As part of the LECP consultation process a series of workshops for members of the public are now planned where more detailed information will be provided on the background and process for the development of the LECP for Co. Tipperary. There will also be an opportunity to feed into the *Draft Framework Document*. Workshops will be held as follows:

DATE	TIME	VENUE
Monday 26th January	7.15pm – 9.30pm	Carrig Hotel, Carrick-on-Suir
Tuesday 27th January	7.15pm – 9.30pm	Anner Hotel, Thurles
Wednesday 28th January	7.15pm – 9.30pm	Bru Boru Cultural Centre, Cashel
Monday 2nd February	7.15pm – 9.30pm	Clonmel Park Hotel, Clonmel
Tuesday 3rd February	7.15pm – 9.30pm	Abbey Court Hotel, Nenagh

The workshops should be of interest to members of the public, community & voluntary organisations, businesses, Chambers of Commerce/business associations etc. Input in terms of strategic issues is particularly welcome at this stage.

These workshops are part of the first phase of the development of the LECP. In due course a *Draft LECP* will be developed and there will then be further opportunities to feed into this draft plan.

Further information in relation to the Local Economic and Community Plan (LECP) is available from the Community & Economic Development Section of Tipperary County Council's web site www.tipperarycoco.ie or by telephone to the Community & Economic Development Section at Tel: 0761065000.

3. Framework Priorities - Economic

Issue: Employment, Unemployment & Enterprise			
Sub-Issue	Objective	External Constraints	Strategic Action
Creation of economic opportunity in all parts of the county	1. To Promote and enable appropriate economic development opportunities throughout the county.	Government policy on FDI	1.1. Promote, support and develop specific centres as locations for significant foreign direct investment. The most likely locations proposed are Clonmel, Cashel and Nenagh (based on property requirements, skills, demographic & quality of life requirements of IDA client needs)
		Requirements of Foreign Direct Investors	1.2. Promote, support and develop in conjunction with Connect Ireland, EI and the IDA as relevant specific centres for large scale indigenous investment and smaller-scale foreign direct investment, particularly those in the new emerging sectors. The most likely locations being Carrick-on-Suir, Clonmel, Cashel, Tipperary Town, Thurles, Nenagh, Roscrea & Newport
		Government policy on indigenous enterprise and micro-enterprise	1.3 Explore the potential opportunities available through home working (particularly in the IT & language skill dependent sectors) and spin-off opportunities through potential linkage between IDA and EI clients
		County Development Plan policies on the location of development	1.4 Promotion and support of smaller indigenous economic opportunities in all appropriate settlements in the county
		Infrastructure investment by Government	1.5 Promotion and support of micro-enterprise opportunities in all parts of the county including rural areas
		Government support for nascent sectors	1.6 Identification, promotion and support of enterprise clusters at particular locations. This includes life sciences in Clonmel and Cashel, Multi-media in Clonmel; Agri-Food etc.....
			1.7 Promotion and support of agricultural and food economic opportunities in all parts of the county.
			1.7A Co-ordinate & 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
	1.7B Development of specific supports and programmes to encourage innovation in the agri-tech area		
	1.7C Build on the current nascent Green network to deliver on the strong green enterprise potential in Tipperary		

Issue: Employment, Unemployment & Enterprise			
Sub-Issue	Objective	External Constraints	Strategic Action
			<p>1.7D Work with the retail sector at all levels to provide support, training, and development opportunities for this key sector of the Tipperary economy.</p> <p>1.8 Establishment of an all-county trade-based tourism promotion body and the development and implementation of a pro-active tourism marketing strategy focusing on the county's strengths</p> <p>1.9 Identification, promotion and support of specific themes of tourism development which are linked in with the needs of the domestic national market and which relate to natural amenities and existing service strengths. Examples are water-based tourism in Lough Derg and on the River Suir, Heritage in Cashel, Sport in Thurles, Walled Town Heritage in Fethard, outdoor activities in the Munster Peaks etc.</p> <p>1.10 To support development of a minimum of two international tourism destination locations within Tipperary</p>
Creation of economic opportunity in all parts of the county	2. To improve the sustainability of the County's energy use to enable sustainable economic development	Government Energy Policy Grid Access & Infrastructural Development Energy Prices	2.1 To improve the energy performance of buildings and dwellings in the county through maximisation of national retrofit incentives in Tipperary.
			2.2 To maximise the production of renewable energy and the value of this production to Tipperary, in appropriate locations.
			2.3 To promote the indigenous sustainable energy service and manufacturing sectors
			2.4 To maximise the ability of communities to help themselves reduce energy use and generate renewable energy.
			2.5 To maximise competitiveness of businesses through best practice energy management
Deficiencies in infrastructure which will support economic growth	3. Identify and address the infrastructural deficits in the County in order to support and enable appropriate economic	Government policy and programmes on broadband provision Government funding support for appropriate infrastructural investment	3.1 Undertake research to identify the locations of broadband deficiencies in the county, and draw up a prioritisation for broadband provision in smaller settlements and rural areas to maximise the potential for enterprise development in those areas
			3.2 Concentration of infrastructural investment in those areas which have been identified as the principal priority sites for economic/tourism development until infrastructure deficiencies at those locations have been addressed (to include property solutions where relevant)

Issue: Employment, Unemployment & Enterprise			
Sub-Issue	Objective	External Constraints	Strategic Action
	development		<p>3.3 Continue to prioritise the development of the N24 By-Pass and Thurles to Limerick Road</p> <p>3.4 Seek to develop new and enhance existing training facilities specific to the needs of the County</p>
Proper match between skills needs of enterprise and skills of workforce	4. Identify and address the skills deficit in the County which are appropriate to the current and future needs of the County and put a structure in place to assist in the development of an appropriate and improving workforce	<p>Government programmes for training and education</p> <p>Government programmes of support for up-skilling and for those returning to education and training</p>	4.1 Establishment of a Training and Education Forum to develop 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
			4.2 Involvement of businesses in the design of programmes and in the provision of placement and work-experience where required as part of a programme
			4.3 Provision of a single, searchable portal where all programmes available in the county are listed.
			4.4 Establishment of a collaborative, on-going programme promoting the importance of continuing education for the workforce particularly through the responsible state agencies
			4.5 Investigation and implementation of means of making training and education more affordable and accessible to employers.
Those with particular difficulty in entering or re-entering the workforce	5. To provide targeted support for those who have particular difficulty in entering the workforce	<p>Nature of Government support for such initiatives in terms of scale and longevity</p> <p>Willingness of employers to provide employment for</p>	5.1 Promotion and maximisation of use of employment support schemes in the county
			5.2 Development of targeted re-training programmes for those with special needs in the area of employment
			5.3 Implementation of best-practice programmes of support for those with particular difficulty in entering the work-force.

Issue: Employment, Unemployment & Enterprise			
Sub-Issue	Objective	External Constraints	Strategic Action
		those in such circumstances	5.4 Explore innovative initiatives to connect those who cannot easily access the classroom model, particularly the rural based potential client (e.g., on-line training, access to transport??)
			5.5 Development and promotion social enterprise models of business to address this issue
Stimulation of entrepreneurial activity	6. To increase the rate of new enterprise start ups in Tipperary	Resources available for this activity	6.1 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 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 concept)
		Extent of entrepreneurial appetite in the county	6.2 Identify areas where there is weak take up of such supports and prepare plan of action accordingly
		Nature of support programmes for this activity	6.3 Review of availability of physical facilities to accommodate new businesses and prioritisation of provision in areas where there is a significant lack of space
			6.4 Develop an enterprise service support plan for enterprise centres across the county
			6.5 Organisation of co-ordinated promotional events such as Enterprise Awards and Who to Talk To and run appropriate events throughout the county
		Improving opportunities for employment	6.6 Agreement of clear activity programmes with community and social enterprise organisations such as Communities Creating Jobs and Connect Ireland to maximise the use of voluntary resources in this area
	7. To increase the percentage of firms with HPSU potential	Characteristics of enterprises in Tipperary	7.1 Creation of targeted programme for identification of firms with export potential
		Availability of schemes to promote exports	7.2 Development and implementation of development programme for identified companies (real growth Accelerator etc)
		Willingness of firms to use available schemes and to consider becoming exporting companies	7.3 Identification of specific enterprise sectors for cluster development in key towns and development of programmes to facilitate their networked expansion
			7.4 Development of forum for active engagement between FDIs and other larger enterprises in the county and smaller SMEs to identify potential for mutual benefit in terms of product

Issue: Employment, Unemployment & Enterprise			
Sub-Issue	Objective	External Constraints	Strategic Action
			development and service provision
			7.5 Identification and use of EU project funding such as Erasmus Plus to develop and implement entrepreneur development programmes through EU exchange
Innovation and new product development	8. To increase the levels of innovation and new product development in the county particularly amongst SMEs	Characteristics of enterprises in Tipperary	8.1 Development and implementation of programmes for the promotion of existing innovation supports throughout the enterprises in Tipperary, in particular innovation vouchers, innovation partnerships, the Horizon 2020 SME instrument and EI equity investment scheme
			8.2 Development and implementation of innovation training scheme for entrepreneurs with potential
			8.3 Provision of support enhanced management training schemes already in existence
			8.4 Develop a County Digital SME Strategy to increase the level of technology usage to drive business growth (social media; web sales; app development etc.)
			8.5 Assess the possibilities and potential around the creative sectors to develop appropriate enterprises
			8.6 Active pursuit of private equity investment funds in respect of emerging enterprises in Tipperary
Attractiveness of Tipperary as a place to invest	9. To maximise the attractiveness of Tipperary as a place to invest	Availability of resources to address issues identified as being negative	9.1 Analysis of the key towns in the county with significant potential to attract significant enterprise investment and the identification of their principal strengths and weaknesses.
			9.2 The development of a programme of actions to address the identified weaknesses in the key investment centres and the prioritisation of these actions
			9.3 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
			9.4 The development of a programme of actions to address the identified weaknesses in the key investment centres and the prioritisation of these actions

Issue: Employment, Unemployment & Enterprise			
Sub-Issue	Objective	External Constraints	Strategic Action
The promotion of Tipperary as a place to invest	10. The active marketing of Tipperary as a place to establish a successful enterprise	Government policies regarding investment priorities	10.1 Establishment of an inter-organisation marketing group for Tipperary as a place to invest as part of the mechanism for implementing the strategic decisions referred to above. Connectivity and opportunities offered through the Diaspora links to be further explored
		Perception of investors	10.2 Development of a marketing brand and strategy for the county as a location for investment
		Identifying potential investors	10.3 Development and implementation of a multi- annual marketing action plan for investment for the county
Vulnerability of some economic sectors and the impact this will have on the economic performance of the area	11. To identify the most vulnerable economic sectors/areas in the County and to identify ways of mitigating the impact	Funding constraints Lack of recognition of the vulnerability of the sectors by the key stakeholders	11.1 Undertake a risk assessment of key vulnerable areas and devise an appropriate action plan around same (Lisheen Mines; Construction area; Retail etc), including identifying potential diversifying opportunities

4. Framework Priorities – Community & Social Inclusion

Issue: Poverty, Disadvantage Social Exclusion			
Sub-Issue	Objective	External Constraints	Strategic Action
Areas of particular deprivation/persistent poverty	1.To develop and implement a progression plan to	Availability of resources to tackle disadvantage and the constraints on those	1.1 Identification & analysis of those parts of the county within the worst performing decile in terms of the HD Index & reasons for same.

Issue: Poverty, Disadvantage Social Exclusion

Sub-Issue	Objective	External Constraints	Strategic Action
	eliminate areas of high social deprivation	schemes	1.2 Development of a targeted multi-annual deprivation reduction action plan in respect of those areas (as prioritised) and the implementation of that plan in accordance with the resources available and aligned with the prioritisation programme
Long Term Un-employed	2.To address the high level of long term unemployed and to reduce same to national average	Availability of resources both financial and personnel to tackle the issue	2.1 Identify on a geographic basis, those areas where there is a high % of LTU, prioritise and develop appropriate social inclusion supports around their capacities and skill set
		Government policies	2.2 Following identification of high areas of LTU, identify accessibility issues to services (transport, remote access, childcare etc) and seek to develop appropriate supports /solutions
			2.3 Build awareness programmes of benefits to employers in employing LTU and support employers as appropriate
Youth Unemployment	3. To address the high level of youth unemployment reducing same to national average	Availability of resources both financial and personnel to tackle the issue	3.1 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
		Government policies	3.2 Following identification of high areas of Youth Unemployment, identify accessibility issues to services (transport, remote access, childcare etc) and seek to develop appropriate supports /solutions
			3.3 Explore opportunities with smaller employers to provide employment opportunities for this cohort
Marginalised communities	4.To reduce the marginalisation of specific communities within the county	Availability of resources to invest in removal of marginalisation	4.1 Establishment of an all-county Traveller Inter-Agency Strategy Group (with participation by (Travellers) and the development and implementation of a multi-annual action plan as drawn up by that group
		Government policies regarding direct provision	4.2 Establishment of an all-county Inter-Agency Migrant Strategy Group (with participation by migrants) and the implementation of a targeted multi-annual action plan as drawn up by that group aimed at those areas where the greatest issues are identified. This action to also

Issue: Poverty, Disadvantage Social Exclusion			
Sub-Issue	Objective	External Constraints	Strategic Action
			include refugee issues.
			4.3 Establishment of an all-county Task Force to identify the causes and actions required to minimise and mitigate the impacts of rural isolation targeting those areas where such isolation is at its highest as a result of distance from transport, lack of settlements and population profile. Development and implementation of a targeted action plan based on this analysis.
			4.4 Establishment of an all-county committee on homelessness to identify the scale of the issue, key localities where the issue is significant and to draw up a co-ordinated integrated service plan to address the needs of this community.
The needs of children and young people	5. Development of integrated response to the needs of children and young people	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	5.1 Extend the CSC remit to the whole of the county
			5.2 Prepare and implement a Child Services Action Plan which incorporates actions targeted at those areas which have been identified as being most in need
The needs of older people	6. Development of integrated response to the needs of the elderly population	The multiplicity of bodies involved in the provision of services to older people The availability of resources to address the needs of older people	6.1 Analyse the circumstances in the county to identify those parts of the county where the needs of older people are greatest and where the services are least.
			6.2 Prepare and implement an Older Persons Action Plan which incorporates actions targeted at those areas which have been identified as being most in need

Issue: Poverty, Disadvantage Social Exclusion

Sub-Issue	Objective	External Constraints	Strategic Action
		The willingness of older people to become involved	6.3 Explore the opportunities that Older People can contribute towards a more balanced quality of life and towards enterprise and community development
Substance Mis-use/Abuse	7. Develop an integrated realistic response to reducing the level of substance misuse/abuse	The availability of resources	7.1 Establishment of an all-county Task Force to identify the priority areas; the causes and actions required to minimise the level of substance use/abuse and implement a targeted action plan based on this analysis.
Access to social, cultural, educational and employment opportunities for people with disabilities	8. Develop a whole county interagency plan in relation to supporting people of all ages with disabilities to access opportunities to participate fully in social, cultural, sporting, educational and work life	The ability of resources and the diverse range of needs across the lifecycle	8.1 Establish an all county task group to identify and address issues of people with disabilities of all ages in accessing services, social, educational and cultural and issues in relation to access to employment and work.
Suicide and Mental Health	9. Develop an integrated response in relation to suicide prevention and the building of community & individual resilience in relation to mental health and wellbeing	The availability of resources	9.1 To develop and implement a whole county plan in relation to mental health awareness/promotion and suicide awareness in line with the national framework for suicide prevention 9.2 To develop a whole county plan in relation to participation in sports and physical activity. 9.3 To develop a whole county plan in relation to participation in social, cultural, arts and community activities.

Issue: Poverty, Disadvantage Social Exclusion

Sub-Issue	Objective	External Constraints	Strategic Action
Fuel poverty	10. To examine the potential for alternative energy projects to reduce impact of poverty	The availability of resources The lack of awareness of the issue and the opportunities in relation to alleviating fuel poverty.	10.1 To identify a specified number of areas and sectors where opportunities in relation to alternative energy that can have an impact on areas and target groups at risk of poverty and to identify opportunities to roll out and measure the impact of these initiatives.

Issue: Community Capacity and Quality of Life

Sub-Issue	Objective	External Constraints	Strategic Actions
Quality of life	1. Develop a system in the County which can provide a benchmark on quality of life expectations within the County	Resources available to track quality of life issues	1.1 Develop a programme of longitudinal measurement of quality of life in the county by engaging the community and voluntary sector in a tracking project
	2. Development of quality of life through community action and support	2. Resources available to implement quality of life actions	2.1 Audit the physical resources and facilities available to communities throughout the county (sport, art, heritage, community, retail, services etc)
		Information on resources and capacity in communities	2.2 Audit the organisational resources in communities throughout the county 2.3 Prepare and implement a community development programme focussed on those communities which are most lacking in facilities and community capacity relevant to their position in the settlement hierarchy and prioritise according to need
	3. Address issues of access to services	Resources available for the provision of physical and	3.1 Carry out an audit of physical and virtual access to services throughout the county (educational; health, housing, transport, cultural etc)

Issue: Community Capacity and Quality of Life			
Sub-Issue	Objective	External Constraints	Strategic Actions
	throughout the county	digital access to services	3.2 Develop and implement a service access plan targeted at those areas with the lowest levels of access to services
Community and civic engagement	4. Integration of community and voluntary organisations into decision-making and community development	Resources available to the PPN to enable it to maximise its potential	4.1 Support the PPN and use it to facilitate engagement by civic society as both a nominating body and a consultative mechanism Support the PPN to develop the community capacity to improve the quality of life in their own area.
			4.2 Support the extension of the remit of the South Tipperary Volunteer Centre to the whole of the county and support the centre in being an active promoter of volunteering and volunteerism in the county
			4.3 Provide education and support to voluntary and community organisations to enable them to engage actively in decision-making
Security and safety	5.To develop a sense of security and safety throughout the county	Resources available to create a secure and safe environment Perceptions of security and safety which may not reflect the reality Anti-social behaviour which can impact on the security and safety felt by the population	5.1 Identify the areas where security is compromised and where anti-social behaviour is most prevalent
			5.2 Develop an integrated programme to address these issues in the most vulnerable areas such as Tipperary Town, Roscrea, Carrick-on-Suir, Littleton, Sliabh Ardagh, Clonmel and other areas of deprivation. (in order of priority).
			5.3 Communicate methods of ensuring personal and community safety widely

