

# County Tipperary

## Local Development Strategy 2014-2020

April 2016



## Tipperary Local Community Development Committee

Coiste um Fhorbairt Pobail Áitiúil Thiobraid Árann



  
The European Agricultural Fund  
for Rural Development:  
Europe investing in rural areas

 Department of  
**Agriculture,  
Food and the Marine**  
An Roinn  
**Talmhaíochta,  
Bia agus Mara**



An Roinn Ealaíon, Oidhreachta,  
Gnóthaí Réigiúnacha, Tuisithe agus Gaeltachta  
Department of Arts, Heritage,  
Regional, Rural and Gaeltacht Affairs

 **North Tipperary  
LEADER Partnership**



Comhairle Contae Thiobraid Árann  
Tipperary County Council



**South Tipperary  
Development CLG**

# Table of Contents

<b>GLOSSARY OF TERMS .....</b>	<b>5</b>
1.1 THE LAG LEGAL NAME .....	6
1.2 LEGAL STATUS.....	6
1.3 OPERATIONAL ETHOS: DESCRIPTION OF MAIN ACTIVITIES.....	7
1.4 LAG COMPOSITION.....	8
1.5 ROTATION OF LAG MEMBERS .....	10
1.6 PROCEDURES AND DECISION MAKING STRUCTURES .....	10
1.6.1 Code of Conduct of Members and Conflict of Interest .....	11
1.6.2 Decision Making Process of the Tipperary LAG.....	11
1.6.3 Description of decision making structures/procedures including sub-committees and advisory groups (this can also be illustrated through process maps).....	12
Fig 1.6.1 LCDC Decision Making Structure.....	12
Fig. 1.6.2 STDC Decision Making Structure.....	13
Fig. 1.6.3 NTLP Decision Making Structure.....	14
1.7 ROLES & RESPONSIBILITIES .....	15
1.7.1 The Lead Implementing Partners:.....	16
1.7.2 Role of LCDC Lead Financial Partner (LAGs Financial Management) .....	16
1.7.3 LEADER Payments .....	17
1.7.4 Implementation Oversight.....	18
1.7.5 Public Procurement .....	18
Fig. 1.7.5.1 Public Procurement Thresholds – Supplies & Services.....	19
Fig. 1.7.5.2 Public Procurement Thresholds - Capital .....	19
1.8 LEADER STAFFING (IP STAFFING) .....	20
Fig.1.8.1. LEADER Implementation Partner Staffing.....	20
1.9 PROJECT SELECTION PROCEDURES .....	20
Fig. 1.9.1. Project Scoring Sheet (Sample) .....	21
1.9.1 Procedure for managing the appraisal and selection process for project promoters & the LAG, to ensure a transparent selection procedure (e.g. conflict of interest and LAG decision-making procedures on project selection etc.).....	22
1.9.2 Time Limited Calls .....	22
1.10 RELEVANT EXPERIENCE.....	22
NORTH TIPPERARY LEADER PARTNERSHIP (NTLP) .....	23
<b>SECTION 2: AREA PROFILE .....</b>	<b>26</b>
2.1 AREA SELECTION .....	26
Fig. 2.1: County Tipperary .....	26
<b>2.2 SOCIO-ECONOMIC PROFILE: DEMOGRAPHIC LABOUR MARKET ECONOMIC ACTIVITY..26</b>	
2.2.1 Total population .....	26
2.2.2 Age/ Gender/Nationality profile .....	26
2.2.3 Level of Educational Attainment .....	27
2.2.4 Proportion of households in Private and Social Housing .....	28
2.2.5 Disability/Health .....	28
Fig. 2.2.5.1 Disability Profile .....	28
2.2.6 Deprivation Index.....	28
Table 2.2.6.1: Deprivation Index Small areas with ‘Very Disadvantaged status’ .....	29
2.2.7 Demographic information on disadvantaged groups e.g. Travellers, People with Disabilities etc. 30	
2.2.8 Identification of priority target groups .....	32
2.2.9 Identification of priority target geographic areas .....	32
2.2.10 Unemployment rates (including youth) and Live Register statistics .....	32
Fig. 2.2.10.1 Unemployment Profile Tipperary.....	32
Fig. 2.2.10.2 Unemployment Under 25’s .....	33
2.2.11 Labour Market.....	34
Fig 2.2.11.1 Labour Force Breakdown .....	34

<b>2.2.12 Employment by sector</b>	34
Fig. 2.2.12.1 Employment by Sector	34
<b>2.2.13 Details of Existing Industries and Services</b>	35
<b>2.2.14 Agriculture and Land use</b>	35
Table 2.2.14.1 Profile of farming in County Tipperary	36
Table 2.2.14.2 Farm types in County Tipperary	36
Table 2.9 Age profile of farming community in County Tipperary	36
<b>2.2.15 Tourism</b>	37
Fig. 2.2.15.1 Top visitor attractions in County Tipperary	37
Fig. 2.2.15.2 Accommodation supply in County Tipperary	38
<b>2.2.16 Transport Infrastructure</b>	39
Fig. 2.2.16.1 Transport Infrastructure	39
<b>2.2.17 Broadband</b>	40
Table 2.2.17.1 Availability of Fibre Broadband in Tipperary	40
<b>2.2.18 Energy / Renewable Energy</b>	41
Fig 2.2.18.1 Tipperary energy Demand (Fuel Type) 1990-2013	41
Fig 2.2.18.2 Renewable Energy Sources in Tipperary 2011	42
<b>2.2.19 Culture</b>	42
<b>2.2.20 Environment</b>	43
<b>2.3 KEY SERVICE AND PROGRAMMES</b>	44
<b>2.3.1 Statutory Supports</b>	44
<b>2.3.2 Local Development Companies and Programme</b>	44
<b>2.3.3 Public Participation Network (PPN)</b>	44
<b>2.3.4 Community, Voluntary and Youth/Social Inclusion Supports including programmes</b>	44
<b>2.3.4 Services and Programmes</b>	44
<b>2.4 AREA NEEDS ANALYSIS</b>	55
<b>2.4.2 Social Inclusion</b>	55
<b>2.4.3 Economic</b>	56
<b>2.4.4 Rural Environment</b>	57
<b>SECTION 3: PARTICIPATIVE PLANNING</b>	58
<b>3.1 CONSULTATION PROCESS METHODOLOGY</b>	58
Fig: 3.1.1 Methodology	58
<b>3.2 DETAILS OF INDIVIDUALS WHO PARTICIPATED IN THE CONSULTATION PROCESS</b>	60
<b>3.3 SWOT ANALYSES</b>	60
Economic SWOT Analysis	62
Fig: 3.3.1 Economic SWOT Analysis	62
Social & Community SWOT Analysis	64
Fig 3.3.2 Social & Community SWOT Analysis	64
Rural Environment SWOT Analysis	66
Fig 3.3.3: Rural Environment SWOT Analysis	66
<b>3.4 LDS PRIORITIES</b>	68
Fig 3.4.1: Local Strategies	68
Fig 3.4.2: LDS Themes	69
Fig 3.4.3: Agreement on Priorities	69
Fig 3.4.4: Budget Allocation	70
<b>3.5 RATIONALE FOR PROPOSED THEMES, SUB-THEMES AND PRIORITIES FOCUSED ON</b>	70
3.5.1 Economic Development, Enterprise Development & Job Creation	70
3.5.2 Social Inclusion	70
3.5.3 Rural Environment	71
<b>SECTION 4. LDS ACTION PLAN</b>	72
<b>INTRODUCTION</b>	72
Fig 4.1: Budget Allocation	74
<b>4.1 ACTION FRAMEWORK</b>	75
<b>THEME NO 1: ECONOMIC DEVELOPMENT, ENTERPRISE DEVELOPMENT AND JOB CREATION</b>	75
Local Objective 1: The development and promotion of tourism as a driver of rural economic development and job creation in Tipperary	75
Local Objective 1: Strategic Action 1.1: Activity Tourism	75

Local Objective 1: Strategic Action 1.2: Heritage Tourism .....	76
Local Objective 1: Strategic Action 1.3: Strategic marketing and promotion.....	77
Local Objective 1: Strategic Action 1.4: Niche accommodation .....	78
<i>Local Objective 2: Integrated and targeted approach to sustainable enterprise and job creation in County Tipperary.....</i>	<i>78</i>
Local Objective 2: Strategic Action 2.1: Fostering Entrepreneurship .....	78
Local Objective 2: Strategic Action 2.2: Investment Programme for Rural Enterprises .....	79
Local Objective 2: Strategic Action 2.3: Farm diversification .....	80
<i>Local Objective 3: The Revitalisation of Rural Centres.....</i>	<i>80</i>
Local Objective 3: Strategic Action 3.1: Economic and job creation stimulus programme for targeted towns and villages.....	81
Local Objective 3: Strategic Action 3.2: Support the development and enhancement of rural infrastructure. ....	81
<i>Local Objective 4: Supporting Broadband Connectivity in Rural Tipperary.....</i>	<i>82</i>
Local Objective 4: Strategic Action 4.1: Facilitation of broadband connectivity and small-scale capital interventions to maximise benefit of National Broadband Plan roll-out.....	83
<b>THEME NO 2: SOCIAL INCLUSION .....</b>	<b>84</b>
<i>Local Objective 5: Support of and Investment in Social Inclusion Initiatives in Rural Areas .....</i>	<i>84</i>
Local Objective 5: Strategic Action 5.1: Identifying the barriers involved and improving access to Community Facilities & Social Supports for Disadvantaged in Rural Communities .....	84
Local Objective 5: Strategic Action 5.2: Promoting Inclusiveness .....	85
Local Objective 5: Strategic Action 5.3: Infrastructure to Facilitate Community Participation .....	85
<i>Local Objective 6: Rural Youth .....</i>	<i>86</i>
Local Objective 6: Strategic Action 6.1: Development of Youth Infrastructure.....	86
Local Objective 6: Strategic Action 6.2: Youth Empowerment through Cultural Initiatives .....	87
Local Objective 6: Strategic Action 6.3: Youth Activation and Entrepreneurship .....	87
<b>THEME NO 3: RURAL ENVIRONMENT .....</b>	<b>89</b>
<i>Local Objective 7: Safeguarding Our Water Resources.....</i>	<i>89</i>
Local Objective 7: Strategic Action 7.1: Water Awareness Raising Programmes .....	89
Local Objective 7: Strategic Action 7.2: Water Conservation and Quality Supports .....	90
<i>Local Objective 8: Safeguarding Our Biodiversity .....</i>	<i>90</i>
Local Objective 8: Strategic Action 8.1: Biodiversity Conservation & Management Supports .....	90
Local Objective 8: Strategic Action 8.2: Biodiversity Supports .....	91
<i>Local Objective 9: Development of Renewable Energy .....</i>	<i>91</i>
Local Objective 9: Strategic Action 9.1: Early Stage Supports for Renewable Energy Initiatives.....	92
Local Objective 9: Strategic Action 9.2: Local Supply Chain Development.....	92
Local Objective 9: Strategic Action 9.3: Renewable Energy Production .....	93
<b>SECTION 5: STRATEGIC INTEGRATION .....</b>	<b>94</b>
<b>5.1. HOW THE CROSS-CUTTING OBJECTIVES HAVE BEEN ADDRESSED IN THE PLANNING OF THE LDS .....</b>	<b>94</b>
Innovation: .....	94
The Environment .....	94
Climate Change .....	94
<b>5.2 HOW WILL CROSS-CUTTING OBJECTIVES BE PROMOTED IN THE IMPLEMENTATION OF THE LDS ....</b>	<b>95</b>
5.2.1 Innovation .....	95
5.2.2: Environment.....	96
5.2.3: Climate Change.....	96
<b>5.3 POLICY CONTEXT .....</b>	<b>97</b>
Fig 5.3.1: Table – Policy Context for Tipperary LDS .....	97
<b>SECTION 6: ..... NETWORKING &amp; CO-OPERATION</b>	<b>100</b>
<b>6.1 NETWORKING:.....</b>	<b>100</b>
<b>6.2 LOCAL NETWORKING .....</b>	<b>101</b>
<b>6.3 REGIONAL AND NATIONAL NETWORKING .....</b>	<b>101</b>
<b>6.4 HOW THE LAG WILL INFLUENCE RURAL DEVELOPMENT POLICY .....</b>	<b>101</b>
<b>6.5 CO-OPERATION .....</b>	<b>102</b>
<b>SECTION 7: MONITORING, REVIEW AND EVALUATION .....</b>	<b>105</b>
<b>7.1 TLCDC OBJECTIVES FOR THE EVALUATION OF THE LDS .....</b>	<b>105</b>
<b>7.2 GOVERNANCE AND COORDINATION OF THE MONITORING AND EVALUATION PLAN .....</b>	<b>105</b>

Fig 7.2.1: RDP High Level Relationship Diagram .....	106
Fig 7.2.2: RDP Project Framework .....	107
<b>7.3 THEMES AND TOPICS THAT WILL BE EVALUATED.....</b>	<b>107</b>
<b>7.4 DATA REQUIREMENTS FOR EVALUATING THE LDS.....</b>	<b>107</b>
<b>7.5 TOOLS AND METHODS TO BE EMPLOYED.....</b>	<b>108</b>
Fig 7.5.1: Monitoring & Evaluation Flow .....	108
<b>7.6 TIMELINES AND MILESTONES FOR THE EVALUATION PROCESS .....</b>	<b>110</b>
<b>7.7 APPROACH TO COMMUNICATING EVALUATION FINDINGS .....</b>	<b>110</b>
<b>7.8 RESOURCES REQUIRED .....</b>	<b>111</b>
<b>7.9 DATA PROTECTION.....</b>	<b>111</b>
<b>SECTION 8: FINANCIAL PLAN.....</b>	<b>112</b>
8.1 IMPLEMENTATION OF OPERATIONS/PROJECTS UNDER THE LDS .....	112
8.2: ADMINISTRATION AND ANIMATION COSTS .....	113
8.3: SUMMARY.....	114
<b>APPENDIX 1: GUIDING PRINCIPLES, PURPOSE AND FUNCTIONS OF THE TIPPERARY LCDC(EXTRACTED FROM THE TIPPERARY LCDC STANDING ORDERS).....</b>	<b>115</b>
<b>APPENDIX 2: ONGOING SELECTION PROCESS FOR NEW LAG MEMBERS AND ROTATION OF MEMBERS OVER THE COURSE OF THE LEADER PROGRAMME.(EXTRACT FROM TIPPERARY LCDC STANDING ORDERS).....</b>	<b>118</b>
<b>APPENDIX 3: IMPLEMENTING PARTNER JOB DESCRIPTIONS.....</b>	<b>120</b>
CHIEF EXECUTIVE OFFICER .....	120
FINANCIAL CONTROLLER/MANAGER.....	122
PROJECT DEVELOPMENT OFFICER(S) .....	124
ADMINISTRATOR/ACCOUNTS EXECUTIVE.....	125
<b>APPENDIX 4: IMPLEMENTING PARTNER ORGANISATIONAL STRUCTURES.....</b>	<b>127</b>
SOUTH TIPPERARY DEVELOPMENT COMPANY .....	127
NORTH TIPPERARY LEADER PARTNERSHIP.....	128
<b>APPENDIX 5: RDP 2014 – 2020 PROJECT LIFE CYCLE.....</b>	<b>129</b>
<b>APPENDIX 6: EXPERIENCE OF THE IMPLEMENTING PARTNERS .....</b>	<b>132</b>
SOUTH TIPPERARY DEVELOPMENT COMPANY .....	132
NORTH TIPPERARY LEADER PARTNERSHIP .....	136
<b>APPENDIX 7– RELEVANT LOCAL, EUROPEAN, NATIONAL AND REGIONAL POLICIES.....</b>	<b>141</b>
<b>APPENDIX 8 – CONSULTATION PROFILE .....</b>	<b>143</b>
<b>APPENDIX 9: IMPLEMENTING PARTNER DATA PROTECTION POLICIES.....</b>	<b>146</b>
TIPPERARY COUNTY COUNCIL DATA PROTECTION POLICY.....	154
<b>APPENDIX 10: PRESENTATION ON OTHER LEADER ELEMENTS.....</b>	<b>157</b>
<b>APPENDIX 11: DECLARATION AND DISCLAIMER .....</b>	<b>158</b>

## Glossary of Terms

<b>AIT</b> – Area Implementation Team	<b>MoU</b> - Memorandum of Understanding
<b>B&amp;B</b> - Bed and Breakfast	<b>NLN</b> - National Learning Network
<b>BIM</b> – BordlascaighMhara	<b>NTCSS</b> – North Tipperary Community Social Services
<b>BTWEA</b> Back to Work Enterprise Allowance	<b>NTLP</b> – North Tipperary LEADER Partnership
<b>CE</b> - Community Employment	<b>OPW</b> - Office of Public Works
<b>CEDRA</b> - Commission for the Economic Development of Rural Areas	<b>PPN</b> - Public Participation Network
<b>CEO</b> - Chief Executive Officer	<b>Promoter</b> - Promoter of a Project ( <i>Beneficiary of Funding</i> )
<b>CLG</b> - Company Limited by Guarantee	<b>R&amp;D</b> - Research and Development
<b>CLLD</b> - Community-Led Local Development	<b>RDP</b> - Rural Development Programme (also known as <i>Operational Programme</i> )
<b>CSO</b> - Central Statistics Office	<b>RDSU</b> - Rural Development Support Unit
<b>CSP</b> - Community Services Programme	<b>REDZ</b> - Rural Economic Development Zones
<b>DAFM</b> - Department of Agriculture, Food and Marine	<b>RSS</b> - Rural Social Scheme
<b>DCENR</b> - Department of Communications, Energy and Natural Resources	<b>SICAP</b> - Social Inclusion and Community
<b>DCYA</b> - Department of Children and Youth Affairs	<b>STDC</b> – South Tipperary Development Company
<b>DECLG</b> - Department of the Environment, Community and Local Government	<b>SLA</b> - Service Level Agreement
<b>DES</b> - Department of Education and Skills	<b>SME</b> - Small and Medium-Sized Enterprise
<b>DJE</b> - Department of Justice and Equality	<b>SPG</b> - Strategic Policy Group
<b>DSP</b> - Department of Social Protection	<b>SWOT</b> - Strengths, Weaknesses, Opportunities and Threats
<b>EA</b> - Electoral Area	<b>TCC</b> – Tipperary County Council
<b>ED</b> - Electoral Division	<b>TEA</b> – Tipperary energy Agency
<b>EI</b> - Enterprise Ireland	<b>TGBN</b> – Tipperary Green Business Network
<b>EPA</b> - Environmental Protection Agency	<b>TRYS</b> – Tipperary Regional Youth Services
<b>ETB</b> – Tipperary Education & Training Board	<b>TTC</b> – Tipperary Tourism Company
<b>EU</b> - European Union	<b>TTCU</b> – Tipperary Transport Coordination Unit
<b>FDI</b> - Foreign Direct Investment	<b>TSP</b> – Tipperary Sports Partnership
<b>FRC</b> – Family Resource Centre	<b>T&amp;S</b> - Travel and Subsistence
<b>FTE</b> - Full Time Equivalent	<b>LCDC</b> - Local Community Development Committee
<b>GAA</b> - Gaelic Athletic Association	<b>LECP</b> – Tipperary Local Economic & Community Plan
<b>GLAS</b> - Green Low carbon Agri-environment Scheme	<b>LEO</b> - Local Enterprise Office
<b>HSE</b> - Health Service Executive	<b>UNESCO</b> - United Nations Educational, Scientific and Cultural Organisation
<b>ICMSA</b> - Irish Creamery and Milk Suppliers Association	
<b>ICT</b> - Information and Communications Technology	
<b>IDA</b> - Industrial Development Authority	
<b>IFA</b> - Irish Farmers Association	
<b>IPA</b> - Institute of Public Administration	
<b>LA</b> – Local Authority	
<b>L&amp;CD</b> - Local and Community Development	
<b>LAG</b> - Local Action Group	
<b>LCA</b> - Leaving Certificate Applied	
<b>LDS</b> - Local Development Strategy	
<b>LEADER</b> - Liaison Entre Actions de Développement de l'ÉconomieRurale	
Links between Actions for the Development of the Rural Economy	
<b>LECP</b> - Local Economic and Community Plan	
<b>LES</b> - Local Employment Service	
<b>LIT Thurles</b> – Limerick Institute of Technology Thurles	
<b>MABS</b> - Money Advice and Budgeting Service	

***The preparation of this Local Development Strategy is for the entire county of Tipperary and whilst the population of Tipperary is just over 150,000 (158,754), the Tipperary Local Community & Development Committee is seeking a derogation to have the whole county considered for the purposes of the Rural Development Programme and specifically for the element pertaining to the LEADER programme.***

### 1.1 The LAG Legal Name

#### Contact

#### Tipperary Local Community Development Committee.

##### Contact.

Sinéad Carr, Chief Officer, Tipperary Local Community Development Committee

Director of Services for Community & Economic Development,  
County Hall

Clonmel,

Co. Tipperary

Telephone No:

Email Address: [sinead.carr@tipperarycoco.ie](mailto:sinead.carr@tipperarycoco.ie)

Website:

#### Implementing Partners

North Tipperary LEADER Partnership

South Tipperary Development Company

#### Financial Management Partner

Tipperary County Council will provide the Financial and Administrative Management role for the Tipperary LCDC as the LAG.

### 1.2 Legal Status

The Tipperary Local Community Development Committee (LCDC) has agreed to seek and take on the responsibility of being the Local Action group (LAG) for the purpose of delivering the Local Development Strategy. The Tipperary Local Development Strategy LAG was established as a committee of the Local Authority in July 2014 under the provision of the Local Government Reform Act 2014(Part 6). The LCDC is independent of the Local Authority in the discharge of its functions. The LCDC comprises representatives of the public sector and private sector. The representation between the sectors is balanced in favour of the private sector.

#### Tipperary County Council Registration no

3259712MH

#### Tax Clearance Expiry Date

30th June 2016

### 1.3 Operational ethos: description of main activities.

The Tipperary LAG is:

- Responsible for coordination, governance, planning and oversight of local development spending, whether the spending is delivered by local authorities or on behalf of the state by other development agencies and structures.
- Tasked with bringing a more coherent approach to the implementation of local and community development programmes and interventions, seeking to ensure an integrated approach to local community, enterprise and local development services between providers and delivery structures.
- Committed to driving meaningful citizen and community engagement in the scoping, planning, delivery and evaluation of local and community programmes.
- Charged with ensuring a more efficient administration of local and community programmes and delivery structures, the appropriate matching of resources to prioritise and the achievement of value-for-money in the delivery and governance of programmes and the management of local delivery arrangements.

Further details of the purpose, guiding principles and the functions of the Tipperary LCDC extracted from The Tipperary LCDC Standing Orders are outlined in Appendix 1. The Standing Orders of the Tipperary LCDC have been adopted by the LAG as the standing orders to operate as the Tipperary LAG.

<b>1.4 LAG Composition</b>		
<b>Sector Represented</b>	<b>LCDC Members</b>	<b>Areas of Expertise relevant to the implementation of the Local Development Strategy in Tipperary</b>
Elected Members 3 public	Cllr Mary Hanna Hourigan Cllr John Carroll Cllr Joe Hannigan	Local Government and local community needs All 3 elected members have been members of LEADER groups in the last programme and have extensive knowledge and experience of the programme. The Elected members have extensive knowledge of the county and are also very involved in the community and voluntary sector in the county. The Elected Members also provide a direct link to the citizens in the county. All their expertise will significantly enhance the delivery of the Local Development Strategy in the county.
Local Government 2 public	Joe MacGrath, Chief Executive  Rita Guinan, Head of Local Enterprise Office	Local Government and strategic development of the County; extensive experience of leading and managing an organisation and managing the implementation of various programmes and projects  Micro enterprise knowledge & experience in development support for the sector. Extensive experience of the Local Development Sector
State Agencies 4 public	Eileen Condon - Tipperary Education & Training Board  Donal Mullane, Chief Executive Officer, TEAGASC  Adrian Cunneen, Assistant Principal, Dept. of Social Protection.  Angela Joy, HSE	Extensive experience in the area of adult education and training, youth work and community education and extensive experience of working in partnership with other agencies.  Extensive experience of the Agricultural sector and the issues and needs in relation to the development of the sector and in relation to farm diversification.  Extensive experience in Employment and Social Welfare Supports, requirements of job seekers and people who are unemployed - in particular people who are long term unemployed.  Extensive experience of working with hard to reach groups such as lone parents, people with disabilities, non Irish nationals, travellers, older people etc
Local and Community Development- 2 Private	Isabel Cambie - South Tipperary Development Company Michael Murray, CEO, North Tipperary Leader Partnership	The members for the Local Development Sector have extensive knowledge in relation to the implementation of LEADER programme including project development , community development & animation, programme administration, staff management etc. Full details in relation to the

		relevant expertise of the local development companies in outlined in Appendix 6
Social, Economic and Community Interests 8 private	Community & Voluntary Interests (2) Sara Bourke (Alternate Monica Anglim) Catherine Guest (Alternate Edel Grace)	The Community & Voluntary representatives nominated through the PPN have extensive experience in community development, rural development and the community and voluntary sector. Both members are active in their own groups and at policy level. Catherine Guest is an active member of The Future Farming Group in the county which has a focus on farm diversification. Sara Burke had been very involved in the development of the PPN nationally and in County Tipperary and has significant experience in working in the community and voluntary and the social inclusion sector.
	Social Inclusion Interests (2) Clare Cashman (Alternate Anita Clancy) Cora Horgan (Alternate John Lupton)	The Social inclusion representatives nominated through the PPN have extensive experience in working with hard to reach groups including long term unemployed, disadvantaged young people, people with disabilities, vulnerable families, young parents and lone parents, non Irish nationals etc. Cora Horgan is CEO of Tipperary Regional youth Service which operates in a large proportion of the county and has been very involved in the development of youth services in the county. Tipperary Regional Youth Service has been recognised nationally for the quality of the youth service they deliver. Clare Cashman is manager of a rural Family Resource Centre and is very active in the community and voluntary sector providing supports to marginalised groups as well as inputting into the development of policy at local and national level.
	Environmental Pillar (2) Charles Stanley Smith (Chair of LAG) (2 <sup>nd</sup> PPN environmental rep to be elected by April 2016)	Charles Stanley Smith has extensive experience and interest in sustainable development. He is an active member of An Taisce and has previously been Chair of An Taisce. He has also been self-employed and has extensive knowledge of the IT industry and of the area of self-employment. He was a board member of NTLP under the previous LEADER Programme and has extensive experience in local development and community development.
	Business Pillar (1) Brian Cleary, CEO., Clonmel Chambers (Alternate John O	The business Pillar representatives have extensive experience of the small/medium business sector and the needs of the towns and villages of the county. They have a direct link to the businesses

	Shaughnessy)	in the county and are key partners in the development of the economy of the county.
	Farming Pillar (1) Tim Cullinane, Alternate William Moloney	The farming pillar representatives have extensive experience of the farming sector and rural development. They have also knowledge and interest in farm diversification and the issues facing the farming sector in the county. They are also active in their local communities.
Alternate members The Private sector with the exception of the Development Companies and including the Public Participation Network may nominate alternate members for their positions on the LCDC with a view to supporting as much as possible participation from the Community & Voluntary Sector.		

### 1.5 Rotation of LAG Members

The Chief Officer, in consultation with the CPG and the Chairperson, will review the membership of the LAG at least once every three years to ensure the membership is relevant and representative of the work of the LAG, its aims and objectives.

The Chief Officer will ensure that appropriate arrangements are in place for the rotation, every three-years, of representatives of—

- Community and voluntary interests,
- Social inclusion interests,
- Environmental interests, and
- Other local community and social partner interests

Further details in relation to procedures for rotation of LAG members are outlined in Appendix 2.

### 1.6 Procedures and Decision Making Structures

The Tipperary LAG has adopted and amended the procedures of the Tipperary LCDC in relation to the operation of the LAG including its decision making processes. The standing orders have been adopted as the procedures for the Tipperary LAG and contain details in relation to the following:

- Guiding Principles & functions
- Membership
- Matters Concerning the Position of Chairperson and Vice-Chairperson
- Meetings
- Participation
- Decision Making Process
- Finance and Record Keeping
- Code of Conduct

- Procedure in relation to Conflict of Interest
- Role of Chairperson
- Requirements regarding Disclosure of Interest of Members

### 1.6.1 Code of Conduct of Members and Conflict of Interest

The Standing Orders include the code of conduct for the Tipperary LAG members and procedures in relation to conflict of interest. The provisions contained in section 166 to 182 of the Local Government Act 2001 apply to LAG members. The Committee members will also comply with the requirements of the Ethics in Public Office Acts 1995 and 2001.

### 1.6.2 Decision Making Process of the Tipperary LAG

The following is the agreed decision making process of the Tipperary LAG which meets all of the requirement in relation to becoming a LAG.

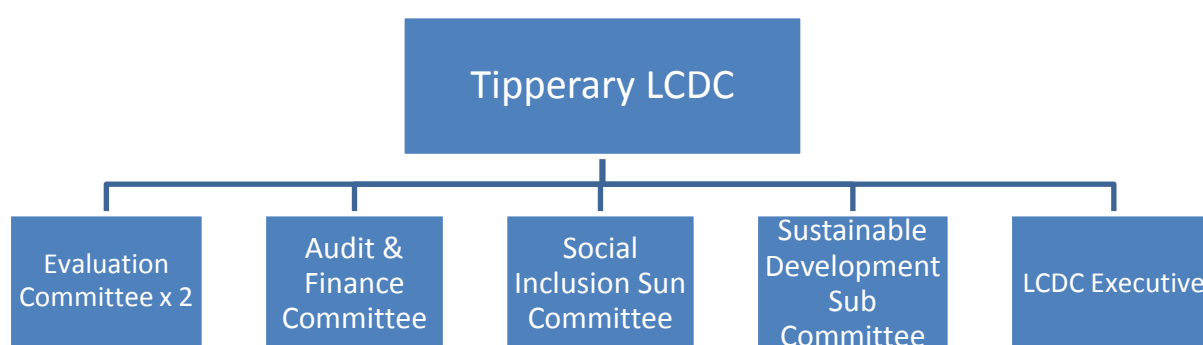
- All acts of the LAG and all questions coming or arising before it, will be determined by consensus of those members present and eligible to vote as per Regulation 19 of S.I. 234 of 2014.
- If the members are divided on a recommendation/decision item, the Chair shall direct that a report on the specific item be prepared and considered at the following meeting where possible and where necessary. Where agreement cannot be reached, decision will be made by majority of the votes of the members present and eligible to vote.
- Adequate time will be dedicated to decision of key items at meetings and the Chair will ensure that the views of all members are elicited and considered.
- The Chair and all members of the committee will encourage active participation by all committee members in discussions and decision-making.
- Neither public authorities nor any single interest group will represent more than 49% of the voting rights. A vote taken or decision reached where any single interest group or public authority represents more than 49% of the voting rights is invalid.
- Members with a conflict of interest are prohibited from participating in deliberations and other decisions related to the conflict of interest.
- The balance of members attending and eligible to vote on issues will be weighted in favour of the private sector members at all times. If a private sector member has to absent themselves from deliberations and decision making processes in respect of a particular issue, the balance of members remaining eligible to vote will still be weighted in favour of the private sector members.
- To respect the partnership ethos of the LAG; and the need for a good balance between the public and private sector, the quorum number of 12(60%) out of 19, will only be valid where there is a minimum of 5 public sector representatives and 7 private sector representatives in relation to all decisions made in relation to the Local Development Strategy. Written votes can also be considered.
- Where the numbers exceed the quorum; and where the number of public representatives exceeds the private sector numbers in attendance, there shall be a step down procedure for the public sector representatives to ensure there is always a minimum of one more private sector representative than public sector representative.

- There will be no step down procedure for the private sector representatives even where they exceed the public sector by more than 1 provided the minimum of 5 public sector representatives are present.
- The Tipperary LCDC standing orders outline in detail the procedure for *absenteeism to achieve the required balance*:

The Tipperary LAG will meet monthly.

### 1.6.3 Description of decision making structures/procedures including sub-committees and advisory groups (this can also be illustrated through process maps).

*Fig 1.6.1 LCDC Decision Making Structure*

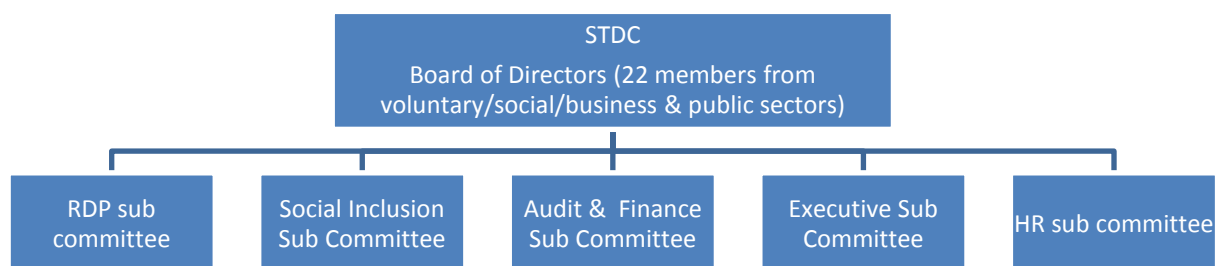


The following diagrams depicts the decision making structures within the Implementing Partner organisations

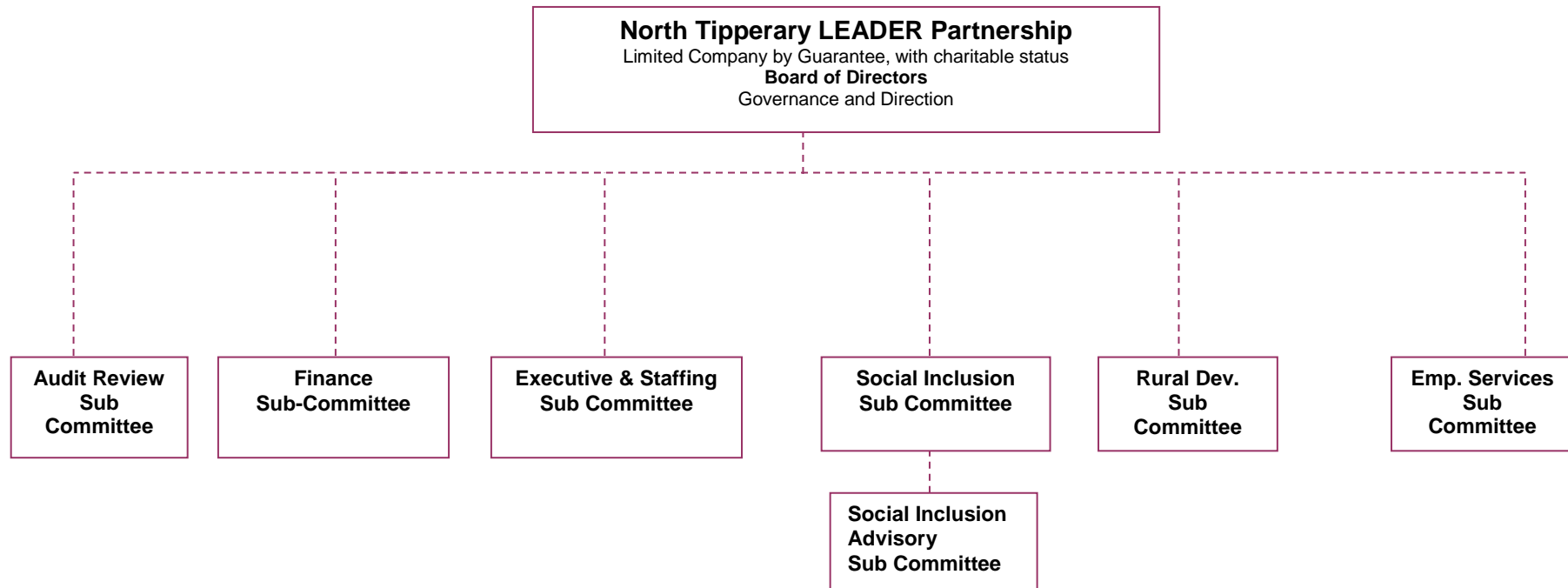
The Evaluation Committees will be consistent with requirements of the Programme Operating Rules. Evaluation Committee members will not be members of the LAG. It is noted from the Operating Rules that the final evaluation score and recommendations agreed by the Evaluation Committee in respect of a project application may not be amended or rejected by any other person, group or body prior to their submission to the LAG.

Frequency of LAG Committee Meetings: Monthly

*Fig. 1.6.2 STDC Decision Making Structure*



*Fig. 1.6.3 NTLP Decision Making Structure*



## 1.7 Roles & Responsibilities

### **Contractual Arrangements**

The contract for the implementation of the strategy will be held by the Tipperary LAG, who will co-sign the contract with DECLG. The Tipperary LAG will have a Service Level Agreement (SLA) with the implementing partners, South Tipperary Development Company and North Tipperary LEADER Partnership for the carrying out of their respective roles as lead implementation partners for the programme. Tipperary County Council will provide the Financial and Administrative Management role for the Tipperary LAG.

### **The Tipperary LAG will: -**

- Set the overall strategic direction and LDS priorities.
- Agree tasks for LAG partners in the implementation of the LDS (i.e. lead financial partner and lead implementing partners)
- Approve parameters for calls for proposals in accordance with the priorities and objectives set out in the LDS;
- Review and approve funding applications subject to compliance with operating rules of the LEADER/RDP programme
- Give approval for project applications in accordance with Art. 34 (3) (f) of regulation 1303/2013;
- Monitor and review the performance of the implementation partners as per the service level agreement with the LAG;
- Monitor and review the performance of Tipperary County Council as lead financial partner;
- Monitor and review on an ongoing basis progress under the LDS and agree corrective action where required.
- Meet the requirements of Article 34 of EU Regulation 1303/2013 in relation to the basic tasks of a LAG which includes the following:
  - Building the capacity of local actors to develop and implement operations including fostering their project management capabilities;
  - Drawing up a non-discriminatory and transparent selection procedure and objective criteria for the selection of operations,
  - Ensuring coherence with the community-led LDS when selecting operations, by prioritising those operations according to their contribution to meeting that strategy's objectives and targets;
  - Preparing and publishing calls for proposals or an ongoing project submission procedure, including defining selection criteria;
  - Receiving and assessing applications for support;
- Selecting projects and fixing the amount of support and, where relevant, presenting the proposals to the body responsible for final verification of eligibility before approval;

- Monitoring the implementation of the community-led LDS and the projects supported and carrying out specific evaluation activities linked to that strategy.

### 1.7.1 The Lead Implementing Partners:

The North Tipperary LEADER Partnership (NTLP) and the South Tipperary Development Company (STDC) will be the key implementation partners with the Tipperary LAG in the delivery of the Tipperary Local Development Strategy. A Service Level Agreement is being finalised between Tipperary LAG and the implementing Partners, the key details of which are outlined below:

- Manage, develop and issue calls for applications
- Manage open call project application processes
- Implement, manage and co-ordinate animation activity in the LAG area
- Support project promoters to develop funding proposals
- Receive and process project applications
- Prepare and collate documentation for Article 28/48 administrative checks
- Submit files for Article 28/Article 48 administrative checks
- Project development, management and monitoring work with project promoters
- Develop and implement Local Development Company led projects
- Service and support the formal evaluation of projects by the LAG Evaluation Committee
- Service and support the formal review of projects by the board of the LDC
- Submission of projects to the LAG for decision.
- Prepare and issue contracts with project promoters on behalf of the Tipperary LCDC.  
Submission of quarterly and annual report of activity to LAG
- General file management, audit compliance and administration related to the above actions
- Develop funding proposals, and implementing funding applications under the DAFM Artisan Foods, Cooperation and Projects Measures to ensure consistency of approach.
- Develop funding proposals, and implementing funding applications under any other funding made available to the RDP Programme through National and/or Local Exchequer Funds,

### 1.7.2 Role of LCDC Lead Financial Partner (LAGs Financial Management)

The Tipperary LAG will be financially responsible for the Programme. Tipperary County Council (TCC), as the lead financial partner and in accordance with a Service Level Agreement with the LAG, will take responsibility for the financial oversight and management of the LDS.

Accordingly, TCC will carry out the administrative tasks associated with this role including: -

- Providing advance administration and animation funding to the LDS Implementing Partners
- Approve the issuing of contracts following Article 28 Checks;
- Making payment to the promoters on behalf of the LAG
- Requesting quarterly drawdown of monies from DECLG.

The preparation of documentation and files for administrative checks will be the responsibility of the LDS implementing partners.

The Chief Officer of the LAG will sign off on the Monthly Expenditure Return from the LAG certifying that all expenditure is in order on each payment.

### **Financial Control Function:**

Article 28 Checks: The local authority sector through the Economic, Enterprise and Tourism Development Committee of the CCMA has given detailed consideration to options for compliance with the process of Article 28 Checks. It is proposed to pursue a shared services approach to this task on an “opt-in” basis by local authorities. The CCMA is engaging with the Office of Government Procurement (OGP) on the procurement process around this framework and a specification is being defined. Tipperary County Council /Tipperary LCDC intend to opt in to this shared services approach to comply with Article 28 Checks.

### **Financial Oversight**

The Financial Partner will provide the following on a bi-monthly basis to the Tipperary LAG

- Update on LEADER Payments;
- Budget versus Actual;
- Irregularities Report; *and* Article 28 Check Report.

The Chief Officer will circulate a financial report from the Agresso System on the programme at each relevant meeting of the LCDC.

### **1.7.3 LEADER Payments**

1. The LAG/Financial Partner will manage the programme finances through the Local Authority Agresso System where specific job codes will be established to facilitate tracking and financial management of the programme.
2. Project payments will only be approved when: -
  - a. The project selection process has been followed as per operating guidelines. This will be confirmed through the Article 28 Checks, plus in the project recommendation template;
  - b. The project had been evaluated using an independent committee(s) with appropriate experience and skills to review LEADER Projects;
  - c. The Tipperary LAG has formally approved the recommendation from the Implementing Partner (IP) at a formal monthly meeting of the Tipperary LAG having received a fully completed recommendation report accompanied by the relevant signed off excerpts from the minutes of the evaluation review meetings;
  - d. The IP's project officer has completed a project file containing the paid original invoices, with related tax certificates, related original receipts, and relevant 3rd party reports from architects/engineers if relevant;
  - e. The IP has the electronic system up to date;
  - f. The Chief Officer or her designated officer has received the fully completed Article 28 Check, along with the file from the IP's financial controller, or in the case of an internal project, a report, plus the file from an approved external invigilator, and that they are satisfied that the checks have been completed, and that the file is ready for payment;
  - g. The Chief Officer will electronically sign off the file for payment to the Department.

### 1.7.4 Implementation Oversight

The Implementing Partners, South Tipperary Development Company and North Tipperary LEADER Partnership will sign an Service Level Agreement with the Tipperary LAG and Tipperary County Council which will outline among other things the following elements regarding implementation oversight: -

1. The IP will update the LEADER ICT system on a real time basis;
2. All information inputted will be factual;
3. All the IP's actions under LEADER/RDP will be in line with the Strategy;
4. The Tipperary LAG and Tipperary County Council will have full view of the LEADER ICT system to allow oversight of the LEADER/RDP programme
5. Targets and indicators will be formally reviewed quarterly by the contracting parties, and negative variances, if any, will be addressed in the following quarter. Positive variances will be acknowledged.

The Sustainable Communities Sub Group of the Tipperary LAG will have responsibility for preparing oversight reports for the LAG. The subcommittee will review in detail reports from the LEADER ICT system and will review actions undertaken against the LDS. The subcommittee will submit a strategic review of the programme implementation to the Tipperary LAG Quarterly.

### 1.7.5 Public Procurement

The Tipperary LAG will ensure that the implementing partners follow proper procurement procedures and will adopt the procurement policy of Tipperary County Council which meets European and National requirements. The Procurement Officer of Tipperary County Council will advise and support the Tipperary LAG to ensure correct public procurement procedures are in place as required.

The **Tipperary LAG** will ensure, through the development of appropriate documentation, that Public Procurement is properly carried out by: -

- Third Party Applicants to the LEADER/RDP Programme;
- Tipperary LAG itself in its own administration of the programme;
- Any Projects applied for by Tipperary County Council or other members of the LAG or LCDC;  
*and*
- Any Projects and works applied for by the Implementing Partners.

Procurement Responsibilities of the *Implementing Partners*:

The Implementing Partners will put in place procedures to ensure that public procurement is properly carried out by all potential applicants and that these will align with the Tipperary LAG requirements. These procedures will include staff training to ensure that the company is in full compliance with public sector procurement standards. These procedures will be considered and approved by the TLCD.

All project applicants will be informed, in advance, that they have to meet the procurement criteria outlined below. Each project file will have a procurement section, with a completed standard quotation schedule on file showing the notice, the tenders received, the independent review process and the decision made.

All contracts will be reviewed internally to ensure that they are not artificially broken down to avoid the full tender process.

**The following Public Procurement Threshold will apply as appropriate:**

*Fig. 1.7.5.1 Public Procurement Thresholds – Supplies & Services*

<b>Public Procurement Thresholds: Supplies &amp; Services</b>	
<b>Service Value</b>	<b>Procurement Process</b>
<b>Under €5,000</b>	<ul style="list-style-type: none"> <li>• Minimum of 1 written quotation required</li> <li>• Recommend 3 quotations to comply with best procurement practice</li> <li>• All quotations should be hand signed and dated or confirmed by e-mail, fax etc. with timestamp and origin clearly visible</li> </ul>
<b>€5,000 - €25,000</b>	<ul style="list-style-type: none"> <li>• Minimum of 3 written quotations required</li> <li>• All quotations should be hand signed and dated or confirmed by e-mail, fax etc. with timestamp and origin clearly visible</li> </ul>
<b>€25,000 - €207,000</b>	Government E-Tenders.
<b>€207,000 +</b>	EU Official Journal

*Fig. 1.7.5.2 Public Procurement Thresholds - Capital*

<b>Public Procurement Thresholds: Capital</b>	
<b>Capital Value</b>	<b>Procurement Process</b>
<b>Under €5,000</b>	<ul style="list-style-type: none"> <li>• Minimum of 1 written quotation required</li> <li>• Recommend 3 quotations to comply with best procurement practice</li> <li>• All quotations should be hand signed and dated or confirmed by e-mail, fax etc. with timestamp and origin clearly visible</li> </ul>
<b>€5,000 - €50,000</b>	<ul style="list-style-type: none"> <li>• Minimum of 3 written quotations required</li> <li>• All quotations should be hand signed and dated or confirmed by e-mail, fax etc. with timestamp and origin clearly visible</li> </ul>
<b>€50,000 +</b>	Government E-Tenders
<b>€1,186,000</b>	EU Official Journal

**Note: ALL VALUES EXCLUDE VAT**

## 1.8 LEADER Staffing (IP staffing)

*Fig.1.8.1. LEADER Implementation Partner Staffing*

<b>Position</b>	<b>Full Time Equivalent</b>
Acting CEO STDC	0.45
Financial Controller STDC	0.40
Administrator / Accounts Executive STDC	0.45
Project Development Officer STDC	1.0
Project Development Officer STDC	0.4
Project Development Officer STDC	1.0
CEO NTLP	0.5
Project Development Officer NTLP	1.0
Project Development Officer NTLP	1.0
Financial Controller NTLP	.40
Accounts Executive NTLP	.35
<b>TOTAL</b>	<b>6.95</b>

\*In addition to an oversight role, both CEO's will perform an "Implementing role" as required.

- Refer to Appendix 3 for Job Descriptions of staff detailed above
- Refer to Appendix 4 for Organisational charts for STDC and NTLP

## 1.9 Project Selection Procedures

Project selection will be guided by the objectives agreed in the LDS and by the priorities as agreed by the Tipperary LAG and by the Operational Rules.

Through a process of animation and capacity building in the communities and through 'open calls', the staff of the IP's will develop and prepare eligible projects for appraisal by the Evaluation Committee(s), and review by the Tipperary LAG

Where individual projects received are ineligible, or are not in line with the LDS strategy, the LAG will advise the potential applicant of the issues involved in writing.

Where the project is eligible, and conforms with the LDS strategy, the Project Officer will ensure that the applicant is aware of the total requirements, and will review the application after receipt by the Administrator to verify that everything required is in the application. The project officer will revert to the promoter if additional information or documentation is required. A letter of receipt will issue. A received application will not guarantee funding.

Evaluation Committee(s) will be established in accordance with LEADER Operating Rules and will comprise individuals with requisite skills sets to carry out project evaluations.

The evaluation of the project by the Evaluation Committee(s) follows. The review criteria will include: -

- The rules and criteria of the programme;
- The objectives of the LDS;
- Financial viability; *and*
- Technical capacity of the promoter;

Evaluation Committee Meetings will be routinely minuted. Each proposal will be scored, and the scores recorded (see sample scoring sheet below). Each member of the Evaluation Committee must complete their **own individual** scoring record which must show their marks and must be signed and dated by the individual member. The total scores of the Evaluation Committee will be added together and the average score recorded. **A project must score a minimum of 60% to be considered for approval.**

A detailed rationale for the recommendation must be included. If funding is recommended, the committee should advise on the rate of aid, grant ceiling and any particular conditions attaching to the project, subject to any framework laid down by the LAG.

*Fig. 1.9.1. Project Scoring Sheet (Sample)*

Project Scoring Record (SAMPLE)				
Date				
Project Title				
Project Application no				
Assessment Criteria	Objective	Issues/comments raised by Evaluation Committee	Weighting	Score
Compatibility with the LDS			20%	
Innovation			20 %	
Promoters Experience			10 %	
Financial Viability & sustainability			20 %	
Demonstration of need			10 %	
Social Inclusion Value			10%	
Environmental Sustainability Value			10%	
Total				
Project must receive a minimum score of 60% prior to being recommended for approval				
Recommendation of the evaluation committee and rationale for the recommendation				
Rate of grant aid recommended				
Grant Ceiling				

Details of any particular conditions recommended			
Signature		Signature	
Chairperson		Committee member	
Date:		Date	

If the project meets the criteria, it will be presented to the IP's Board and will then, together with the Evaluation Committee's recommendation, minutes and project documentation, be sent to the Tipperary LAG for review and approval/rejection.

A detailed flow chart of the life cycle of the project through the project selection procedures are outlined in Appendix 5: Rural Development Programme 2014-2020 Project Life Cycle. It is intended that all applications will be fully assessed and a decision made within the 3 month timeline as outlined in the Operating Rules.

### 1.9.1 Procedure for managing the appraisal and selection process for project promoters & the LAG, to ensure a transparent selection procedure (e.g. conflict of interest and LAG decision-making procedures on project selection etc.).

At every stage, from the Implementer's project staff to the LAG Board, written declarations on conflict of interest will be required, and recorded.

Where Project officers have a conflict of interest in relation to a project, the project will be assigned to another project officer.

Where there is a conflict of interest in the case of an Evaluation Committee Member or Implementing Partner Board Member or LAG member they will absent themselves from the discussion and decision on that project.

### 1.9.2 Time Limited Calls

Tipperary LAG confirms that it will ensure that a 50% minimum project budget will be allocated to 'time-limited' calls for proposals.

### 1.10 Relevant Experience

The LAGs Implementing partners, North Tipperary LEADER Partnership & South Tipperary Development Company have significant experience in the management and implementation of local development and social inclusion programmes.

**South Tipperary Development Company:** South Tipperary Development Company (STDC) was established in 2008 following the cohesion process which integrated Tipperary LEADER Group and Clonmel Community Partnership. STDC received a budget of €12.5 million under the Rural Development (LEADER) Programme 2007-2013. .

STDC is also responsible for the delivery of a range of rural enterprise, social inclusion and community development initiatives in the southern part of Tipperary as follows:

- SICAP –the Social Inclusion Community Activation Programme
- Traveller Primary Health Care Programme

- Ballylynch After-schools club (a disadvantaged community – RAPID Designation)
- Playschool
- Rural Social Scheme & TÚS
- Incredible Years -The Incredible Years Programme is a multi-agency initiative aimed at reducing children's behavioural problems and increasing social competence at home and at school.

### **North Tipperary LEADER Partnership (NTLP)**

NTLP implemented Rural Development Programme 2007-2014 (RDP) in the northern part of County Tipperary – and was responsible in the 2007-2013, RDP programme for a budget of €12,917,884.00

NTLP also delivered The Local and Community Development Programme 2010 – 2013 (extended to 2014) administered through Pobal on behalf of DCEGA. Budgets for this programme included 2011: €627,348.50 2012: €557,592.53 2013: €518,561.49. NTLP is now the programme implementer for the SICAP programme in the Northern part of County Tipperary

NTLP is responsible for the delivery of a range of rural enterprise, social inclusion and community development initiatives in North Tipperary, as follows:

- ASCEND Domestic Violence Support Service
- Traveller Primary Health Care Programme
- Traveller Development Programme
- Traveller Family Support
- Community Employment Scheme
- Community Based Family Support Service, Roscrea
- Roscrea Youth Project
- Nenagh After Schools Club
- Job Clubs
- Rural Social Scheme & TÚS

### **Tipperary County Council – Relevant Experience**

Tipperary County Council is responsible for developing a strong economy and an inclusive society so that Tipperary will continue to be a desirable place in which to live, where people are connected and feel valued and valuable and where the strengths of the County are managed in a sustainable manner for the benefit of future generations..

Tipperary County Council has extensive experience in local development working with key agency and community stakeholders. Tipperary County Council has worked closely with the local development sector over the last number of decades and has delivered significant programmes and projects in partnership with the local communities and the local development sectors. It has also, through both its staff and elected members, been an active member of the Boards of previous companies who had responsibilities for the RDP/LEADER Programme

TCC has extensive experience in delivering key infrastructural projects; supporting and enabling economic development and growth, including job creation and in working with social enterprises in terms of supporting the services they provide to the citizens of the county

Tipperary County Council has a strong history of leading and supporting interagency collaborative work in the county. TCC has also a strong commitment to the development of the community sector and have been the leader and initiator in the development of the Public Participation Network in the county.

Tipperary County Council has significant experiences in managing and administering public funding including TCC's annual budget, project budgets and delivering and implementing EU programmes. In 2015, TCC will manage a budget of €138,663,824, which is underpinned by appropriate financial and audit procedures and systems. The knowledge and practice developed in the Council will assist in ensuring that the oversight and management of the financial element of the LDS will be undertaken in a knowledgeable and safe manner in Tipperary.

TCC personnel providing support to the LAG in the implementation of the Local Development Strategy will comprise three Administrative Officers (AOs) and one Assistant Staff Office. Specifically, one AO (40% time allocation approx.) will have responsibility for Oversight & Financial Management & of the LEADER Programme; another AO (30% time allocation approx.) will be involved in the payment process; and an Assistant Staff Officer (40% of time allocation approx.) will provide administrative support to the LAG and will be involved in the payment process. In addition, the aforementioned AOs and another AO will be involved in supporting the LAG and its sub-committees. Personnel have qualifications in rural development, government & public policy, and administration; and have experience of financial management, strategy development, programme management which includes EU Programmes; and have worked in the community development, social inclusion, youth work, tourism, economic and enterprise development sectors. In addition, some of the personnel have been members of LEADER Evaluation Committees and LEADER Company Boards and have worked with LEADER companies in the delivery of collaborative projects.

Significant experience and achievements of Tipperary County Council in driving, managing and administering projects include:

- Merger of ten local authorities to form “one County, one Council, one Team”; including the integration of the two County Enterprise Boards into the Council structure leading to TCC being awarded Council of the Year award winner for 2015 - LAMA Community and Council Awards 2015
- Development of significant infrastructural projects such as the completion of €40m Flood Relief Scheme in Clonmel; the provision of new Cycle Routes on the R445 Nenagh to Limerick and Inner Relief Road in Clonmel under the Smarter Travel Project 2011; the Upgrade of 648 buildings under the SERVE Project between 2007 and 2011; the installation of 800 solar panels on nine council buildings in 2014, to achieve a reduction of 11% in annual energy bills (in partnership with Tipperary Energy Agency (TEA) & the Sustainable Energy Authority of Ireland (SEAI)) etc.

- The Management of a number of EU partner project – including RIVER Suir Interreg Project; SERVE Project; FIERE Project; ESPY Project etc.
- Development of €3.25m Questum business centre, in partnership with LIT, at Ballingarrane. which was completed in 2014 October 2014
- Development of other enterprise centres
- Development of strategic documents to support and direct public spend in areas such as the County Development Plans; Tourism Plans; Heritage Plans; Arts Plans; Library Plans etc.
- Setting up and supporting appropriate structures to deliver on the strategic Plans of Lough Derg Marketing Group; the inter-county Munster Vales Tourism Board; the Tipperary Tourism Company; Tipperary Culinary Delights Company; The Source Theatre Company etc.
- Supporting a more inclusive community focus through developing Community Houses; setting up and supporting residential groups and networks; leading the Traveller Interagency Group; setting up Tipperary Homeless Forum; developing an Age friendly Strategy; setting up the Disability Forum etc.; supporting youth work and youth initiatives

## Section 2: Area Profile

### 2.1 Area Selection

The Rural Development Programme 2014-2020 programme which will cover the five Municipal Districts of Nenagh, Templemore-Thurles, Clonmel- Cahir, Carrick-on-Suir and Cashel-Tipperary.

The total population of County Tipperary is 158,754 (CSO: 2011) with a population density of 37 persons per km<sup>2</sup>

*Fig. 2.1: County Tipperary*



With a geographical area of 4,282 sq. km. Tipperary is the sixth largest of the 32 counties by area and the eleventh largest by population. The centre is known as 'the Golden Vale', a rich pastoral stretch of land in the Suir basin which extends into counties Limerick and Cork. The county is traversed by key national arterial routes such as M7, M8, N24, as well as train lines from Dublin to Cork and Limerick and Waterford to Limerick (see Figure 1).

Tipperary is bounded by eight counties, namely, Galway in Connaught, Clare, Limerick, Cork, Waterford in Munster and Kilkenny, Laois and Offaly in Leinster. The County is in the province of Munster and adjoins Leinster and Connaught, it has high quality linkages (i.e. road and rail) to all of the major cities, airports and ports

The settlement pattern within the county is based on a strong network of towns and villages with service centres provided at

strategic locations throughout the county. The major towns of Clonmel (17,908 pop) and Nenagh (8,439 pop) are located at opposite ends of the county thus ensuring the potential for strong, social, economic and community linkages within the county and strong service centres for their sub regions. The towns of Thurles, Roscrea, Tipperary, Carrick on Suir, Templemore, Cahir and Cashel function as service centres for their local hinterlands. The villages throughout the county provide services for the local communities and the rural hinterlands.

### 2.2 Socio-Economic Profile: Demographic Labour Market Economic Activity

#### 2.2.1 Total population

The total population of County Tipperary is 158,754 (CSO: 2011)

#### 2.2.2 Age/ Gender/Nationality profile

The total Tipperary Population in 2011 was 158,754, consisting of 79,584 males and 79,170 females - an increase of approx. 6.37% between 2006 – 2011. Structurally, the population is relatively stable

with some potential vulnerability around the loss of those in the 20 – 34 age cohort and the stronger ageing population sectors (compared to the state average). Tipperary also exceeds the state average in the context of the cohorts from 5 – 14 year

Population	158,754
Males	79,584
Females	79,170
Pre-school age (0-4)	11,947,
Primary school going age (5-12)	17,966
Secondary school age (13-18)	2,753
65 years and over	21,196

Non-Irish nationals accounted for 9.7 per cent of the population of the county (see section 2.2.7 below)

### 2.2.3 Level of Educational Attainment

Of those aged 15 years and over whose full-time education had ceased i.e. 106,264 people, 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.

There are 18,104 people ages 15 and over in the County engaged in full time Education (CSO 2011)

*Fig. 2.2.3.1 Educational Attainment*

<b>Population Aged 15 Years and Over (Number) in County Tipperary -Age at which Full Time Education Ceased, Sex, Highest Level of Education Completed and Census Year</b>	<b>Tipperary</b>	<b>National</b>
No formal education	1,490	456,896
Primary	15,431	
Lower secondary	21,066	499,489
Upper secondary	23,538	1032,120
Technical/vocational	9,801	135,122
Advanced certificate/completed apprenticeship	6,840	
Ordinary bachelor degree/professional qualification or both	6,818	739,992
Honours bachelor degree/professional qualification or both	6,938	
Postgraduate diploma or degree	4,953	
Doctorate (Ph.D.)	421	
Not stated	4,741	139,871
<b>Total whose full-time education has not ceased</b>	<b>18,104</b>	<b>408,838</b>

## 2.2.4 Proportion of households in Private and Social Housing

The total number of social houses in Tipperary is 6148 made up of 4726 Local Authority owned houses, 318 on Long Term lease to the Local Authority and 1104 available for social housing through the RAS scheme. In total there are 57,449 dwellings in the County

96.1 per cent of householders lived in houses or bungalows while a further 3.5 per cent lived in apartments, flats or bedsits. 42,918 dwellings (73.6 per cent) were owner occupied while 14,531 dwellings (24.9 per cent) were rented. 25.6 per cent of the dwellings in this area were built in the ten years before the 2011 census. The average number of persons per household was 2.7 which compares to the national average.

## 2.2.5 Disability/Health

In the 2011 census, 138,923 people in Co Tipperary stated they were in very good or good health, representing 87.5 per cent of total persons (compares to 88.3% nationally). 2,659 persons stated they were in bad or very bad health, representing 1.7 per cent of total persons in this area. Again this compares with 1.5 per cent of total persons nationally.

7,117 persons (2,799 males and 4,318 females) provided regular unpaid personal help for a friend or family member with a long-term illness, health problem or disability. 22.7 per cent of these provided care for more than 6 hours per day.

22,660 persons had a disability in April 2011, of whom 8,338 were aged 65 years and over. The following is a breakdown of the percentage of Tipperary population living with a disability:

*Fig. 2.2.5.1 Disability Profile*

Age of those with Disabilities in Co Tipperary					
Age band		15 – 24	25 – 44	45 – 64	65+
% living with a disability	8.5%	7%	18%	29.7%	36.8%
% at national level	8.9	7.5	20.2	29.1	34.3
Type of Disabilities in Co Tipperary					
Disability Types	Physical and Sensory	Intellectual Disability	Mental Health	Chronic Illness	
No. of Persons	15,605	7,306,	3434	10,708	

The unemployment rate of people with disabilities in County Tipperary is 32.9% (CSO 2011) against a national average of 30.8%. The unemployment rate of young people with disabilities aged between 18 and 24 in County Tipperary is 60.7% (CSO 2011) which is an area which needs to be comprehensively tackled.

## 2.2.6 Deprivation Index

131 small areas in Tipperary have a Pobal HP 2011 Deprivation Index of disadvantaged or very disadvantaged. Disadvantaged and very disadvantaged areas are spread across the county in both urban and rural areas. 18.69% (29,667) of the population of Tipperary live in small areas which have a Pobal HP 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. The following (Table 2.2) is a list of small areas that have a deprivation score of over -20 i.e. very disadvantaged.

**Table 2.2.6.1: Deprivation Index Small areas with 'Very Disadvantaged status'**

Small Areas	Total Population	Deprivation Score 2011
Tipperary East Urban	258	-25.00
Roscrea	220	-24.40
Tipperary East Urban	268	-23.90
Carrick-on-Suir Urban	359	-22.70
Carrick-on-Suir Urban	223	-22.30
Carrick-on-Suir Urban	298	-22.00
Nenagh East Urban	137	-21.80
Nenagh West Urban	209	-21.70
Roscrea	167	-21.60
Carrick-on-Suir Urban	234	-21.50
Roscrea	307	-21.20
Littleton	301	-20.80
Clonmel West Urban	228	-20.50
Roscrea	270	-20.40
Carrickbeg Urban	283	-20.20
Tipperary East Urban	179	-20.10
<b>Total population living in very disadvantaged areas</b>	<b>3941</b>	<b>2.48%</b>
<b>Total population of Tipperary</b>	<b>158754</b>	

**Fig.**

Small Areas clusters with disadvantage or very disadvantaged score	
Area	Population
Clonmel area	5075
Carrick on Suir area	3507
Thurles	2741
Tipperary area	2699
Roscrea	2588
Nenagh area	1977
Kilenaule/Slieveardagh	1842
Cashel area	1032
Templemore	880
Kilcommon	808
Ardfinnan	419
Borrisokane	415
Clogheen	381
Emly	326

**2.2.6.2: Small Areas clustered with HP score of disadvantage or very disadvantaged.**

*Note: An area is rated disadvantaged, if the HP Deprivation Index score is between -10 to -20. An area is rated as very disadvantaged if the HP score is between -20 to -30.*

Table 2.2.6.2 above shows the areas of the county which have clusters of small in close geographic locations with a HP Deprivation Index of disadvantaged or very disadvantaged.

### 2.2.7 Demographic information on disadvantaged groups e.g. Travellers, People with Disabilities etc.

The LECP, in its analysis, identified key target groups which require additional support in the County. The Local Development Strategy has a role to play in assisting some of these groups. The main disadvantaged groups supported under the Local Development Strategy include:-

- **Lone parents-** There are 3,176 lone parent households in North Tipperary 78% lone mothers, 22% lone fathers. There are 4,084 lone parent households in South Tipperary 85% lone mothers, 15% lone fathers. A small number of areas in the County have a disproportionate % of lone parents, accounting for over 60% in some areas.
- **Young People-** Youth dependency (in % terms) is significantly higher than the county average in areas around Lisonagh, Ballina, Drangan, Silvermines, Ballyclerahan, Ballynonty, Newport, Portroe, Two Mile Borris, Donaskeigh and Mullinahone. However, the highest number of under 14 year olds are focused around the larger towns and the smaller towns of Cashel, Cahir, Ballina, Newport and the smaller settlement of Newcastle. Community supports in these areas need to consider families as a target group. From a resource targeting perspective, it is important that appropriate youth services and supports are provided in those areas where there is a significant youth cohort. Notwithstanding the spatial concentration of young people around the key towns, the CSO comparisons from 2006 – 2011 for the south of the County shows a trend of families with young people (10 – 18 yrs) moving from urban to rural EDs . Just over half of the youth population in the Northern part of the County live in areas that are not bordering towns or urban electoral divisions. Over one third live in urban centres/towns. There has been a particular increase in youth population growth in areas of Ballina, Newport, Nenagh and Roscrea.
- **Travelling Community-** The population of Travellers in the county is 1150 (CSO, 2011) with 604 travellers on the former North Tipperary County Council area making up 8.6% of the population and 546 in the South Tipperary County Council area making up 6.2% of the population. There are 29,573 travellers in the state making up 6.4% of the population. The travelling community population in the north of the county is higher than the national average.

The travelling population are mainly concentrated around the key towns of Roscrea, Clonmel, Nenagh, Thurles, Tipperary Cashel and Cahir. There is a high percentage of travellers also concentrated in the settlements of Littleton, Greystown, and Poynstown, with other clusters around Knockgraffon Borrisokane and Ballyporeen. The Unemployment rate amongst the travelling community in Tipperary is 84.51% (CSO 2011) which is similar to national rate of 84.34%. Concentrated and ongoing support is required to address this persistent challenge

- **Those at risk of Homelessness-**The number of applicants awaiting the allocation of a local authority/social housing unit has risen substantially in the last 8 years. A total of 2,811 persons are currently waiting to be allocated appropriate accommodation. One of the most

difficult aspects of the Housing function lies in addressing the needs of homelessness. These are often the most vulnerable of persons and the most complex of cases and quite often, the issue of accommodation itself is not the solution, but rather the supports around addressing the complex needs of those who present as homeless. Homelessness in Tipperary has reflected the national trend and there has been an ongoing rise in the number of persons presenting as homeless over the last number of years. In 2013, 218 individuals presented as homeless on an all-county basis. This increased to 231 in 2014. More complex cases are presenting.

- **Non-national and Asylum seekers-** Non-Irish nationals accounted for 9.7 per cent of the population of the county compared with a national average figure of 12.0 per cent. Particularly high levels of non-Irish population are located around Cahir.

UK nationals (4,713 persons) were the largest group, followed by Polish (4,193 persons). In an analysis of the CSO information in relation to English language proficiency, it is of note that other than Irish or English, Polish was the most common foreign language spoken at home whilst over 3,140 persons could not speak English well or at all. This would provide significant challenges to this cohort of the community and has the potential to lead to significant marginalisation. Additional areas where there is a strong non Irish national focus include the town of Roscrea as well as the larger towns of Clonmel, Nenagh & Thurles

- **Older people-** In Tipperary, 13.35% of the population are aged 65 or over. This percentage is higher than the national average (see table below). On the basis that the national poverty picture is broadly similar in Tipperary, it is estimated that approximately 12.1% of those aged 65 years + are 'at risk' of poverty or have an income of less than 60% of the median income for the whole population. Within this trend, a number of areas within the county have significantly higher dependency ratios again when compared to the county average. 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. The remaining population of over 65's are spread across the rest of the county.

Tipperary has a higher than national percentage of older people living alone. This group have a higher risk of poverty and can be isolated from services and communities. In South Tipperary 27.1% of older people live alone, in North Tipperary 26.1% of those aged 65 and over live alone compared to a national figure of 25%

- **Disabled-** see section 2.2.5 above
- **Victims of Substance Misuse** – Tipperary county area is covered by two Regional Drugs Task Group – Mid West Regional Drug and Alcohol Forum and South East Region Drug and Alcohol Groups. Between January 2014 and the end of June 2015, there were 572 convictions in County Tipperary for possession of illegal drugs for personal use and 148 convictions for possession of illegal drugs with intent for sale and supply. The crime rate associated with substance abuse and the perception of feeling unsafe is a significant issue for the community

### 2.2.8 Identification of priority target groups

Based on the information above, there are a number of target groups that require prioritisation through the Local Development Strategy. These are:

- Rural Youth
- Sectors of the community with poor access to or those who may experience poor access to basic services and facilities including those with a disability, members of the Travelling Community and non-Irish nationals
- Sections of the community who require specialist services or support
- Isolated Rural Communities including isolated older people
- Vulnerable Families and Lone parents
- Farm families
- Unemployed and underemployed
- Community development groups in prioritised areas with development potential (capacity and resources) to deliver social, socio-economic or economic based projects

### 2.2.9 Identification of priority target geographic areas

Weaker rural communities are those where the population structure is weak and/or where there is a greater than average proportion of the over 65+, a high deprivation index data and where the level of grant aid take up is weaker than in other areas.

Areas identified as having weak community structures/weak population structures include the catchment area around Templederry and Slieve Ardagh areas - Farranrory in Sliabh Ardagh has a deprivation index of -10.23. Other rural areas persistently demonstrating trends of strong deprivation include the e.g. the Ardfinnan/Clogheen area, and the Borrisokane area. EDs such as Finnoe (near Borrisokane) has a significant deprivation with a score of -13.62

The RAPID areas of Carrick-on-Suir Urban, Tipperary East and Clonmel Urban and West Urban continue to show high deprivation scores. Conversely some areas with rising population e.g. Roscrea whose population rose by 7% from 2006 -2011 has a high deprivation scores (-7.94). Whilst there is no town with a RAPID status in the northern part of the County, it is clear from the evidence above (tables 2.2 and 2.3) that long term social deprivation issues also need to be coherently addressed in Roscrea, parts of Nenagh, Littleton, Thurles and parts of Templemore.

### 2.2.10 Unemployment rates (including youth) and Live Register statistics

The long term unemployed are a particularly vulnerable group. According to the 2011 CSO statistics, in Tipperary, there were 75,328 persons aged 15 and over in the labour force and of these, just over 80% were at work. The unemployment rate was 19.9% in Tipperary. And whilst the unemployment rate is falling in line with the national average, there continues to be a stubborn long term unemployment issue in key pockets of the county. In 2011, the highest number of unemployed persons in the county were 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.

*Fig. 2.2.10.1 Unemployment Profile Tipperary*

Area	Unemployed 2011	Area	Unemployed 2011
Roscrea	742	Tipperary East Urban	410
Thurles Urban	704	Nenagh East Urban	359
Carrick-on-Suir Urban	702	Clonmel East Urban	347

Clonmel West Urban	627	Cashel Urban	257
Nenagh West Urban	587	Kilcommon (Cahir)	252
Clonmel Rural	436	Cashel Rural	224
		Ballina	216

Under-employment is also an issue for Tipperary particularly in the context of the more rural areas of the county (see farming below).

**Youth Unemployed-** Youth unemployment for the first quarter of 2015 in Tipperary is roughly at 11 %. Notwithstanding this figure which is below the national average, there are concentrated areas of very high youth unemployment and again they are broadly reflective of those areas which score highest on the deprivation map above. In the north of the county, areas around Templemore, Borrisokane, Newport, Littleton, the Slieve Felim area and Lorrha/Rathcabbin are particularly high. In the south of the County, high levels of youth unemployment exist around Tipperary, Carrick on Suir, Clonmel and the Glengoole area

*Fig. 2.2.10.2 Unemployment Under 25's*

North Tipperary		880
Nenagh	337	
Roscrea	138	
Thurles	360	
South Tipperary		1,180
Cahir	152	
Carrick-on-Suir	231	
Cashel	154	
Clonmel	339	
Tipperary Town	244	

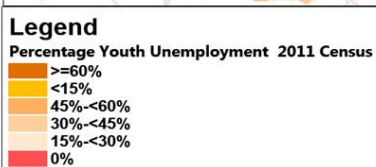
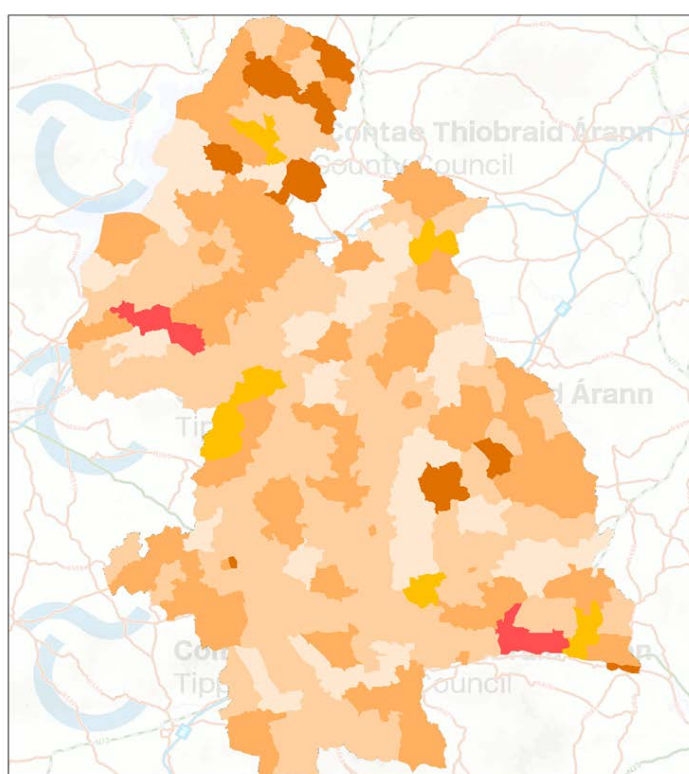


Table 2.2.10.1 above shows the numbers of under 25 year olds on the live register in these areas. (This figure includes part time workers so it is not a true reflection of the level of unemployment)

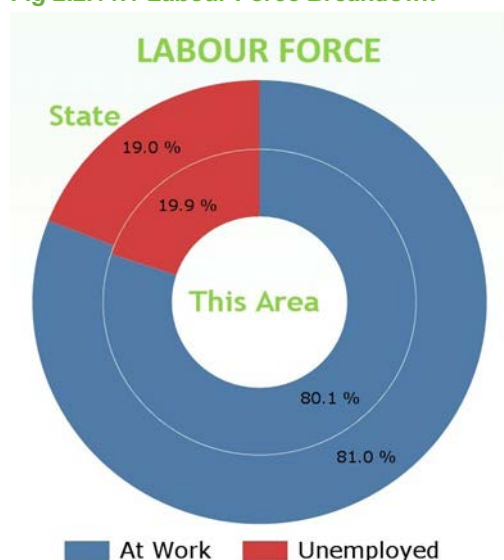
*Fig. 2.2.10.3 Youth Unemployment Map*

The long term unemployed are at particular risk of social exclusion because they tend in the main to be low or semi-skilled, of an older working age profile, 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. Since the onset of the 2008 recession, the increase

in unemployment in Tipperary was significantly higher among men than women. The number of long term unemployed is more pronounced amongst men than woman and any strategies being devised to assist the long term unemployed need to be mindful of this fact.

## 2.2.11 Labour Market

*Fig 2.2.11.1 Labour Force Breakdown*



There were 75,328 persons aged 15 years and over in the labour force and of these, 80.1 per cent (60,332 persons) were at work. The unemployment rate for this area was 19.9 per cent compared with a national average rate of 19.0 per cent.

Of the 49,040 persons aged 15 years and over who were outside the labour force, 25.0 per cent were students, 25.9 per cent were looking after the home/family and 34.9 per cent were retired. Of the 60,332 workers enumerated in this area, 12,423 worked outside the area. The daytime working population (resident and non-resident) of this area was 45,358 with commerce and trade being the largest industry.

## 2.2.12 Employment by sector

Table 2.2.12.1 below shows that almost two thirds of those working in County Tipperary are employed in the commerce and trade, manufacturing and professional services sectors. Agriculture continues to play a large part in the economy with 12% of the population working in that area

*Fig. 2.2.12.1 Employment by Sector*

Industry	Daytime Working Population – Co. Tipperary	% of Working Population – Co. Tipperary	National Daytime Working Population	% of National Working Population
Agriculture, Forestry and Fishing	6,817	11.29914	94,247	5.214622
Construction	3,391	5.620566	90,357	4.999391
Manufacturing Industries	8,425	13.9644	193,080	10.68299
Transport, Storage & Communications	2,253	3.734337	5,674	0.313939
Public Administration & Defence	3,873	6.419479	113,521	6.28104
Mining, Quarrying & Turf Production	529	0.876815	13,116	0.725699
Electricity, Gas & Water Supply	294	0.487304	265,751	14.70382
Wholesale & Retail Trade	9,026	14.96055	103,560	5.729904
Hotels & Restaurants	2,841	4.708944	97,569	5.398426

Banking & Financial Services	1,517	2.51442	93,151	5.153981
Real Estate, Renting & Business Activities	3,410	5.652059	184,251	10.19448
Education	5,451	9.035006	163,728	9.058959
Health & Social Work	6,533	10.82842	203,379	11.25282
Other Community, Social & Personal Services Activities	2,578	4.273023	84,665	4.684457
Industry not stated	3,394	5.625539	101,311	5.605469
<b>Total</b>	<b>60,332</b>	<b>100</b>	<b>1,807,360</b>	<b>100</b>

Source: CSO 2011

### 2.2.13 Details of Existing Industries and Services

County Tipperary's economic profile is that of a rural economy comprising mainly of agricultural, foreign direct investment (FDI), and indigenous enterprises – microenterprises and SMEs – which operate across a range of sectors. The county's diverse economy includes:

- A medi-pharma hub around Clonmel that includes Abbott Vascular, Boston Scientific, Suir Pharma, MSD, and Pinewood Laboratories;
- Manufacturing enterprises such as Bulmers, Medite Ireland, Procter and Gamble, Carey's Glass, Lisheen Mine, and Tipperary Natural Mineral Water;
- Rural towns which play a significant role in providing retail and financial services, recreation and employment;
- Agriculture and food production which includes artisan foods;
- A horse breeding industry which includes the world renowned Coolmore Stud Farm and Ballydoyle Racing Stable;
- Tourism which offers significant potential for the rural economy.
- A third level education facility, Limerick Institute of Technology, which has campuses in Clonmel and Thurles; and linkages with third level colleges in adjacent colleges.

There are vulnerabilities around the rurality of Tipperary's economic base, particularly around retaining services (retail and other) in some of the key towns and villages; and improving the attractiveness of settlements to attract and retain investment, job opportunities and increase footfall. There is a particular need to build a more robust sustainable economic base for the county by concentrating on key areas of strength such as agriculture; food & drinks; agri-tech; tourism; as well as developing emerging sectors such as the emerging multimedia and creative sectors; supporting new innovative start-ups and spin outs from existing large employers currently located in the county

### 2.2.14 Agriculture and Land use

Tipperary is a renowned agricultural region supporting thousands of jobs in the rural economy. It makes a significant contribution to a national output. Income derived annually from farming in Tipperary is estimated to be at approx. €192m. In addition Direct Payments to Farmers in County Tipperary are valued at approximately €123m. The value of Agriculture Exports arising from agricultural output in the County is valued at €823m (Source: IFA)

Dairying, drystock and tillage are the main enterprises with significant activity in sheep, pigs and forestry and alternative enterprises. With the abolition of milk quota in 2015 there is a great

opportunity for farmers to expand dairy production while at the same time meeting the challenges of volatility and sustainability.

*Table 2.2.14.1 Profile of farming in County Tipperary*

<b>Number of farms in Tipperary</b>		<b>7,738</b>
<b>Number of Hectares in farming</b>		<b>312,953</b>
<b>Average farm size(Hectares)</b>	<b>Number of farms</b>	
Less than 20 hectares	2,334	
30 – 50 hectares	1,983	
51 – 100 hectares	1,856	
More than 100 hectares	394	
<b>Land Usage</b>	<b>Number of Hectares</b>	
Pasture	177,789	
Silage	83,728	
Forestry	49,000	
Cereals	21,059	
Other Cereals	3,181	
Potatoes	356	

The County has a sizeable horticultural industry mainly centred in South Tipperary involving mushroom production, apples and soft fruit and vegetable production. The mushroom growers in Tipperary (10 sizeable growers) have a turnover of approximately €40 million.

*Table 2.2.14.2 Farm types in County Tipperary*

Dairy farmers	1,270
Drystock farmers	3,620
Tillage	2,658
Sheep farmers	150
Pig	40

Tipperary has a strong tradition of successful on and off farm diversification. Food and tourism are the main diversification channels while the horse industry accounts for over €100m turnover annually.

On the Tipperary farms, there were 7,720 holders, 2,658 spouses, 4,103 other family members and 1,215 non-family farm workers.

*Table 2.9 Age profile of farming community in County Tipperary*

<b>Table 2.9 Age profile of farming community in County Tipperary</b>	
45 – 54 years	2,086
55 – 64	1,837
Over 65	1,652
Under 35	541

There are 332 farmers in Tipperary in receipt of Farm Assist payments. “The Farm Viability” – A Teagasc National Farm Survey Analysis concludes that a third of all farms are vulnerable and approximately one third of all farms are sustainable because of off farm income. Farmers engaged in cattle and sheep farming are considerably more vulnerable in terms of viability. However there is also a growing vulnerability around the dairy farmers due the increasing fluctuations in the milk

price for farmers. Farm families and the level of under-employment on farms is an area that requires particular attention

### 2.2.15 Tourism

Tourism has an important role to play in the economy of Tipperary. Fáilte Ireland statistics indicate that tourism is a valuable and growing asset to Tipperary, worth €39 million in 2012, when 175,000 overseas visitors visited the County. There has been a focus on the development of tourism in the county in recent years and substantial capital investment has been committed to developing tourism product and projects. In the past, tourism in the county was developed and promoted under the auspices of two tourism companies operating in the northern and southern part of the county. A priority in 2014 was the establishment of a County Tourism Company to replace the former companies. The County Tourism Company is now in place to drive the development and promotion of Tourism in the county but particular supports are required to assist the trade to work in a more collaborative and integrated manner.

The major rivers and mountains provide for active holidays including walking, cycling and fishing while the rich heritage, historical buildings and iconic monuments extending from early Christian times (e.g. Derrynaflan Chalice) to the Rock of Cashel and Holycross Abbey to the late medieval and Norman Castle experience of the Ormond Castle period right up to the formation of the Irish State allow for themed heritage experiences.

The table below gives further details of some of the top attractions in the County

*Fig. 2.2.15.1 Top visitor attractions in County Tipperary*

Attraction	National Ranking	Number of visitors in 2013
Rock of Cashel	21	255,338
Holycross Abbey	33	240,000
Cahir Castle	65	67,713
Bru Ború	86	50,000
Roscrea Castle and Damer House	112	26,541
Swiss Cottage	125	22,558
Cashel Heritage Centre	135	20,000
Farney Castle		14,100
Mitchelstown Caves		10,900
Ormonde Castle		9,922
Main Guard		5,945

Moves are underway to develop Cashel as a hub for tourism development in Tipperary and beyond, linked to the Rock's inclusion on the tentative list for designation as a UNESCO World Heritage site. The recent launch of Ireland's Ancient East, which will build on the wealth of historical and cultural assets in the east and south of Ireland will provide an opportunity for Tipperary to link and market its rich heritage product. The key focus of tourism development in the County is to seek to leverage value from the Ireland's Ancient East brand and to support and promote the trade to work collaboratively to see the experiences that Tipperary has to offer. The LDS intends to focus on propositions which meet the requirements of Ireland's Ancient East /Iakelands propositions, which work with other trade providers in a collaborative manner and/or which are part of an overall

integrated product/experience - one such product is 'The Butler Trail' which focuses around an active promotion of our built heritage through the development of a trail from Carrick-on-Suir to Cahir and onto Clonmel and which can be developed into the north of the County (Roscrea, Nenagh etc). It is intended that this trail will be extended to other 'Butler' towns in the county and across county boundaries.

The further development of tourism initiatives focusing on the County's natural assets such as fishing (with Cahir identified as the area of excellence in the South East for brown trout fishing), the development of a Blueway along the River Suir, hill and forestry walking, mountain biking, water sports, boating on Lough Derg and the inland waterways, nature trails/conservation, adventure centres, along with "themed" festivals will be a key focus in terms of tourism development in the medium-term. Again, all are intended to be part of an integrated product offering

The LDS will also continue to support the implementation of collaborative strategies which are supported by both the Community and Fáilte Ireland, including the Lough Derg Marketing Group work, the work being undertaken on the Munster Vale proposition (encompassing the 4 mountain areas) with the intention of developing these mountain ranges into an international outdoor recreation tourism destination and the key heritage assets which abound within the County.

A lack of accommodation product and other ancillary services in specific areas of the county which is identified for strong tourism growth severely impacts visitors' ability to overnight in Tipperary and is therefore a particular weakness that needs to be addressed in these key areas. Again, any supports for such accommodation will be expected to add value and be an intrinsic integrated aspect of the tourism experience in Tipperary.

*Fig. 2.2.15.2 Accommodation supply in County Tipperary*

Premises type	Number	Rooms	Beds
Hotels	23	865	2,035
Guesthouses	4	27	64
B&B	40	165	397
Self-Catering	101 (units)	n/a	688
Caravan and Camping	7 (227 pitches)	n/a	960 (equiv)
Hostels	3	n/a	85
<b>TOTAL</b>			<b>2,194</b>

Fáilte Ireland Accommodation Capacity Report 2015 (page 5)

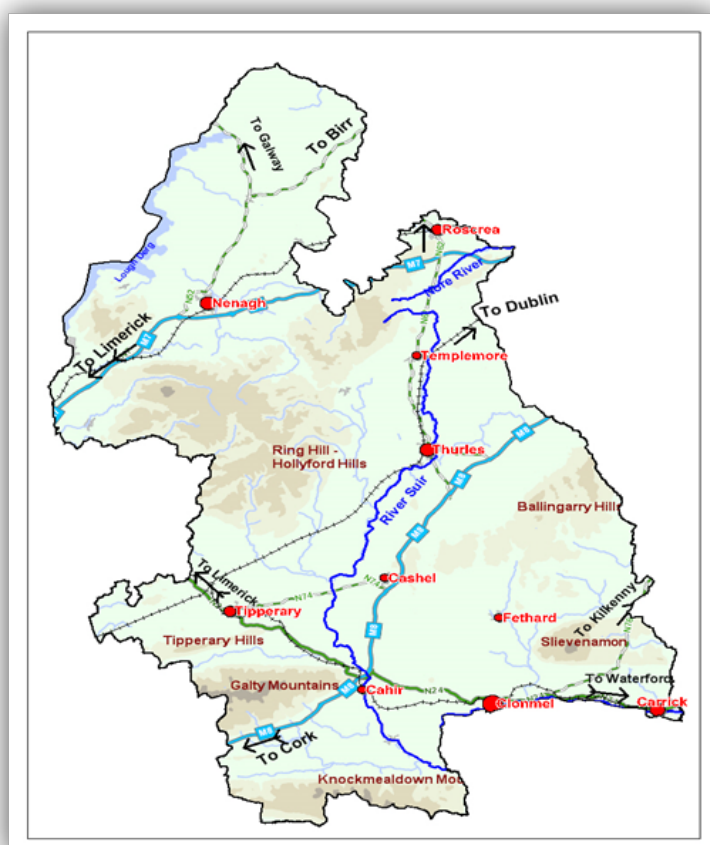
Currently a Tourism Destination Plan is being developed by the County which will highlight the key areas of potential for tourism growth in the county (The tables above have been extracted from a draft of this plan) and will assist in informing the LDS as to where funds and supports should be directed.

## 2.2.16 Transport Infrastructure

The county is traversed by key national arterial routes such as M7, M8, N24, as well as train lines from Dublin to Cork and Limerick and Waterford to Limerick (see Figure 2.2.16.1 below).

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.

*Fig. 2.2.16.1 Transport Infrastructure*



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 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 most popular means of travelling to work was by car (driver) with this mode accounting for 64.5 per cent of all journeys. 692 persons commuted using public transport (bus or rail). The average journey time was 24 minutes and 20.3 per cent of workers faced a commuting time in excess of 30 minutes. 44.7 per cent of households had two or more cars.

### Rural Transport Services

Communities in County Tipperary benefit from a Rural Transport Services which is operated by the Tipperary Transport Co-ordination Unit (TTCU). The services are funded through the Rural Transport Programme (launched in 2006 as a follow up from the pilot Rural Transport Scheme). The Programme aims to enhance and sustain nationwide accessibility, through community based

participation, particularly for those at risk of social exclusion, as well as people with mobility, sensory and cognitive impairments. The Programme's remit is to operate only in cases of market failure.

Rural public transport is another key area of concern in relation to connecting rural areas to their market towns and the larger towns.

In the development of any rural transport plan, it would be particularly important that survey work is undertaken to identify destination of potential passengers and in particular to look at this in the context of particular groups such as the elderly, the youth (under 18) and lone parents. Where possible, such services should try and meet their particular destinations (youth reach courses; other educational/training establishments; day care centres; health centres and key towns.

The rural transport service will also play a unique role in ensuring the sustainability of smaller villages/towns. Should such services by-pass the smaller towns for the larger town, it is doing a disservice to the smaller town and ensuring that they are disadvantaged. In any new Transport Plan, this issue ought to be analysed and addressed in a realistic manner. New innovations such the Community Car Scheme and the roll out of the Rural Hackney Licence targeted at isolated rural areas may make a valuable contribution in improving access to transport services in the County.

## 2.2.17 Broadband

Table 2.12 below shows the availability status of high speed fibre broadband in the county at present. The National Broadband Plan (NBP, 2012) aims to ensure that all citizens and businesses have access to high speed broadband no matter where they live or work. The DCENR has undertaken a comprehensive mapping process which shows areas where the commercial sector will provide Next Generation Access (NGA) and areas where there is a requirement for state intervention under the NBP. In the case of Co. Tipperary 43,368 premises (51%) are located within commercial operators area and 41,207 (49%) premises within the NBP Intervention Area. The NBP aims to deliver a minimum speed of 30Mbps for every home and business in the country – no matter how rural or remote by 2020.

*Table 2.2.17.1 Availability of Fibre Broadband in Tipperary*

LIVE	IN BUILD	PLANNING
Thurles	Mullinahone	Ardfinnan
Cahir	Ardcroney	Birdhill
Clonmel	Ballinderry	Borrisoleigh
Carrick On Suir	Borrisokane	Ballylooby
Cashel	Bansha	Clogheen
Nenagh	Dundrum	Clerihan
Newport	Emly	Cappawhite
Roscrea	Kilcommon	Donohill
Templemore		Dromin
Tipperary		Grange
Drangan		Gurnahoe
Fethard		Holycross
Lorrha		Hollyford
		Killenaule

		Kilsheelin
		Lattin
		Littleton
		Newcastle
		Newcastle Village
		New Inn
		Rathcabbin
		Rearcross

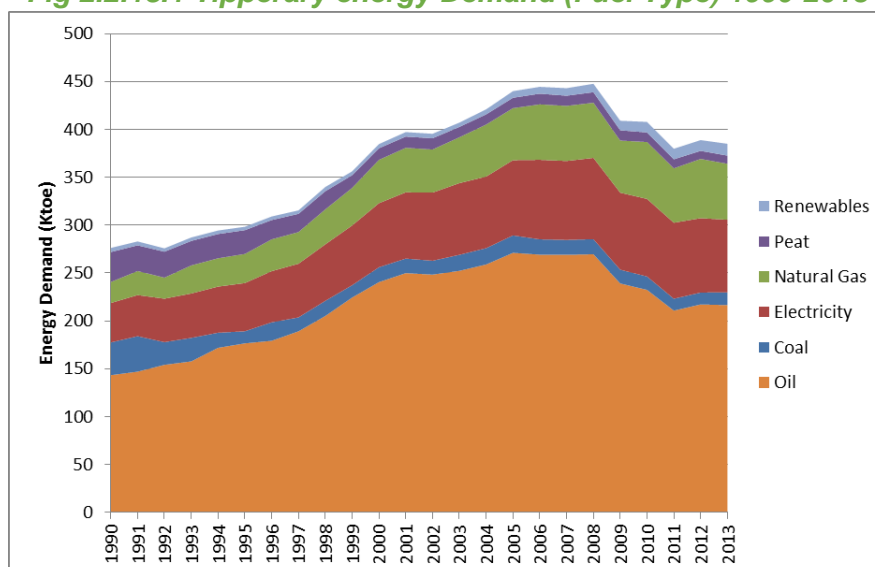
Source: <http://fibrerollout.ie/where-and-when/tipperary/>

As part of Phase II of the Government's Metropolitan Area Networks (MANs) Programme, MANs are built or are planned in the towns of Nenagh, Roscrea and Templemore, Clonmel, Tipperary Town, Cashel and Cahir and Carrick-On-Suir. These MANs are State owned open access telecommunications networks and will be offered to telecommunication service providers, on a wholesale basis, to enable them to provide high-speed broadband services to their customers without them having to build their own networks. The provision of MANS broadband in these areas will see businesses and households benefit from speeds of up to 100Mbps.

### 2.2.18 Energy / Renewable Energy

Tipperary has increased its total energy demand by 29% since 1990, which is slightly less than the national increase of 36%. This is likely due to the lower portion of total final consumption from transportation in Tipperary versus the national share. Oil is still the dominant fuel in Tipperary with over 56% of the energy mix. Electricity and Gas increased within Tipperary both showing 5 and 7% increases in total share proportion respectively. Coal and Peat were the only fuels to decrease their share in the energy mix since 1990.

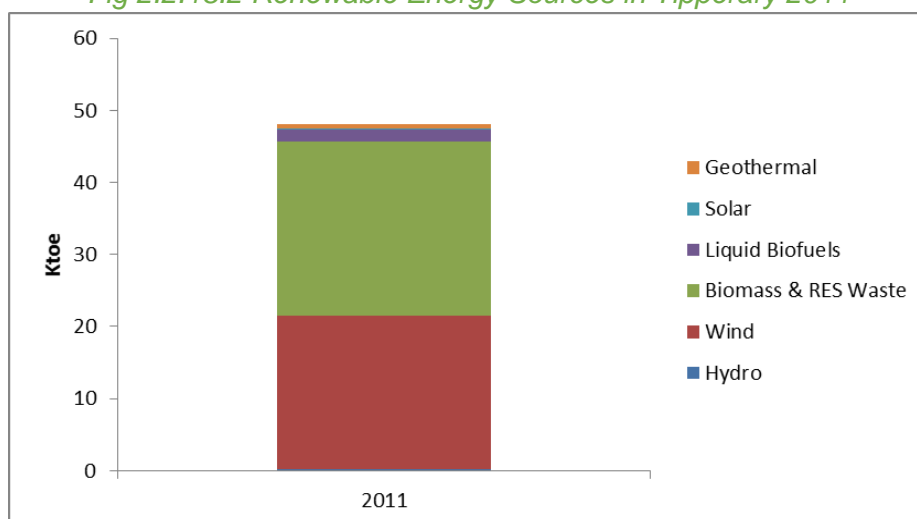
**Fig 2.2.18.1 Tipperary energy Demand (Fuel Type) 1990-2013**



Tipperary's Renewable Energy landscape is dominated by wind and biomass, mainly forestry. Both contributed 44% and 50% respectively. Renewables currently contribute 70.4 Ktoe (18%) within County Tipperary. Shown in *Figure 2.2.18.2*, is the contribution of Renewable Energy Sources within

Tipperary in 2011. A large portion is ascribed to Medite Ltd, who manufactures timber board products and use woody biomass within its processes. This amounts to approximately 16.7Ktoe of the 24.3Ktoe from Biomass. Wind is the largest RE technology contributing 44Ktoe. Geothermal and Solar are based on the number of households within the region. Liquid biofuel is based on land area, currently there is 0.138 ktoe of oilseed rape planted in Tipperary. (Source SEAI).

*Fig 2.2.18.2 Renewable Energy Sources in Tipperary 2011*



## 2.2.19 Culture

Every community has an individual cultural identity. The people of Tipperary have a distinctive identity derived from its 'cultural heritage through the ages. Tipperary's culture is expressed through its archives, museums and libraries, but it is also made up of more subtle qualities such as sport, language, folklore, food, crafts, traditions, art and music. Culture provides a very effective vehicle through which to engage communities of all types and ought to be more innovatively used to assist in connecting communities of different hues, types and interests.

The county hosts a number of national and internationally renowned festivals annually which assist in expressing its own cultural heritage, including the Holycross Drama Festival, The Clancy Brothers Music Festival, Clonmel Junction Festival, Féile Brian Ború, The Tipperary International Peace Awards, Spleodan Festival in Nenagh and the Terryglass Arts Festival. Every month there are a number of community festivals hosted throughout the county based on heritage, culture or our national amenities.

County Tipperary also has a very strong sporting culture including its renowned association with the Gaelic Athletic Association which was founded in Thurles in 1884 and through the existence of the world renowned Coolmore and Ballydoyle stables. Sport and interests in sport can be a very effective mechanism through which to engage the more marginalised in our society and given the rurality of Tipperary, there is an opportunity to explore such opportunities through this strategy.

There are twelve public libraries located around the County which undertake significant outreach work and organise regular exhibitions, readings and workshop programmes. Tied into this, the Art Centres (Nenagh, Thurles, Excel, STAC etc), contribute very significantly to the expression and development of the cultural dynamic of the county. Culture and art has often been associated with

the elite but there are now growing opportunities to use art more effectively and make it more accessible to the people of Tipperary

Heritage and heritage appreciation is vital to the well being and vitality of a community – the Heritage Plan and the activity associated with the County Museum all play an important role in defining and building a county's identity. There is a unique opportunity under this programme to facilitate greater engagement by the more disconnected groups through the vehicle of culture in its broadest sense

## 2.2.20 Environment

*"The natural environment is put at risk by a variety of activities. However, it is often not so much the activity itself that causes harm, but the degree to which that activity is practised. Over-exploitation of any renewable resource, such as water, soil, forests or fisheries, will eventually lead to damage to the environment and the economy".* <http://www.ncte.ie/environ/nature.htm>

### Biodiversity

In Tipperary, thousands of different species including birds, mammals, plants, insects, fish, amphibians and one species of reptile live in a variety of habitats that include farmland, rivers, bogs and wetlands, heaths, woodlands, towns and villages. While many species thrive in and around the county, others are under increasing pressure due to a variety of reasons that include loss of habitat, over exploitation, the industrialisation of certain landscapes, and from the competition with invasive species.

### Areas of particularly high environmental value

Apart from the many nature reserves in Tipperary such as the Cabragh Wetlands and the Kildanogeduckponds, there are many other areas that have been given a classification that denotes their importance and affords them extra protection. The main designations are Special Areas of Conservation (SACs), Natural Heritage Areas (NHAs), Special Protection Areas (SPAs). There are almost 40 designated sites in Tipperary ranging from a small discrete SAC on Keeper Hill to the much larger riverine SAC of the Lower River Suir which is hugely important for salmon, otter, lampreys, freshwater pearl mussel and white-clawed crayfish among other species, as well as water plants, flood plain, and riverside habitats. (<http://www.npws.ie/protected-sites>)

### Forestry

Because of the suitability of most of the land in Tipperary for intensive agriculture, most woodland in the county is confined to the upland areas, wet ground, or steep slopes. Most woodland in Tipperary is Coillte controlled forestry planted with non-native conifers, but some of it is native broadleaf woodland. Coillte has set aside 15% of these areas for biodiversity. There are pockets of woodland on private land and in the many hedgerows that enclose most of the farmland in Tipperary. Some woodlands are protected due to their value for nature, such as at Cahir, where Coillte are restoring yew woodland in an EU-funded LIFE project. The main trees found in native woodlands in Tipperary are oak, mountain ash, birch and holly on acid soils; ash, hazel, spindle and oak on limestone soils; and alder, willow and ash on wet soils. Woodland loop walks have been developed on Coillte lands with local communities at locations around the county including Glenbawn (Clonmel) and Grange (Glengoele).

Much of the woodlands are threatened by invasive species such as rhododendron and cherry laurel. A fungus called 'sudden oak death' related to potato blight has been spreading in Europe and has

been found on rhododendron in Ireland. There is limited data available on the extent of this problem in Tipperary.

### Rivers, streams, lakes and wetlands

The main river which flows through Tipperary is the River Suir, a river once famous for the large and prolific catches of salmon. While salmon are in decline the river is still regarded as a premier river for wild brown trout. The catchment of the River Suir drains an area in the southeast of the country of approximately 3,610 km<sup>2</sup>. This represents about 4% of the land area of Ireland. The river is tidal to a point upstream of Carrick-on-Suir. Its major tributaries are the Rivers Tar, Aherlow, Clodagh and the Annar.

The other most important water body in Tipperary is Lough Derg, the third-largest lake in Ireland. It is the natural divide that separates Tipperary from the administrative areas of Clare and Galway. What connects these areas is the 179 km of indented shoreline, stretching over 40 km from Portumna at its northern tip to Killaloe and Ballina in the south. The lake is 12Km's wide at its widest point. Lough Derg is an area of great charm, natural beauty and heritage. <http://www.discoverloughderg.ie/about-lough-derg/>

## 2.3 Key Service and Programmes

### 2.3.1 Statutory Supports

- Tipperary County Council
- Department of Social Protection
- Tipperary Education and Training Board (TETB)
- Department of Education and Skills and Local Schools
- Limerick Institute of Technology (LIT) Tipperary Campus
- The HSE

### 2.3.2 Local Development Companies and Programme

- North Tipperary LEADER Partnership
- South Tipperary Development Company

### 2.3.3 Public Participation Network (PPN)

In County Tipperary, the Public Participation Network is made up of 850 Community groups (October 2015). It facilitates the participation and representation of communities in a fair, equitable and transparent manner through the environmental, social inclusion & voluntary sectors on decision making bodies. It strengthens the capacity of communities and of the environmental, social inclusion & voluntary groups to contribute positively to the community in which they reside/participate. It provides information relevant to the environmental, social inclusion & voluntary sector and acts as a hub around which information is distributed and received.

### 2.3.4 Community, Voluntary and Youth/Social Inclusion Supports including programmes

#### 2.3.4 Services and Programmes

Social and Community Services	Details	Links Between Services and LEADER

Barnardos including Barnardos Family Welfare Conference (Clonmel)	Service involves a special family meeting supported by professionals to discuss concerns about a child's welfare.	NTLP Services work in partnership with Barnardos
Carers Association	The Carers Association is Ireland's national voluntary organisation for and of family carers in the home.	
Children's & Young Peoples Services Committee	Interagency working to improve the lives of children, young people and families in Ireland.	Both LDC's have representatives on this committee and their SICAP Programmes have links to their action plan
Citizens Information Board-	provides information on public services and entitlements in Ireland	Both LDC's have links to the actions of the Citizens Information Board
Clonmel Youth Training Enterprise	Community Training Centre (CTC), in Clonmel	LEADER has funded training and capital projects with this organisation
COMPASS Employment Support Service	COMPASS Employment Support COMPASS is an <i>Employment Support Service</i> that is operated under the Local and Community Development Programme	
Community Mothers Programme	The <i>Community Mothers</i> Programme, run by the HSE, has evolved since 1980, first using public health nurses as visitors to families with newborn babies,	HSE represented on the LAG
Cuan Saor	Domestic Violence refuge	
South East Regional Drugs and Alcohol Taskforce	Regional Drugs and Alcohol Taskforce	This group will link with the LAG on an annual basis
STAN South Tipperary Action Network	Mental Health Network	This group will link with the LAG on an annual basis
The Society of St. Vincent de Paul	Charity	
Tipperary Community Services Centre	Tipperary Community Services Centre in St Michael Street, Tipperary town, affiliated to Muintir na Tire, provides a range of social services in and around Tipperary.	STDC has supported this group through funding capital enhancements to the centre. STDC has also supported service providers that operate from the centre
Tipperary Energy Agency (TEA)	An independent social enterprise to support	Both LDC's has supported and funded projects in association

	sustainable energy use in all sectors.	with TEA Both LDCs are active members of Tipperary Green Network and provide human and financial resources to the Green Network
Tipperary Regional Youth Services (TRYs)	Regional Youth Service	Both LDCs have grant aided a number of projects, mainly training projects for the TRYs target group
Traveller Interagency Committee (TIG)	Interagency Committee of Local Authority	Both LDCs are represented on this committee and support Primary Care programmes
Family Resource Centres and Community Resource Centres (Spafield FRC; Three Drives FRC; Millennium FRC, Nano Nagle RC, Clonmel RC, Knockanrawley RC)	Family Resource Centres	STDC has worked extensively with the FRC in South Tipperary and provided significant funding for a range of training programmes. It also supported capital works such as the building of a demonstration kitchen, purchase of laptops for ICT training
Foroige & Waterford/South Tipperary Community Youth Service	Youth Services	
North Tipperary Community Social Services (NTCSS)	NTCS provides community based support, information and advocacy services to individuals, families and groups in North Tipperary,	NTLP work closely with (NTCSS)
Money Advice and Budgeting Service	Budgeting Service	
Mid West Region Drug and Alcohol Forum		NTLP Chairman is a member of MWRDAF
RAPID Area Implementation Teams in Carrick on Suir, Clonmel and Tipperary Town	Social Inclusion Programme-areas Designated Disadvantaged	STDC has funded a number of significant programmes in association with the RAPID AIT's. One of the most significant was an Enterprise Training programme, aimed specifically at unemployed.
South Tipperary Volunteer Centre	Volunteer Centre funded under DEHLG and supported by Volunteer Ireland	Link to LAG
South Tipperary Lone Parent Initiative	Lone Parents Supports	Link to LAG
Springboard Project: Barnardos Springboard Project Clonmel provides intensive targeted support for up to 20 families at any one time	Barnardos Family Support Project	
The Connecting Youth Group is a Sub	Subgroup of CYPSC	

Group of CYPSC		
Tipperary County Childcare Committee (CCC)	County Childcare Committee	Both LDCs are represented on this committee
Tipperary Centre for Independent Living (Thurles and Clonmel):	Provides personal support services to people with disabilities in all corners of County Tipperary, North & South.	
Tipperary Integration Forum.	Integration forum for non-Irish nationals in Co Tipperary	LDCs are the lead agency with this forum
Tipperary Sports Partnership (TSP)	Sports Partnership	STDC was a founding member of the South Tipperary Sports Partnership. The Rural Development Manager served on the Partnership. Latterly, this role was taken over by the Chair of STDC
Tipperary Transport Co-ordination Unit	Rural Transport Services	STDC and NTLP are board members of this group
Joint Policing Committee	Interagency Policing Forum (Sub Committee of TCC)	This group will link with the LAG on an annual basis
Waterford and South Tipperary Community Youth Services (Clonmel, Carrick-on-Suir and Cahir)	Youth Services	

<b>Economic</b>	<b>Details</b>	<b>Links Between Services and LEADER</b>
IDA Ireland (Industrial Development Agency)	Statutory Agency	Both LDCs clients refer as appropriate
Enterprise Ireland (EI)	Statutory Agency	STDC refers clients as appropriate to this agency
Local Enterprise Office (LEO), Tipperary	Provides advice, information and support to you in starting up or growing your business	Both LDCs refers clients as appropriate to LEO. LDC clients avail of LEO mentoring and training programmes. Both organisations work closely together.
Teagasc	Statutory Agency	Both LDCs support farm options clients. Teagasc is represented on the board of STDC and NTLP
Tipperary Tourism Company	Statutory Agency	STDC and NTLP are on the board of this company. STDC provided significant financial assistance to South Tipperary Tourism company, the

		predecessor to the Tourism company. It also provided South Tipperary tourism with a number of Project Animators to support its work
Fáilte Ireland (FI)	Statutory Agency	STDC & NTLP links with FI for advice and guidance re tourism based projects. It supports FI initiatives such as Ireland's Ancient East proposition.
Tipperary Education & Training Board (ETB)	Statutory Agency	STDC & NTLP has worked in partnership with the ETB in delivering programmes such as U2 Music Generation initiative
Tipperary Energy Agency (TEA)	An independent social enterprise to support sustainable energy use in all sectors.	STDC and NTLP have funded some projects in association with TEA. It is an active member of Tipperary Green Network and provides human and financial resources to the Green Network
University of Limerick (UL)	University	STDC supports UL initiatives particularly in relation to enterprise and tourism development.
LIT, Limerick & Tipperary	Institute of Technology	STDC and NTLP support and works closely with LIT in delivering enterprise and social enterprise initiatives. It works closely with the rural development unit in LIT
Waterford Institute of Technology (WIT)	Institute of Technology	
St. Patrick's College, Thurles	College	
Gurteen College, Ballingarry	Agricultural College	
Garda College, Templemore	Garda Training	
Enterprise centres & Business parks at various locations	-	STDC and NTLP have supported entrepreneurs working from various enterprise centres around the county
Local Development companies (NTLP & STDC)	Development Company	STDC and NTLP are Local Development companies and implement the LEADER programme in Tipperary.

<b>Arts and Culture</b>	<b>Details</b>	<b>Links Between Services and LEADER</b>
Arts Office (TCC)	Office of Tipperary County Council	STDC and NTLP have funded a number of programmes in association with the Arts Office
County Museum - Clonmel	Tipperary County Council run	STDC has worked closely with

	Museum	the County Museum and financially supported a number of initiatives in association with the Museum
Nenagh Arts centre	Arts Centre	NTLP have supported actions of Nenagh Arts Centre
Comhaltas Ceoltoiri Eireann –Bru Boru Cashel	Cultural Centre	STDC, under the LEADER Programme has a long working relationship with Bru Boru. It funded developments at the centre under previous LEADER programmes
Nenagh Arts centre	Arts Centre	
South Tipperary Arts Centre	Arts Centre	STDC funded initiatives at STAC under previous LEADER programmes
Granary Cahir	Craft centre and retail outlet	STDC was a board member of the Craft Granary. It supported a number of training initiatives at the Granary.
OPW –Tipperary (range of locations including Rock of Cashel, Cahir Castle and Ormond castle, Main Guard, Carrick-on-Suir)	Office of Public Works sites	STDC has worked closely with the OPW on a number of cultural and Arts initiatives at Policy level. It has fostered very good working relationships with staff at a local level.
Tipperary Excel Arts and Cultural Centre	Arts and Cultural Centre and Theatre	STDC has supported a number of initiatives at the Excel, providing assistance for marketing and capital initiatives.
The Narrow Space, Clonmel	Arts and Retail centre	
The Source, Thurles	Library and Theatre	
Festivals programme including Cashel Arts Festival, Clonmel Junction, Terryglass Arts Festival, Designfest Clonmel, Spleodan Nenagh	Festival	STDC has been a major supporter of Arts Festivals, such as the Junction and Cashel Arts Festivals. Significant funding has been provided for capital, programming and training initiatives.
Tipperary County Archives,	County Archive (Tipperary County Council)	
Tipperary Libraries (County wide)	Library Service	STDC and NTLP have developed a working relationship with the County Library Services through joint membership of the Heritage Forum.
Irish T.V. (Tipperary rep in Thurles)		
Nenagh Heritage Centre	Heritage Centre	NTLP have supported Nenagh Heritage Centre actions
Carrick-on-Suir Heritage centre	Heritage Centre	STDC has funded capital

		upgrades for this centre.
White memorial Theatre, Clonmel	Theatre	STDC has provided technical advice and support to this group
Strand Theatre and Brewery Lane theatres Carrick-on-Suir	Theatre	STDC has funded capital upgrades for this centre.
St Marys Famine Museum, Thurles	Museum	NTLP support this projects through its Tús Programme
Quay Arts, Ballina	Arts space	
Damer House, Roscrea	OPW site	
and LAR na Pairce GAA Museum	Museum	
Tipperary Sports Partnership (TSP)	Sports partnership	

<b>Environment and Conservation</b>	<b>Details</b>	<b>Links Between Services and LEADER</b>
Heritage Office	Office of Tipperary County Council	STDC and NTLP have funded a number of projects in association with the Heritage Office. It is a member of the Heritage Forum
Tipperary Energy Agency	An independent social enterprise to support sustainable energy use in all sectors.	As above
Department of Agriculture, and Food/Teagasc	Government Department	As part of the implementation of the LEADER programme, STDC has established a working relationship with this Department. It has contributed to initiatives lead out by the Department such as CEDRA
National Parks and Wildlife Service	Irish State's nature conservation	National Parks and Wildlife have worked with STDC and NTLP on initiatives such as The Golden Mile. It has provided advice and guidance on wildlife and SAC projects to STDC.
An Taisce North Tipperary and South Tipperary	National Trust to preserve and protect Irish heritage	An Taisce has worked closely with STDC on initiatives such as the Golden Mile. Both LDCs have An Taisce representatives on the boards
Cabragh Wetlands	Environmental Trust	NTLP have provided significant support to this project
Tipperary Environmental Network	Network of Environmental organisations	
Sustainability Energy Authority of Ireland (SEAI)	Ireland's national energy authority	NTLP in partnership with the Tipperary Energy Agency draw down significant funding from

		the SEAI for energy conservation projects in the county
Schohoboy Bog Restoration Project	Bog restoration project	
E.P.A.	Statutory Agency	
Tipperary Birdwatch/Birdwatch Ireland	Environmental Organisation	Birdwatch Ireland worked with STDC on the Golden Mile. Kit is currently represented on the board of STDC
Bord na Mona	Utility company service provider encompassing electricity, heating solutions, resource recovery, water, horticulture and related services.	Board na Mona has been consulted by STDC in the development of amenity projects, particularly on development of walks through tracks of bog.
Beekeepers Association	Federation represents our 57 local member associations	
Birdwatch Ireland Tipperary Branch	Environmental Charity	
Teagasc	Statutory Agency	
Fishery Authorities	Statutory Agency	NTLP work in partnership with this agency in developing the potential of the Lough Derg
Irish Seed Savers	Environmental organisation	
Gun Clubs	Gun Club	
Community Food Initiatives	Community Programme	STDC supports the Tipperary Food Producers Network. In association with NTLP, it provided funding to the network to develop a strategic plan. A number of training and marketing initiatives were funded by STDC and NTLP
Coillte	Statutory Agency	NTLP and STDC work closely with Coillte in the development of walks and u=other recreational pursuits through Coillte owned land. It has contributed to Coillte Policies on recreational developments
National Biodiversity Data Centre	Statutory Agency	
Invasive Species Ireland	Environmental Organization	
Heritage Council	Statutory Agency	NTLP and STDC have a good working relationship with the the Heritage Council. It provides advice and guidance to STDC on some heritage projects funded under LEADER
Faite Ireland	Statutory Agency	

### 2.3.4 GAPS in Services and Programmes

- Supports for Community Enterprises in Rural Communities
- Additional Supports for Capital and infrastructural tourism developments and assistance in the context of developing collaborative bundles for market
- Complementary Supports for Small enterprises that do not fall into the “export potential” sector and who are not LEO clients
- Additional supports for Heritage Projects in the context of raising awareness and appreciation of the county’s heritage
- Support for Community recreational facilities and upgrade of community facilities in key locations and in particular support for communities to widen access to facilities to all in the community and to support the development of a wider programme of activities for all cohorts within the communities
- Supports for communities to develop prioritised medium term community/ economic development plans
- Initiatives around improving community safety and security to tackle rural crime.
- Rural youth programmes and support existing programmes in areas of need
- Supports targeted at the elderly population who feel isolated and who struggle to remain connected
- Cultural initiatives for rural youth including through the use of sport, arts, creative activities and other forms e.g. Music Generation
- The need to support Mental Health and well being services focused on targeted geographical communities and target groups e.g. Jigsaw
- Services supporting people of all ages with disabilities to access opportunities so that their quality of life is improved
- Services to enable engagement and connectivity by the non-Irish nationals with their host communities
- Targeted support for those who have particular difficulty in entering the workforce including members of the travelling community and disabled youth

### Findings

- To summarise the above there are some areas of concentrated deprivation in some communities within County Tipperary. Key Target groups include
- Rural Youth and Unemployed young people
- Sectors of the community with poor access to or those who may experience poor access to basic services and facilities including those with a disability, members of the Travelling Community and non-Irish nationals
- Sections of the community who require specialist services or support
- Isolated Rural Communities including isolated older people
- Vulnerable Families and Lone parents
- Farm families
- Unemployed and underemployed
- Community development groups in prioritised areas (below) with development potential - capacity and resources- to deliver social, socio-economic or economic based projects.
- Target areas include:
  - Clonmel area (West Urban)
  - Carrick on Suir area
  - Thurles
  - Tipperary area
  - Roscrea
  - Nenagh area
  - Kilenale/Slieveardagh,
  - Littleton

- Templemore,
- Kilcommon (Cahir)
- Ardfinnan & Clogheen
- Cashel area
- Borrisokane
- Templederry
- Slieve Felim

Issues that were raised during the consultations include lack of employment opportunities, poor access to facilities and services, rural crime and isolation, poor broadband, lack of capacity within certain areas of the county, mental health issues and lack of support for rural youth.

Therefore the priorities emerging from the finding need to focus on addressing these issues by focusing in specific target groups/areas (weaker communities, travellers, non-Irish, disabled, rural youth, unemployed, those with mental health issues) improving access to facilities, employment supports, improving community safety, upgrading infrastructure, improving participation, supporting young people and promoting inclusiveness in the way services are delivered.

There is a need to grow and develop the tourism sector building on the rich heritage and culture in the county. Rural centres have been identified as weak and in needs of renewal and investment and this will be further informed by the Tourism Destination Plan which is currently being developed.. The issue of unemployment and under employment as well as the need for additional supports for rural enterprises and entrepreneurs came out strongly within the consultations and research. Areas that may be able to provide opportunities if supported include the renewable energy enterprise sector, the agri-tech areas, artisan foods and multi-media- see 2.4.3 Economic Priorities

County Tipperary has a rich biodiversity and has a number of areas with a particularity high environmental value. However there are some issues as detailed for example through loss of habitat and invasive species. The RDP programme must focus on supporting environmental improvement and biodiversity as well improving water quality. Section 2.2.18 on Renewable energy details the increased demands for energy within the county. Supporting renewable energy and community based energy initiatives also need to be a priority for the RDP 2015-21

It is clear from the findings above the key priorities can be grouped under four headings of:

Communities

Social Inclusion

Economic

Rural Environment

## 2.4 Area Needs Analysis

Based on the Area profile and the sectoral analysis, the following are the key priorities to emerge from this section

### 2.4.1 Communities

The following priorities emerged from the above analysis as the key needs in the community development area

- The need to improve the quality of life for communities through providing prioritised relevant support services in areas of high deprivation and in the areas where the least resilient communities reside (i.e. those suffering from service decline or weak population structures).
- The need to Improve access to community facilities and social support for rural communities
- The need to animate and support communities that have a poor record and show lack of capacity when drawing down public funds
- The need to support Community Enterprises in Rural Communities to address gaps in community, social and economic service provision e.g. Rural Transport provision, community shops and other community services that could lead to job creation within communities.
- The need to support initiatives around improving community safety and security to tackle rural crime.
- The need to support additional social capital infrastructure where there is an identified need but more particularly to support the upgrading and operation of existing facilities for all groups in the community
- The need to support small scale capital interventions and training supports to maximise the benefit of the National Broadband plan roll out for service provision as well as ICT training
- 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 specifically focusing on enabling young people to participate in community's structures

### 2.4.2 Social Inclusion

The following priorities emerged from the above analysis as the key needs in the social inclusion area

- The need to promote inclusiveness through area and group based intervention programmes based on the data above, particularly in the context of utilising existing facilities.
- The need to develop new rural youth programmes and support existing programmes in areas of need
- The need to develop supports targeted at the elderly population who feel isolated and who struggle to remain connected

- The need to support Cultural initiatives for rural youth including through the use of sport, arts, creative activities and other forms
- The need to address the high level of long term unemployed and youth unemployment through targeting those areas with the highest level of long term unemployment in the County.
- The need to support Mental Health and well being Initiatives focused on targeted geographical communities and target groups
- The need to provide a targeted and Integrated response to the needs of vulnerable families, children / young people/those who find it difficult to sustain a home in areas of greatest risk. In particular, the need to focus on supports for those areas where there is greater than 60% lone parent cohort concentration
- The need to develop an integrated approach to supporting people of all ages with disabilities to access opportunities so that their quality of life is improved.
- The need to develop appropriate supports and services to enable engagement and connectivity by the non-Irish nationals with their host communities
- The need to targeted support for those who have particular difficulty in entering the workforce including members of the travelling community and disabled youth

### 2.4.3 Economic

The following priorities emerged from the above analysis as the key needs in the economic analysis area

- The need to revitalise rural centres through support of town and village renewal programmes.
- The need to develop and grow the tourism product in Tipperary, by supporting appropriate niche product and infrastructural development including accommodation and festivals encouraging collaborative and appropriate marketing and by developing appropriate networks to support the growth of a sustainable tourism enterprise
- The need to develop initiatives which support those who are under-employed, including farm families, equine families and other rural dwellers
- The need to support the development of niche and emerging sectors such as the digital/multi media area; creative areas; artisan food and crafts, agri-tech etc
- The need to implement a capital Investment Programme for Rural Enterprises and to support a greater level of innovation and entrepreneurship.
- The need to support the hosting and development of appropriate festivals and events to support the development of a more dynamic and creative environment
- The need to support Entrepreneurship and Enterprise development through animation of the enterprise sectors. training and other soft support initiatives and through provision of capital Investment for Rural Enterprise

- The need to improve the sustainability of the County's energy use by supporting enterprises which will grow the renewable energy enterprise sector
- The need to address the key infrastructural deficits which are restricting the ability to deliver appropriate economic development opportunities in all parts of the county e.g. broadband connectivity etc.
- The need 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

#### 2.4.4 Rural Environment

The following priorities emerged from the above analysis as the key needs in the environmental analysis area

- The need to support Renewable Energy Production.
- The need to conduct feasibility studies into and engage in predevelopment regarding local district heating systems
- The need to support Environmental improvements projects e.g. parks, river walks, support native species
- The need to support protection and improvement of local biodiversity
- The need to improve water awareness through delivery of training programmes around topics such as water quality and conservation plans

The key priorities from the above analysis will be further developed in the following chapters which, in addition to the above outputs, have been informed by the comprehensive community consultations which have taken place within county Tipperary in 2015 both as

- part of the development of the Tipperary Local Economic and Community Plan, and
- the geographical (Municipal District) and thematic consultations which took place for the development of the Local Development strategy in autumn 2015.

## Section 3: Participative Planning

Tipperary LCDC in association with the Implementing Partners, (STDC and NTLP) utilised a community led Local Development Approach to inform key decisions in relation to the preparation of LDS for the county. The purpose of the consultation phase was to promote active participation of local communities and relevant stakeholders in identifying the challenges and opportunities (economic, social and environmental) within county Tipperary, to assist in the SWOT analysis and to inform the overall focus of the LDS. The consultation process adopted ensured that local needs were explored through engagement with a wide cross-section of stakeholders, as demonstrated in the table below. This multi-sectoral approach ensured co-ordination with relevant social, cultural and economic stakeholders at local, regional and national level;

### 3.1 Consultation Process Methodology

*Fig: 3.1.1 Methodology*

<b>Method</b>	<b>Purpose</b>	<b>Outcome</b>
Mapping of Projects funded under the Rural Development Programme 2007 – 2013 in County Tipperary	To record the value, type and location of projects	<ul style="list-style-type: none"> <li>• Detailed profile of investment in the County under RDP 2007 – 2013</li> <li>• Identification of locations where investment did not occur</li> <li>• Identification of projects types funded across the county</li> <li>• Profile and number of people trained identified</li> <li>• Number of jobs created</li> <li>• Number and location of Community Facilities upgraded identified</li> <li>• Inform EOI</li> </ul>
<p>Review of relevant national, regional and local strategic policy documents- see appendix X for list of strategies reviewed</p> <p>Regard to the number of all county strategic documents in preparation (Appendix Y for list)</p>	To inform the LDS re relevant strategies and policies	<ul style="list-style-type: none"> <li>• LDS in line with national, regional and local strategies and policies.</li> <li>• Clarity provided on key focus for LDS</li> <li>• Inform EOI</li> </ul>
Outcomes of the public consultation and stakeholder meetings re the preparation of the Local Economic and Development Plan January 2015 <sup>1</sup>	To inform the Draft LDS of the key high level priorities as identified by attendees at the LECP consultation meetings and as contained in the final LECP	<ul style="list-style-type: none"> <li>• Capacity to develop appropriate actions in the LDS which would assist in meeting some of the High</li> </ul>

<sup>1</sup>It should be noted that when public consultations were being held for the LECP, it was specifically stated at these meetings that issues pertaining to the LDS and the JPC would also be accommodated at these given that strategies were imminent in these areas – this was in order to make most effective use of communities time,

		level Framework Priorities and strategic actions of the LECIP Inform EOI
Five LDS related public consultation meetings (one per municipal district). September 2015 (Total attendance across the five meetings was 185)	<ul style="list-style-type: none"> <li>Identify needs and priorities</li> <li>Obtain strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>Identify needs</li> <li>Assist in SWOT analysis</li> </ul>
Three strategic LDS Thematic meetings. September 2015 (Total attendance at the three meetings was 105)	<ul style="list-style-type: none"> <li>Identify needs and priorities</li> <li>Obtain strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>Identify needs</li> <li>Assist in SWOT analysis</li> </ul>
Survey Monkey (Total of 19 submissions received)	<ul style="list-style-type: none"> <li>Identify needs and priorities</li> <li>Obtain strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>Identify needs</li> <li>Assist in SWOT analysis</li> </ul>
Agency and Social Partner meetings. September and October 2015 (See Appendix 8 for full consultation profile)	<ul style="list-style-type: none"> <li>Obtain views on strategic direction</li> <li>Identify gaps in Service delivery</li> <li>Identify potential areas of duplication and/or where value could be added</li> </ul>	<ul style="list-style-type: none"> <li>Inform LDS strategic direction</li> </ul>
Focus group meetings with tourism company, staff in the LA, Food Producers Group and the Family Resource Centres.	<ul style="list-style-type: none"> <li>Obtain views on strategic direction</li> <li>Identify gaps in Service delivery</li> <li>Identify potential areas of duplication</li> </ul>	<ul style="list-style-type: none"> <li>Inform LDS strategic direction</li> </ul>
Written submission invitation	Identify needs	<ul style="list-style-type: none"> <li>Assist in SWOT analysis</li> <li>Inform LDS direction</li> </ul>
Summary of Consultation meetings feedback to all attendees	To invite feedback and ensure accuracy of notes recorded from meetings	Assisting in ensuring accuracy of needs prioritised and actions identified in the LDS
Two Workshops re the RDP with Members of the Tipperary LCDC	To develop and agree priority actions and budgets for the RDP	Action Plan and budget agreed by the Tipperary LCDC

All meetings were advertised extensively across radio, print and social media. NTLP and STDC databases were utilised to inform the public in the weeks preceding the consultation process. The database of the PPN was also utilised and the PPN was involved in agreeing the appropriate consultation structures for the community input to the LDS.

A total of 290 people attended the public consultation and thematic meetings which was an average attendance of 37 at each meeting. Meetings were facilitated by staff from NTLP, STDC and Tipperary County Council, and supported by members of the LCDC. The meetings involved brief presentations by the LDC's, TCC and a representative of the LCDC, followed by a focus group discussion that aimed to explore the issues and requirements for people's local areas, and also on a broader Countywide basis. The groups were facilitated by a staff member of NTLP, STDC or TCC, with a note taker also appointed. The main points from each group session was summarised by the relevant staff member and fed back to the entire group at a plenary session before the discussion was opened up to the

floor. Specific focus group meetings were held with the Family Resource Centres to ensure that the needs of “hard to reach communities” were recorded.

### 3.2 Details of individuals who participated in the consultation process.

An average of 37 people attended each of the five public consultation meetings (1 held in each Municipal district). The majority of attendees were representing a community or voluntary organisation. The majority of attendees wanted to bring a concern or challenge to the notice of the meeting. Others were in attendance as an information gathering exercise. There was approximately a 50:50 mix of Male: Female attendees. In excess of 95% of the attendees were aged 40 or over.

An average of 35 people attended each of the three thematic meetings. The Enterprise Development meeting attracted a greater number of private individuals, particularly individuals involved in the tourism sector. Participants at the other thematic meetings mainly came from the community and voluntary sector. For example, at the Social Inclusion thematic meeting, Youth groups and FRC's were strongly represented. The profile of the attendee very much mirrored the attendees at the general public consultation meetings (*See Appendix 8 for full Consultation Profile*).

Hard to reach communities were consulted using a number of different approaches including engaging directly with their representatives, the issuing of invitations to attend the public consultation meetings to the relevant sectoral groups via the Tipperary Public Participation Network (PPN), through LAG members contributions and survey monkey. Some sectors proved difficult to engage with directly and in these cases engagement was through their representative agencies e.g. Tipperary Regional Youth Services, Family Resource Centres etc.

Below is a list of the groups that contributed to the consultation process. Contributions were received from a wide range of individuals and representative groups including youth, children, people with a disability, elderly, NEET, Women, Small Farmers, unemployed, people living in disadvantaged areas, people living in remote and less accessible areas, travellers, LAG SICAP teams and community development organisations. A full consultation profile is available in Appendix 8, it should be noted that individuals are not named within the 102 bodies that contributed to the consultation process.

Throughout the consultation process, a number of presentations were given to set the context for the programme, which included a presentation on other LEADER elements - Artisan Food, Co-operation Projects and the REDZ initiative. See Appendix 10

### 3.3 SWOT Analyses

This SWOT (**S**trengths, **W**eaknesses, **O**pportunities and **T**hreats) analyses are based on the following:-

- Outcomes of the Community consultation process (including those held for the LECP)
- Outcomes of Thematic consultation meetings
- Feedback from Survey Monkey
- Submissions received from individuals, agencies and the community and voluntary sector
- Focus group meetings
- Meetings with Agencies working in the Economic, Social and Environmental Sectors
- Profile of the County as highlighted in the LECP

- Profile of the county as highlighted in both County Development Plans for the County
- Profile of the County as highlighted in analysis of RDP 2007 - 2013
- Local, Regional and National Strategies of relevance to Tipperary.

Consultation and agency meetings were conducted with the SWOT analysis of the LAG area in mind. Participants in the focus groups were asked to identify particular strengths, weaknesses, opportunities and threats in their areas and across the county. Hand written notes were kept by the LDS facilitator and these were collated and summarised forming the basis of the SWOT analysis. A workshop was also held with the LCDC members where the SWOT analysis was discussed in detail. Following on from this meeting the SWOT was broken into the key over-arching LEADER themes i.e. economic, social inclusion and environment by the implementation partner staff and circulated for review.

## Economic SWOT Analysis

*Fig: 3.3.1 Economic SWOT Analysis*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Central location served by good transport infrastructure and good linkages to major cities, airports and ports.</li> <li>Strong agricultural &amp; equine sector with good fertile land suitable for intensive farming</li> <li>Diversified landscape with mountains, rivers, lakes and productive farmland</li> <li>Positive, clean, green image</li> <li>The County's tourism strengths are its heritage product which includes key visitor attractions The Rock of Cashel and Holycross Abbey; its uplands – Knockmealdown, Galtee, Commeragh and SlieveFelim Hills; the River Suir and Lough Derg</li> <li>Rural, unspoilt countryside – part of the “hidden Ireland”</li> <li>Well established food &amp; drink sector and Food Producers Network</li> <li>Strong industrial base of well established companies, particularly in the Clonmel area</li> <li>Low levels of outbound commuting</li> <li>Tipperary has a reasonably good distribution of business parks, land banks and workspaces</li> <li>Tipperary has good local and regional enterprise support structures</li> <li>Good cooperation between statutory agencies in the County</li> <li>Tipperary has excellent access to third level institutes, with one Institute located within the County</li> </ul>	<ul style="list-style-type: none"> <li>Parts of Tipperary, which have potential, have been considered underdeveloped in terms of tourism such as the Munster Vales areas and the Lough Derg area.</li> <li>Inadequate progress in the development of off farm enterprises and further opportunities in this area.</li> <li>Retail trade in many towns is struggling. Of the seven towns in Tipperary included in the Retail Excellence Ireland report “A town and City review 2012”, none were in the top 25. Tipperary Town and Carrick-on-Suir were in the lower quartile.</li> <li>The quality of “place” of some of the towns and villages is still very weak which acts as an inhibitor to investment</li> <li>The level of innovation is weak in the county when accessed against indicators such as HPSU's, innovation vouchers, etc.</li> <li>Level of support for businesses who are at year 3 – 5 in their operation is low and this is the period which is most vulnerable in terms of their sustained viability</li> <li>There are no supports for indigenous businesses who employ greater than 10 persons and who are not potential exporters, yet these businesses have very significant potential to contribute to rural employment opportunities if appropriately supported</li> <li>Additional schemes are required to help micro, and SME and community facilities to reduce energy costs</li> <li>Skills deficit in the county needs to be addressed particularly to support the strong Pharma, and Food and Drinks Sector.</li> <li>Carrick-on-Suir experiences a small net daily loss in working population as against all other towns who have a net gain and has a poor level of indigenous employers.</li> <li>Broadband continues to be very poor in a number of rural areas</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Central location and transport infrastructure makes Tipperary an ideal centre for enterprise and tourism development. The M7 and M8 traverse the County</li> <li>Tipperary is ideally suited to benefit from many of the recommendations and findings</li> </ul>	<ul style="list-style-type: none"> <li>Tipperary is in two economic regions for the purposes of DJEI economic delivery agents i.e. Enterprise Ireland and IDA.</li> <li>Major retail outlets setting up on the outskirts of towns impacting on the town centre.</li> <li>Risk of further rural decline as industry</li> </ul>

<p>of the CEDRA report. The County should benefit from funding through initiatives such as REDZ and the Rural Towns Initiative.</p> <ul style="list-style-type: none"> <li>• Tipperary is included in Failte Ireland “Ireland’s Ancient East” and Lakelands Propositions, enabling it to benefit from strategic marketing spend.</li> <li>• Tipperary is located within two economic regions i.e. South-East and Mid-West National Broadband plan when rolled out should benefit rural areas in Tipperary</li> <li>• Tipperary is a renowned name. Potential to maximise this in terms of branding for tourism and other enterprise developments.</li> <li>• Potential to attract additional visitors to the county through linking with other Counties and regions to develop Tourism Products e.g. Munster Vales, Lough Derg initiative, Extension of Butler Trail, Development of St. Declan’s Way, Bearra-Breffini Way, etc.</li> <li>• Potential emerging sectors such as the digital media &amp; gaming area; food, tourism and indigenous pharma opportunities</li> <li>• Emerging craft and arts sector</li> </ul>	<p>gravitates to the major urban centres</p> <ul style="list-style-type: none"> <li>• Lack of adequate visitor accommodation could hinder tourism development.</li> <li>• Poor broadband availability outside the main urban centres could impact quality of life as high speed broadband continues to become a core household, business and community requirement.</li> <li>• Lack of skilled labour could impact on enterprise development</li> </ul>
--	---

## Social & Community SWOT Analysis

Fig 3.3.2 Social & Community SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong Public Participation Network to support delivery of the Community, Social Inclusion and Youth actions</li> <li>• Well-developed community infrastructure in most areas following heavy capital investment in recent times</li> <li>• The presence and easy access to quality third level institutions and supports emanating from these institutions</li> <li>• Well established ETB with a range of adult education options available across the county</li> <li>• High levels of volunteerism and good community organisations e.g. GAA , Tidy Towns etc.</li> <li>• Strong groups in the areas of Arts, Culture, heritage, environment, biodiversity, energy with a number of key programmes and project developed that could be developed further.</li> <li>• Strong network of youth services and social inclusion groups in the county</li> <li>• Strong Stakeholders in place in relation to youth and social inclusion</li> <li>• Strong Traveller representative groups/programmes: Tipperary Rural Travellers Project/ Traveller Community Health Programme</li> </ul>	<ul style="list-style-type: none"> <li>• 131 small areas (18.69% of the population) in Tipperary have a Pobal Deprivation Index of disadvantaged or very disadvantaged e.g. parts of Roscrea, Nenagh, and the RAPID towns of Tipperary town, Carrick-on-Suir and parts of Clonmel. Other areas in this category include Thurles; Templemore, Templederry area, SlieveArdagh/Killenaule; Ardfinnan / Clogheen/ Kilcommon (Cahir) area, Newport, Mullinahone; Cashel; and Borrisokane.</li> <li>• Of those aged 15 years and over whose full-time education had ceased i.e. 106,264 people, 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.</li> <li>• A number of key areas in the County where educational attainment is very low compared to the national average including The Commons, Newtown, BallynontyDrangan and Ballyporen</li> <li>• By 2014, whilst the level of unemployment was falling, the level of long term unemployed has continued to remain stubbornly high. In the southern part of the County, roughly 45% of the total unemployed figure are still long term unemployed. The majority of people who are unemployed are located around the main towns of Clonmel, Nenagh, and Carrick on Suir, Thurles, Tipperary Town and Roscrea in addition to the smaller towns of Cashel and Ballina. There are also some pockets of high level unemployed in the more rural areas including the cluster around Kilmore, a cluster around Finnoe/Borrisokane.Cloughjordanand the cluster around Killenaule/Ballingarry&amp;Clogheen</li> <li>• The travelling community have an 85% unemployment rate</li> <li>• Unemployment rate amongst people with disabilities is 33%.</li> <li>• In Tipperary, youth unemployment is roughly at 11 % which is below the national average. However there are concentrated areas of very high youth unemployment e.g. Templemore, Borrisokane, Newport, Littleton, the SlieveFelim area and Lorrha/Rathcabbin, Tipperary town, Carrick</li> </ul>

	<p>on Suir, Clonmel and the Glengoole area and high concentration of youth unemployment amongst particular groups – travelling youth community -85% and young people with disabilities – 60% unemployment rate</p> <ul style="list-style-type: none"> <li>• There is a significant number of vulnerable families in the county - Approximately 1000 people access domestic violence service in the county and it is estimated that this is on a small percentage of the families experiencing domestic violence – In 2014 over 2100 children were referred to TUSLA in the county.</li> <li>• There are a number of areas in the county where the level of non-Irish migrants is high and where the level of integration with the resident community is weak (Nenagh, Clonmel, Cahir, Roscrea Thurles, Cashel Tipperary and Carrick on Suir--)</li> <li>• Parts of the county are considered to be structurally very vulnerable, including an ageing population along with slow to negligible growth e.g. broad geographic area around Templederry, Templemore, New Birmingham (Glengoole), and Inch. Take up of funding and supports is weak in these areas</li> <li>• A number of locations in the county have higher than 45% lone parent ratio (up to 60% in some areas) and these areas include certain areas of Carrick on Suir, Thurles, Roscrea &amp; Clonmel</li> <li>• Deficits in key community facilities e.g. no toilet facilities for disabled, poor or inadequate kitchen / catering facilities, poor access, poor broadband, not suitable for use by target groups e.g. youth.</li> <li>• Limited level of activity in a significant number of community facilities resulting in portions of the community having no access to facilities/programmes etc</li> <li>• Limited resources and activity options for youths not involved in sporting activities</li> <li>• Limited public transport, particularly in rural towns and villages which connect to key services (education, health etc)</li> <li>• Anecdotally the age of the community &amp; voluntary sector is old and in order to meet the needs of the younger population, greater engagement with this cohort must be facilitated</li> <li>• Lack of appropriate programme supports to assist address marginalisation of certain groups</li> </ul>
--	--

Opportunities	Threats
<ul style="list-style-type: none"> <li>Recent establishment of Tipperary Transportation Co-ordination Unit</li> <li>To work with key groups and organisations to deliver actions that target young people who are not accessing community, social, state or educational services</li> <li>To maximise the use of community and social inclusion infrastructure in the county to support disadvantaged areas and disadvantaged target groups.</li> <li>To connect disadvantaged groups into existing facilities and activities.</li> <li>Opportunity through the LDS to tackle the issues/weaknesses identified in the county</li> <li>To build capacity of existing groups to deliver services for their own areas and for marginalised groups in their area</li> <li>To build tailored animation and training support to strengthen inclusive community development</li> <li>To develop culture based youth programmes to empower rural youth e.g. music, arts, ICT &amp; digital media</li> <li>To promote youth activation and entrepreneurship through the provision of training and supports to access employment activation programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Rural crime is becoming a significant issue and severely impacts people's sense of security, particularly elderly people living alone. Leads to negative publicity in a national context and could impact on domestic tourism.</li> <li>County is vulnerable to cuts in social and educational funding programmes</li> <li>Increased energy costs can have a major negative impact on enterprise development and also can cause "heat poverty" amongst marginalised groups.</li> </ul>

## Rural Environment SWOT Analysis

*Fig 3.3.3: Rural Environment SWOT Analysis*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>The image of having a relatively unspoilt and clean countryside</li> <li>Relatively easy and open access to that countryside especially state and semi-state owned/controlled lands</li> <li>Strong groups in the areas of Arts, Culture, heritage, environment, biodiversity, energy with a number of key programmes and project developed that could be developed further.</li> <li>Emerging green sector and renewable technologies and industries – in farming, forestry and biotech areas in particular</li> <li>Strong Energy Agency (TEA) with a good track record of delivering innovative projects</li> <li>County possesses several areas of high environmental importance</li> <li>Number of nature reserves serve as educational resources which are utilised by primary, secondary and third-level students</li> </ul>	<ul style="list-style-type: none"> <li>Lack of investment in water infrastructure and waste water treatment due to the economic crisis</li> <li>Limited information on local distribution of native floral and faunal species</li> <li>Limited information on local distribution of introduced species</li> <li>Limited datasets on invasive species</li> <li>Limited awareness of impacts of invasive species damage, for example 'siltation', particularly to water courses such as Lower River Suir SAC</li> <li>Limited opportunities for increasing environmental awareness under current educational curriculum particularly at second level</li> <li>Limited local staffing levels in NPWS to promote environmental awareness</li> <li>Undergrazing / Overgrazing and changing agricultural practices on mountain ranges</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Good resources available to develop the renewables sector, e.g. wind, forestry</li> <li>• Opportunities in renewables and energy efficiency to address community energy deficits and fuel poverty issues</li> <li>• Opportunities in agriculture to produce biofuels / anaerobic digesters</li> <li>• Increasing general awareness of environmental issues</li> <li>• Implementation of the measures defined in the Water Framework Directive</li> <li>• Common Agricultural Policy (CAP) associated with good practice for the maintenance of biodiversity landscape, soil protection and water resources</li> <li>• The new GLAS scheme which pays farmers for adopting more environmental friendly practices</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of Environmental and Water Pollution from Industry</li> <li>• Further encroachment of invasive species with limited control measures either being considered or in place</li> <li>• Flood risk caused by increasingly frequent episodes of heavy rain</li> <li>• Increased water demand due to growing population and improving economy</li> <li>• Increasing industrialisation of the agricultural sector</li> <li>• Tension between preserving landscape and delivering 'clean' energy</li> <li>• Increasing use of recreational motorised bikes and quads on mountain areas of high environmental value</li> <li>• Dumping of rubbish in waterways and in areas of scenic / environmental importance</li> </ul>

### 3.4 LDS priorities

The Tipperary LCDC has decided to develop a broad based LDS, covering each of the RDP Themes as depicted in the table below. This broad based approach will be further refined and targeted, through the “strategic call processes”, to key identified geographic areas and key identified target groups as highlighted in the needs analysis and SWOT analysis process above. In addition to this approach, and in order to ensure that the LDS either adds value to existing programmes or fills gaps which are not covered by existing funding programmes, the LCDC has agreed that funding will only be provided in the following circumstances where the:-

- Project addresses a clearly identified gap
- Project is not duplicating an activity already delivered by another agency support mechanism
- Project knowingly adds significant value to an existing funded project
- Project addresses an LECP identified high level strategic action
- Project is consistent with LDS objectives

. The actions of the LDS will be focused to ensure that they do not duplicate actions or resources coming from mainstream agencies, or, where it is agreed to do so, it is on the basis that it is leveraging significant added value to the programme/project. In particular, the LDS will have regard not only to the priorities identified in the LECP, but to the additional strategies which will be developed and are being developed as a result of the LECP including the following

*Fig 3.4.1: Local Strategies*

Strategy	Timeframe for completion
LECP	January 2016
Sports Strategy	March 2016
Tourism Destination Plan	May 2016
Festival Strategy	April 2016
Playground Development Policy	April 2016
Heritage Strategy	June 2016
Arts Strategy	June 2016
All County Community Facilities Audit	December 2016
Tipperary County Development Plan	December 2017
District Service Centres Enhancement Plans & Village Enhancement Plans	All existing plans as developed for the South of the County and all proposed plans for the north of the county will be complete by December 2016

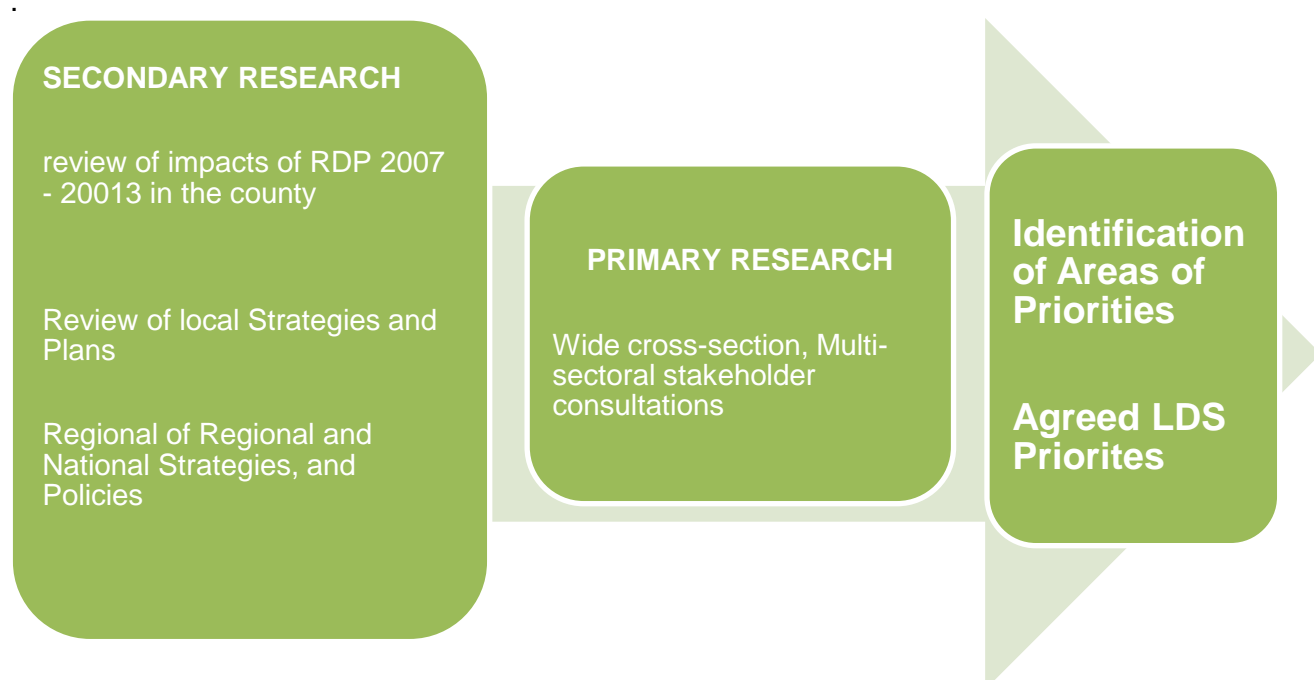
Once completed, the priorities in these strategies will also inform further how funds will be expended in each of the themed areas under the LDS in order to ensure that the public funds are supporting policy and actions which not only meet the requirement of the LDS but which also meet the strategic need of that sector. All of these strategies have been or will be subject to broad-scale community consultation.

Fig 3.4.2: LDS Themes

Theme	Sub Theme
Economic Development, Enterprise Development and Job Creation	<ul style="list-style-type: none"> <li>• Rural Tourism</li> <li>• Enterprise Development</li> <li>• Rural Towns</li> <li>• Broadband</li> </ul>
Social Inclusion	<ul style="list-style-type: none"> <li>• Basic Services for hard to reach communities</li> <li>• Rural Youth</li> </ul>
Rural Environment	<ul style="list-style-type: none"> <li>• Protection and use of Sustainable Water Resources</li> <li>• Protection and Improvement of Local Biodiversity</li> <li>• Development of Renewable Energy</li> </ul>

The following diagram illustrates the process involved in agreeing priorities

Fig 3.4.3: Agreement on Priorities



*Fig 3.4.4: Budget Allocation*

Theme	Economic Development	Social Inclusion	Rural Environment
Budget Allocation	€3,801,682	€2,119,761	€1,641,141
% of budget allocated	50.3%	28%	21.7%

### 3.5 Rationale for proposed themes, sub-themes and priorities focused on

#### 3.5.1 Economic Development, Enterprise Development & Job Creation

The process identified a requirement for a strong emphasis on sustainable economic development and appropriate job creation opportunities in the county, relevant to the area in which they were being supported. In particular the following were highlighted:

- Appropriate economic development opportunities need to be developed throughout the county to address rural economic decline, regional imbalances and particular areas of the county where there has been significant job losses
- Food, tourism (particularly for experiential, heritage and activity tourism), multi-media and the agri-tech sectors were identified as emerging sectors or sectors with potential.
- The tourism product and marketing to align with Fáilte Ireland's international tourism propositions and in particular to focus support on strong collaborative and integrated models given the scale and disparity of the tourism offering currently within Tipperary
- Create employment and enterprise opportunities to address and increase the level of entrepreneurship and innovation.
- Create a more entrepreneurial and innovative climate for enterprise start up support and expansion, particularly amongst farm based and rural families
- The county is experiencing diminishing rural town and village viability and appropriate remedial and enhancement action needs to be taken to address this
- To address the poor broadband provision in some areas - which limits attractiveness for investment and affects general quality of life
- To provide support for Social Enterprise development to address gaps in service provision within local communities, particularly those where services are declining and where community connectivity is weakened.

#### 3.5.2 Social Inclusion

Marginalisation was highlighted throughout the consultation process as a key rural issue. Particular concern was raised in relation to the lack of use of existing community facilities by key cohorts of the population in addition to ongoing concern by communities of their abilities to continue to run and operate the social capital in their communities. In particular it was considered that actions which assisted in empowering and enabling communities to access employment and services was a key determinant in the context of the level of social inclusion and quality of life. Throughout the process, a number of key target groups and initiatives were identified

- Isolated rural communities. Supports need to be provided to improve access to services for all citizens including access to multi-purpose community facilities. Particular focus to be directed to the elderly. Access is inclusive of transport provision for those living in isolated areas.
- A number of Community facilities require minor upgrades and enhancements to ensure that they can be used by a full cross-section of the population. The audit, once complete, should also identify where there are significant social capital deficiencies and will be used to assist the LDS prioritise its decision making.
- Knowledge / information deprivation particularly with regard to funding streams that could be used by communities to improve sustainability of the facilities and improve the quality of life
- Community capacity building, animation and planning required to enable communities to have the power to impact on the challenges faced by their area and to be inclusive of all in their community.
- Targeted employment and enterprise initiatives aimed at marginalised and hard to reach groups e.g. youth, people living in areas described as highly or severely disadvantaged, members of the travelling community; members of the disability community and unemployed lone parents
- Supports to families, groups and individuals vulnerable to social exclusion including travellers, disabled, lone parents, the elderly and non-Irish nationals
- To target supports towards rural youth, particularly those not involved in sporting activities
- Provision of ICT facilities including training for all

### 3.5.3 Rural Environment

Maximising the potential of the rural environment in Tipperary and ensuring that this is achieved in a sustainable manner is a key priority as an outcome of the consultation process. This is to be achieved:

- Through the sustainable development of natural resources and assets, while creating a greater environmental awareness and improving environmental protection.
- Maximising the potential of our resources as potential tourism products whilst also raising the profile, appreciation and protection of our natural diverse landscapes e.g. development of canoe trails, development of the tow paths, development of riverside walks
- Provision of programmes to support use of alternative energy sources in micro and SMEs and community owned facilities
- Promotion of “green businesses” - Renewable sources of energy have a lower environmental impact on nature than fossil-based technologies as well as offering significant rural job potentials e.g. biomass, Anaerobic Digestion and solar. Protecting our water resources and biodiversity from the numerous pressures associated with modern living

## Section 4. LDS Action Plan

### Introduction

The key objective of the Local Economic and Community Plan (LECP) which was developed by Tipperary LCDC (the LAG for County Tipperary in respect to the Local Development Strategy) is to promote a more integrated and targeted approach to addressing the strategic social, community and economic issues facing County Tipperary in a way that meets the priority needs of the community. The needs of the community are heavily influenced by the views sought from the communities themselves through the LECP and the LDS consultation processes, and also within the context of Government Policies and priorities.

The LECP sets out the following vision:-

*'The quality of life of all citizens in County Tipperary will be significantly enhanced economically, environmentally, socially and, culturally by building a dynamic, sustainable, attractive, resilient and vibrant rural economy in a society that promotes and supports equality and inclusiveness for all.'*

The LAG has adopted the LECP vision for the LDS as it encompasses and succinctly outlines the mission and focus for the Rural Development Programme in Tipperary based on the consultation process. Thus the RDP is underpinned by a vision that focuses on improving the quality of life in Co. Tipperary from an environmental, social and cultural perspective with an emphasis on inclusion and equality. The LDS has been designed to ensure that it is informed by LECP key priorities relevant to the LDS. LECP key priorities are cognisant of the needs of the people identified through various consultation processes as identified above. The actions outlined in this chapter are a response to the identified needs and which can be addressed through the LDS.

Following is an example of some of the more appropriate high level priorities identified in the LECP that can be and are appropriate for the LDS to address.

- To support the development of sustainable resilient communities to enable them to have a meaningful quality of life and to respond to the needs of their communities.
- To maximise life opportunities for young people and support and facilitate their contribution to the sustainable development of their county.
- Develop the potential of alternative energy projects to reduce the impact of poverty in agreed areas where social deprivation is highest.
- To promote and enable economic development opportunities appropriate to their position within the settlement hierarchy in the county and to include support for tourism, food and creative industries.
- To proactively assist in enabling an increase in new enterprise start-ups.
- To maximise the attractiveness of Tipperary as a place to visit, live and work.

- To identify the most vulnerable economic sectors and areas within the county and identify ways of mitigating the impact.
- To address support deficiencies of existing enterprises who are entering 3 – 5 year life cycle
- To address infrastructural deficits in areas principally identified for economic / tourism development as identified in the County Development Plan.
- To improve sustainability of the County's energy use through supporting enterprises and community facilities in energy efficiency techniques

Due to limited resources, the intention of the LDS is to concentrate only on high level priorities as identified above and the following guiding principles will also be applied:-

- Funding will not be provided to projects where other funding sources are available
- The promoter must demonstrate a clear need for the funding and a clear need for the project.
- The promoter must demonstrate the he/she has the necessary experience to deliver the project
- The project must be sustainable
- The project must be consistent with national strategies and policies as appropriate and must be consistent with the Tipperary LECP
- The project must have an innovation element.
- Where relevant, the project must be consistent with and support the objectives of any relevant strategy adopted in the county appropriate to that particular sector

In addition to the above, a social inclusion and environmental proofing process will be applied to ensure that all projects actions are consistent with the vision of the LECP and the LDS.

The table below provides a summary of the budget allocation among themes and sub themes of the programme:

*Fig 4.1: Budget Allocation*

<b>RDP Theme</b>	<b>Summary Local Objective</b>	<b>Budget Allocation and % of overall</b>	<b>Percentage of Theme (%)</b>
<b>Economic Development, Enterprise Development and Job Creation</b>	<b>Theme total</b>	<b>€3,801,682 (50.3%)</b>	
	• Rural Tourism	€1,229,664	32.3%
	• Enterprise Development	€1,415,716	37.2%
	• Rural Towns	€1,109,378	29.2%
	• Broadband	€46,924	1.2%
<b>Social Inclusion</b>	<b>Theme Total</b>	<b>€2,119,761 (28%)</b>	
	• Basic Services for Hard To Reach Communities	€1,565,275	73.8%
	• Rural Youth	€554,485	26.2%
<b>Rural Environment</b>	<b>Theme Total</b>	<b>€1,641,141 (21.7%)</b>	
	• Protection and sustainable Uses of Water Resources	€278,947	17%
	• Protection and Improvement of Local Biodiversity	€472,662	28.8%
	• Development of Renewable Energy	€889,533	54.2%

The above split has taken due cognisance of the additional funding streams under the Rural Development Programme 2014 – 2016 as identified below and TLCDC is anticipating that it will be successful in accessing same successfully.

*A. Co-operation Projects*

*€10 million.*

This funding will be administered by the Department of the Environment, Community and Local Government. Tipperary LCDC intends applying to this fund to deliver-operation projects such as the Munster Vales, Lough Derg Strategy. (Further details and projects are identified in Chapter 6 of this LDS.

*B. Artisan Foods*

*€15 million*

This funding will be administered by the Department of Agriculture, Food and the Marine and the Department of the Environment and Local Government. It is intended to support branding and marketing of Artisan Food Projects at strategic level. Tipperary LCDC intends making an application to this fund when strategic calls for proposals are made.

#### *C. Rural Economic Development Zones (REDZ) €5 million*

This fund is administered by the Department of the Environment. The Local Authority in partnership with community projects can make applications to this fund for the development of Rural Economic Zones. This budget could complement some projects funded under the LDS, particularly under the Social Inclusion theme and the Rural Towns sub-theme.

## 4.1 Action Framework

### Theme No 1: Economic Development, Enterprise Development and Job Creation

#### *Overall objective:*

To address the challenge of driving continued local economic development including diversification of the rural economy to create employment and enterprise development opportunities for the local community, including those from disadvantaged groups and youth

Within the context of this Local Development Strategy (LDS) **prioritised tourism areas** are those that fall within the remit of Fáilte Ireland propositions of Ireland's Ancient East and Lakelands and Inland Waterways.

Local Objective 1: The development and promotion of tourism as a driver of rural economic development and job creation in Tipperary.	
<b>Title of Local Objective</b>	<b>The Development and Promotion of tourism as a Driver of Rural Economic Development and Job Creation in Tipperary</b>
<b>LEADER Theme/Sub theme</b>	<b>Rural Tourism</b>
<b>Brief Rationale for the objective</b>	To develop and promote the sustainability and growth of an integrated collaborative tourism sector in Tipperary through the enhancement and development of the product offering, adding value to a range of attractions, activities and experiences, encouraging engagement with all relevant stakeholders, improved marketing and promotions leading to increased visitor numbers, dwell time, spend and satisfaction in the area. Tipperary is currently ranked 13 <sup>th</sup> of the 26 counties in terms of overseas visitor numbers and 10 <sup>th</sup> in terms of overseas revenue expenditure.
<b>Financial Allocation (€)</b>	€1,229,664
<b>No. of Strategic Actions for the Objective</b>	4

#### Local Objective 1: Strategic Action 1.1: Activity Tourism

<b>Title of Strategic Action 1.1:</b>	Activity Tourism
---------------------------------------	------------------

<b>Brief Description of Strategic Action 1.1:</b>	Development of amenities and activities based on Tipperary's natural resources such as its lakes, rivers mountains and unspoilt rural countryside which recognise Tipperary's inherent strengths in attracting domestic and international visitors e.g. looped and linear walks; water based activities such as canoe trails; cycling hubs, equestrian trails etc.
<b>Estimated Budget</b>	€300,000
<b>Link to LECP:</b>	LECP E 1.6 b
<b>Primary Target Groups:</b>	Rural tourism trade providers and rural dwellers in prioritised tourism areas /hubs establishing or developing activity / amenity tourism related businesses, , community development organisations that have a track record in tourism development, emerging community tourism organisations.
<b>Geographic Area:</b>	Areas within Ireland's Ancient East and Lakelands propositions in County Tipperary e.g. Lough Derg, River Suir, Slieve Felim and Munster Vales.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Fáilte Ireland, Tipperary County Council, Tipperary Tourism Company, LEO and other local tourism marketing groups
<b>Timeframe for Delivery of Action:</b>	Completed by 2019
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• Visitor numbers (Domestic and overseas) increased by 2,500 per annum.</li> <li>• Capacity of communities and product networks built,</li> <li>• 8 investments in collaborative product development,</li> <li>• 15 FTE created and 10 FTE sustained,</li> <li>• Evidence of a collaborative approach to marketing and promotion and of the development of integrated product offerings,</li> </ul>

## Local Objective 1: Strategic Action 1.2: Heritage Tourism

<b>Title of Strategic Action 1.2:</b>	<b>Heritage Tourism</b>
<b>Brief Description of Strategic Action 1.2:</b>	Adopt a themed based approach to building on the inherent rich cultural and heritage strengths that already exists in the County. Themes to include built heritage, food, equine and cultural activities including music and sport. Themed festivals will be supported as part of this strategic action.
<b>Estimated Budget</b>	€450,000
<b>Link to LECP</b>	LECP-E 1.6 b
<b>Primary Target Groups:</b>	Emerging and established broad based cultural and heritage focused organisations, including those with a remit around food and the equine heritage sector. Emerging groups clearly linked to an identified heritage theme
<b>Geographic Area:</b>	Areas within the Ireland's Ancient East and Lakelands propositions as identified in action 1.1. above
<b>Organisations who will</b>	NTLP & STDC

<b>deliver the Action:</b>	
<b>Any collaborating Organisations:</b>	Failte Ireland, Tipperary County Council, Tipperary Tourism Company, Broad based heritage and cultural organisations, Tipperary Food Producers Network.
<b>Timeframe for Delivery of Action:</b>	2019
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• Visitor numbers (Domestic and overseas) increased by 3,500 per annum.</li> <li>• Capacity of communities and networks built.</li> <li>• 4 themed based heritage / cultural festivals supported which are deemed to add value to the County's cultural offering.</li> <li>• 4 heritage routes (walking / cycling / driving or themed based) supported.</li> <li>• 5 FTE created and 5 FTE sustained.</li> </ul>

<b>Local Objective 1: Strategic Action 1.3: Strategic marketing and promotion</b>	
<b>Title of Strategic Action 1.3:</b>	<b>Strategic Marketing and Promotion</b>
<b>Brief Description of Strategic Action 1.3:</b>	To promote, market and develop the tourism experiences in Tipperary to make it Ireland's premier inland visitor destination in both the domestic and overseas markets.
<b>Estimated Budget</b>	€300,000
<b>Link to LECP</b>	LECP- E 1.6 a
<b>Primary Target Groups:</b>	Tipperary Tourism Company, new and recognised tourism groups and individuals in prioritised tourism areas (geographic or thematic) as per the Tourism Plan for the County; rural tourism trade providers with a particular focus on collaborative marketing and promotional initiatives.
<b>Geographic Area:</b>	Areas within the Ireland's Ancient East and Lakelands propositions in County Tipperary as identified in Action 1.1 above.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Collaborating Organisations</b>	Failte Ireland, LA, LEO, Tipperary Tourism Company, community development groups, organisations with a tourism brief in a prioritised tourism area.
<b>Timeframe for delivery</b>	2018
<b>Anticipated outputs / indicators and targets</b>	<ul style="list-style-type: none"> <li>• Visitor numbers (domestic and overseas) to increase by 8,000 pa,</li> <li>• 1 major tourism marketing initiative supported,</li> <li>• 3 thematic collaborative based marketing supported,</li> <li>• 3 collaborative geographic initiatives supported,</li> </ul>

Local Objective 1: Strategic Action 1.4: Niche accommodation	
<b>Title of Strategic Action 1.43:</b>	Niche Accommodation
<b>Brief Description of Strategic Action 1.4:</b>	Provision of niche accommodation e.g. hostel, self-catering or B&B accommodation to support the development of long distance walking and cycling routes which are clearly developed and packaged as an integrated tourism offering.
<b>Estimated Budget</b>	€179,664
<b>Link to LECP</b>	Outcome of public consultation process.
<b>Primary Target Groups:</b>	Recognised tourism groups in prioritised tourism areas (geographic or thematic).
<b>Geographic Area:</b>	Key walking routes in areas within Ireland's Ancient East and Lakelands propositions in County Tipperary e.g. Slieve Felim Way, St Declan's Way and Ormond Way.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Collaborating Organisations</b>	Tipperary Tourism Company, community groups.
<b>Timeframe for delivery</b>	2018
<b>Anticipated outputs / indicators and targets</b>	<ul style="list-style-type: none"> <li>4 niche tourism accommodation projects which are clearly meeting an identified gap and which are intrinsically integrated with the tourism product offering (cycling/walking etc).</li> </ul>

Local Objective 2: Integrated and targeted approach to sustainable enterprise and job creation in County Tipperary	
<b>Title of Local Objective</b>	<b>Integrated and Targeted Approach to Sustainable Enterprise and Job Creation in County Tipperary</b>
<b>LEADER Theme/Sub theme</b>	<b>Enterprise Development</b>
<b>Brief Rationale for the objective</b>	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. 45 % of the unemployed in Tipperary are classified as long-term unemployed.
<b>Financial Allocation (€)</b>	€1,415,716
<b>No. of Strategic Actions for the Objective</b>	3

Local Objective 2: Strategic Action 2.1: Fostering Entrepreneurship	
<b>Title of Strategic Action 2.1:</b>	<b>Fostering Entrepreneurship</b>
<b>Brief Description of Strategic Action 2.1:</b>	Capacity building, animation and training to encourage those who are normally under-represented in business e.g. women, young people, those with a disability, and farmers wanting to diversify to

	realise their potential to become entrepreneurs.
Link to LECP	LECP-E1
Estimated Budget	€200,000
Primary Target Groups:	Farmers wishing to diversify farm based women entrepreneurs, disadvantaged women in rural areas, young people, people with disabilities and traveller men.
Geographic Area:	County Tipperary
Organisations who will deliver the Action:	NTLP & STDC
Any collaborating Organisations:	Tipperary LEO, Tipperary County Council, Local and National Sectoral Networks, farming organisations, regional youth groups, Tipperary PPN and STDGF, TRTP, Tipperary ETB
Timeframe for Delivery of Action:	2019
Anticipated Output/Indicators & Targets	<ul style="list-style-type: none"> <li>• Training and animation provided to 200 people</li> <li>• 10 new enterprises established</li> <li>• 25 FTE's created</li> </ul>

<b>Local Objective 2: Strategic Action 2.2: Investment Programme for Rural Enterprises</b>	
<b>Title of Strategic Action 2.2:</b>	<b>Investment Programme for Rural Enterprises</b>
<b>Brief Description of Strategic Action 2.2:</b>	Supports for SME indigenous enterprises, farm based micro-enterprise, existing social enterprises and support to new social enterprises where gaps exist. Supports to be in the form of feasibility study and capital investment.
<b>Estimated Budget</b>	€ 815,716
<b>Link to LECP</b>	LECP-E1
<b>Primary Target Groups:</b>	Micro enterprises, small scale indigenous firms employing more than ten people, existing social enterprises, communities wishing to further develop and establish new social enterprises, projects that emerge from SICAP supported predevelopment programmes, youth and traveller men.
<b>Geographic Area:</b>	County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary LEO, Tipperary County Council, Enterprise Ireland, Local, and National Sectoral Networks. Tipperary ETB
<b>Timeframe for Delivery of Action:</b>	2019
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 4 existing small enterprises supported,</li> <li>• 4 micro start-ups supported,</li> <li>• 4 community / social enterprises established,</li> </ul>

	<ul style="list-style-type: none"> <li>• 2 business networks supported,</li> <li>• 25 FTE's supported,</li> <li>• 10 existing social enterprise supported,</li> <li>• 1 pilot traveller men employment/enterprise initiative.</li> <li>• Evidence of your employment in a number of projects supported,</li> </ul>
--	--

Local Objective 2: Strategic Action 2.3: Farm diversification	
<b>Title of Strategic Action 2.3:</b>	<b>Farm Diversification</b>
<b>Brief Description of Strategic Action 2.3:</b>	Support farmers/farm family members and potential and existing food businesses who are establishing on-farm businesses to improve farm income and add value to their farming enterprise and/or existing business. Support will be in the form of capacity building, feasibility study, capital and marketing supports.
<b>Estimated Budget</b>	€ 400,000
<b>Link to LECP</b>	LECP-E1
<b>Primary Target Groups:</b>	Farming community wishing to diversify
<b>Geographic Area:</b>	County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary LEO, Tipperary County Council, Teagasc, farming organisations, Bord Bia, Tipperary Food Producers Network
<b>Timeframe for delivery of the action</b>	2020
<b>Anticipated outputs/indicators and Targets</b>	<ul style="list-style-type: none"> <li>• 12 new on-farm enterprises established</li> <li>• 10 FTE's created,</li> <li>• Capacity built with 50 farm families to enable them to diversify as the need arises,</li> </ul>

Local Objective 3: The Revitalisation of Rural Centres	
<b>Title of Local Objective</b>	<b>The Revitalisation of Rural Centres</b>
<b>LEADER Theme/Sub theme</b>	<b>Rural Towns</b>
<b>Brief Rationale for the objective</b>	<p>The revitalisation of rural centres of population is necessary by promoting them as attractive places to live, visit and do business in. Seven towns in the county were included in the Retail Excellence Ireland Report "A Town and City Review 2012". None featured in the top 25. In fact two featured in the lower quartile.</p> <p>A number of structurally weak village areas have experienced population decline and have lost basic community services which has impacted on the connectivity of the catchment community and has resulted in reducing the attractiveness of that area for investment.</p>

<b>Financial Allocation (€)</b>	€1,109,378
<b>No. of Strategic Actions for the Objective</b>	3

Local Objective 3: Strategic Action 3.1: Economic and job creation stimulus programme for targeted towns and villages

<b>Title of Strategic Action 3.1:</b>	<b>Economic and Job creation Stimulus Programme for Targeted Towns and Villages</b>
<b>Brief Description of Strategic Action 3.1:</b>	An initiative to support community based economic development and job creation in targeted towns and villages by making it attractive and beneficial to entrepreneurs and local development groups to establish and develop businesses. Supports to be provided in the form of Animation and Capacity Building, research and development grants, capital and marketing grants, provision of a Local Enterprise Development Fund, and support for direct labour costs.
<b>Estimated Budget</b>	€476,292
<b>Link to LECP</b>	LECP-E8 & C1-2
<b>Primary Target Groups:</b>	Towns and villages of greatest disadvantage as per Pobal Deprivation Index (See Table 2.2.6.1) i.e. areas with high unemployment (See Table 2.2.10.1) and migration and areas that have heretofore not benefited from investment under previous funding streams (See maps of RDP investments in Appendix 6) but also that have the capacity to benefit from such interventions.
<b>Geographic Area:</b>	Areas of most disadvantage and under investment in County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Local authority, local community development groups, LEO, Clann Credo and Social finance groups, Chamber of Commerce, PPN
<b>Timeframe for Delivery of Action:</b>	2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 6 Town / village economic development plans developed</li> <li>• 3 town / village plans implemented</li> <li>• Local community enterprise development fund established and allocated to community /social businesses</li> <li>• Derelict buildings / unused spaces converted into enterprise spaces</li> <li>• 4 farmer / country /themed markets supported</li> <li>• 10 new jobs created</li> <li>• 5 existing jobs sustained</li> </ul>

Local Objective 3: Strategic Action 3.2: Support the development and enhancement of rural infrastructure.

<b>Title of Strategic Action 3.2:</b>	<b>Support the Development and Enhancement of Rural Infrastructure</b>
---------------------------------------	--

<b>Brief Description of Strategic Action 3.2:</b>	Improve the physical architecture and appearance of towns and villages. Supporting actions that facilitate renewal and refurbishment of derelict and other buildings as multifunctional community facilities. Salvage unused open areas through converting them to community recreational / amenity spaces. (NOTE: plans drawn up by the Local Authority through the Town Centre Forums and District Area Enhancement Schemes will be used to inform selection of towns and villages for this action)
<b>Estimated Budget</b>	€633,086
<b>Link to LECP</b>	LECP- C1-2
<b>Primary Target Groups:</b>	Towns and villages with greatest need as defined by the Pobal deprivation index (NOTE: plans drawn up by the Local Authority through the Town Centre Fora and District Area Enhancement Schemes will be used to inform selection of towns and villages for this action). Priority will also be provided to those villages/towns that are identified as having a potential strategic role in the tourism destination plan (due for completion by April 2016)
<b>Geographic Area:</b>	County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Local Authority, local community groups, social finance organisations, PPN, local property owners.
<b>Timeframe for Delivery of Action:</b>	2019
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>Streetscapes enhanced through implementation of a building painting scheme (supported through an Umbrella project Scheme)</li> <li>2 green areas to be converted into recreational spaces (informed by local authority play and recreation strategy)</li> <li>10 capital interventions to maximise usage of community and public realm type projects.</li> <li>20 tidy town / village groups supported to develop and implement integrated and focused plans aimed at enhancing quality of life for the inhabitants of the area.</li> </ul>

Local Objective 4: Supporting Broadband Connectivity in Rural Tipperary	
<b>Title of Local Objective</b>	<b>Supporting Broadband Connectivity in Rural Tipperary</b>
<b>LEADER Theme/Sub theme</b>	<b>Broadband</b>
<b>Brief Rationale for the objective</b>	Lack of Broadband is a block on attracting investment and investors to rural areas. There will be no capital investment in broadband delivery. The prime focus being on capacity building and animation for key target groups (elderly; non-Irish; etc), and boosting of the broadband signal in relevant community buildings.
<b>Financial Allocation (€)</b>	€46,924
<b>No. of Strategic Actions for the Objective</b>	1

<b>Local Objective 4: Strategic Action 4.1: Facilitation of broadband connectivity and small-scale capital interventions to maximise benefit of National Broadband Plan roll-out.</b>	
<b>Title of Strategic Action 4.1:</b>	<b>Facilitation of Broadband Connectivity and Small-Scale Capital Interventions to Maximise Benefit of National Broadband Plan Roll-Out</b>
<b>Brief Description of Strategic Action 4.1:</b>	Education and animation to priority groups/sectors e.g. elderly, voluntary groups that manage multi-purpose community facilities, social enterprises etc. to support the roll-out of the National Broadband Plan and take-up of broadband in the county. One in six of our citizens have never used the internet. To address this education and animation will include e.g. basic IT Training, understanding how the Internet can be applied to everyday living e.g. how to pay bills, book flights, how to connect socially, the internet as a resource for communities etc. Provision of small-scale capital equipment e.g. boosters for community hall.
<b>Estimated Budget</b>	€46,924
<b>Link to LECP</b>	LECP-E1-2
<b>Primary Target Groups:</b>	Rural communities
<b>Geographic Area:</b>	Areas identified as within County Tipperary as per National Broadband Plan.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, Tipperary PPN, Resource Centres, local and national service providers, community organisations and community broadband specific interest groups.
<b>Timeframe for Delivery of Action:</b>	2016-2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 10 community facilities enabled with high speed Wifi,</li> <li>• 5,000 people benefiting from enhanced broadband,</li> <li>• 20 communities benefiting from animation and capacity in determining and providing solutions to broadband provision in their respective areas,</li> </ul>

*Methodology to be applied to calls for applications*

- Applications for farm diversification, micro and SME's and niche accommodation to come through the "rolling call" process
- Animation services to be done through a tendering process
- Minor village enhancement projects / capital projects to be done under the "Umbrella Project" facility.
- Thematic based projects, major town and village enhancement projects and/or specific economic/enterprise initiatives which are geographically targeted, to be managed via the "Strategic call" process. Each strategic call will have qualifying criteria attached based on the SWOT analysis and priorities identified in pending strategies (but within the context of the LDS document). A budget amount will also be indicated.

## Theme No 2: Social Inclusion

### Local Objective 5: Support of and Investment in Social Inclusion Initiatives in Rural Areas

<b>Title of Local Objective</b>	<b>Support of and Investment in Social Inclusion Initiatives in Rural Areas</b>
<b>LEADER Theme/Sub theme</b>	<b>Basic Services for Hard to Reach Communities</b>
<b>Brief Rationale for the objective</b>	131 small areas in County Tipperary have a Pobal Deprivation Index of Disadvantage or very high Disadvantage. The LDS needs to ensure that the benefits of investment in community infrastructure in the previous RDP are maximised as service delivery hubs for overcoming all forms of social exclusion and to improve the quality of life and well-being for communities through supporting prioritised community infrastructural developments and relevant support services
<b>Financial Allocation (€)</b>	€1,565,275
<b>No. of Strategic Actions for the Objective</b>	3

### Local Objective 5: Strategic Action 5.1: Identifying the barriers involved and improving access to Community Facilities & Social Supports for Disadvantaged in Rural Communities

<b>Title of Strategic Action 5.1:</b>	<b>Improving Access to Community Facilities &amp; Social Supports for Disadvantaged in Rural Communities</b>
<b>Brief Description of Strategic Action 5.1:</b>	Animation, new services and access supports for hard to reach communities (geographical & sectoral) e.g. elderly, disabled, travellers; non Irish nationals; lone parents migrants / new communities etc.
<b>Estimated Budget</b>	€474,105
<b>Link to LECP</b>	LECP-C1-10
<b>Primary Target Groups:</b>	Hard to reach rural communities and areas e.g. youth, children, people with a disability, elderly, NEET, Women, Small Farmers, unemployed, people living in disadvantaged areas, people living in remote and less accessible areas, traveller, and community development organisations.
<b>Geographic Area:</b>	Towns and villages of greatest disadvantage as per Pobal Deprivation Index (See Table 2.2.6.1)i.e. areas with high unemployment (See Table 2.2.10.1) and migration in County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, Tipperary PPN, Tusla, Local and National Service Providers, Social Enterprises, Tipperary Transport Coordination Unit, Tipperary ETB.
<b>Timeframe for Delivery of Action:</b>	2016-2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>6 new services established to enable members of isolated communities to access services (funding may be provided</li> </ul>

	under an Umbrella project in some cases), <ul style="list-style-type: none"> <li>• Value added to 10 social inclusion initiatives</li> <li>• Enhance participation / outcomes of social inclusion based programmes through improved access</li> </ul>
--	---

**Local Objective 5: Strategic Action 5.2: Promoting Inclusiveness**

<b>Title of Strategic Action 5.2:</b>	Promoting Inclusiveness
<b>Brief Description of Strategic Action 5.2:</b>	Tailored animation and training support to strengthen inclusive community development e.g. community planning, rural isolation awareness programmes, inclusive access to services, ICT etc.
<b>Estimated Budget</b>	€400,000
<b>Link to LECP</b>	LECP-E3 & C1-2&14
<b>Primary Target Groups:</b>	Hard to reach rural communities and areas e.g. youth, children, people with a disability, elderly, NEET, Women, Small Farmers, unemployed, people living in disadvantaged areas, people living in remote and less accessible areas, traveller, and community development organisations.
<b>Geographic Area:</b>	Towns and villages of greatest disadvantage as per Pobal Deprivation Index (See Table 2.2.6.1) i.e. areas with high unemployment (See Table 2.2.10.1) and migration in County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, Tipperary PPN, Active Retired, Tusla, FRCs, HSE, Service/Expertise Providers, SICAP implementers.
<b>Timeframe for Delivery of Action:</b>	2016-2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 2 animators appointed to build capacity and engage in community planning,</li> <li>• 20 social inclusion and activity plans developed and implemented with marginalised communities across the county.</li> <li>• 8 communities in structurally weak areas enabled to access support under strategic action 3.3.- Enhancing existing recourses in rural areas,</li> <li>• Collaboration between the SICAP and LDS implementation to meet the needs of the identified communities,</li> <li>• 4 awareness raising initiatives,</li> <li>• 400 volunteers supported.</li> </ul>

**Local Objective 5: Strategic Action 5.3: Infrastructure to Facilitate Community Participation**

<b>Title of Strategic Action 5.3:</b>	<b>Infrastructure to Facilitate Community Participation</b>
<b>Brief Description of Strategic Action 5.3:</b>	Recreational and multi-functional infrastructures provided or enhanced to respond to identified needs within communities.
<b>Estimated Budget</b>	€691,170
<b>Link to LECP</b>	LECP-C1-2, 11-12
<b>Primary Target Groups:</b>	Hard to reach rural communities and areas e.g. youth, children, people with a disability, elderly, NEET, Women, Small Farmers, unemployed, people living in disadvantaged areas, people living in

	remote and less accessible areas, traveller, and community development organisations.
<b>Geographic Area:</b>	Towns and villages of greatest disadvantage as per Pobal Deprivation Index (See Table 2.2.6.1) i.e. areas with high unemployment (See Table 2.2.10.1) and migration in County Tipperary.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, Tipperary PPN, Tusla, Residents Associations, Estate Management Groups, SICAP implementers.
<b>Timeframe for Delivery of Action:</b>	2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 4 Multi-functional community spaces provided / upgraded</li> <li>• 2 recreational spaces developed,</li> <li>• Value added to 6 existing facilities through equipment purchase or minor infrastructural developments,</li> <li>• 4 FTE's sustained,</li> <li>• Collaboration between the SICAP and the LDS to meet the needs of identified communities,</li> <li>• Evidence of facilities/services being accessed in an inclusive manner.</li> </ul>

## Local Objective 6: Rural Youth

<b>Title of Local Objective</b>	<b>Rural Youth</b>
<b>LEADER Theme/Sub theme</b>	<b>Rural Youth</b>
<b>Brief Rationale for the objective</b>	Youth unemployment is at approximately 11% in the county. However there are concentrated areas of very high youth unemployment in pockets around the county. There are limited services for young people not wishing to engage in sporting facilities. Access to services in rural isolated areas is problematic. Interventions are required to maximise life opportunities for young people and to support and facilitate their contribution to the sustainable development of the County.
<b>Financial Allocation (€)</b>	€554,485
<b>No. of Strategic Actions for the Objective</b>	4

## Local Objective 6: Strategic Action 6.1: Development of Youth Infrastructure

<b>Title of Strategic Action 6.1:</b>	<b>Development of Youth Infrastructure</b>
<b>Brief Description of Strategic Action 5.1:</b>	<p>Use of existing facilities and enhance programme supports for rural youth in areas identified as having gaps in provision e.g. youth clubs and cafes.</p> <p>Provision of supports to communities and clubs to engage with youth.</p>

Estimated Budget	€355,916
Link to LECP	LECP-C1-2, 4-5 & 11
Primary Target Groups:	Rural disadvantaged youth and unemployed youth (See Figure 2.2.10.3)
Geographic Area:	Areas in County Tipperary, where gaps in provision are evident and where the enhancement of existing services is required.
Organisations who will deliver the Action:	NTLP & STDC
Any collaborating Organisations:	Tipperary County Council, Tipperary PPN, Tusla, Local and National Youth Service Providers, Social Enterprises, Tipperary ETB
Timeframe for Delivery of Action:	2020
Anticipated Output/Indicators & Targets	<ul style="list-style-type: none"> <li>• 20 youth projects developed or enhanced,</li> <li>• 500 new young people encouraged to attend facilities and engage with services,</li> </ul>

<b>Local Objective 6: Strategic Action 6.2: Youth Empowerment through Cultural Initiatives</b>	
<b>Title of Strategic Action 6.2:</b>	<b>Youth Empowerment through Cultural Initiatives</b>
<b>Brief Description of Strategic Action 6.2:</b>	Develop culture based youth programmes to empower rural youth e.g. music, arts, ICT & digital media, non-mainstream sport etc.
<b>Estimated Budget</b>	€150,000
<b>Link to LECP</b>	LECP-C1-2, 4-5 & 11
<b>Primary Target Groups:</b>	Rural disadvantaged youth and unemployed youth (See Figure 2.2.10.3).
<b>Geographic Area:</b>	Areas in County Tipperary, where gaps in provision are evident and where the enhancement of existing services is required.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, Tipperary PPN, Gardaí, Tusla, ETB, youth services providers.
<b>Timeframe for Delivery of Action:</b>	2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 10 Cultural Initiatives for rural youth,</li> <li>• 100 young people received training,</li> </ul>

<b>Local Objective 6: Strategic Action 6.3: Youth Activation and Entrepreneurship</b>	
<b>Title of Strategic Action 6.3:</b>	<b>Youth Activation and Entrepreneurship</b>
<b>Brief Description of Strategic Action 6.3:</b>	<p>Promote youth activation and entrepreneurship through the provision of training</p> <p><i>Note: Training should complement existing programmes and supports e.g. Youth Employment Initiative, Self-Employment Options Programme, Jumpstart</i></p>
<b>Estimated Budget</b>	€48,569
<b>Link to LECP</b>	LECP-C1-2, 4-5 & 11

<b>Primary Target Groups:</b>	Rural disadvantaged youth and unemployed youth (See Figure 2.2.10.3) with particular emphasis on youth groups with an activation focus.
<b>Geographic Area:</b>	Areas in County Tipperary, where gaps in provision are evident and where the enhancement of existing services is required.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary LEO, Tipperary County Council, Tipperary PPN, Tusla, DSP, ETB, youth service providers, SICAP implements, social enterprises, and organisation's implementing employment supported programmes.
<b>Timeframe for Delivery of Action:</b>	2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 25 young people trained in entrepreneurship and supported into job creation and employment.</li> </ul>

*Methodology to be applied to calls for applications*

- Animation and capacity building and training services to be done through a tendering process
- Capital investments and specific community development initiatives which are geographically targeted or population targeted, to be managed via "Strategic call" process. Each strategic call will have qualifying criteria attached based on the SWOT analysis, a budget amount will also be indicated.
- Minor investments e.g. supports to link with transport services to be managed via "Umbrella projects".

## Theme No 3: Rural Environment

Local Objective 7: Safeguarding Our Water Resources	
<b>Title of Local Objective</b>	<b>Safeguarding Our Water Resources</b>
<b>LEADER Theme/Sub theme</b>	<b>Protection &amp; Sustainable Use of Water Resources</b>
<b>Brief Rationale for the objective</b>	Water resources are under increasing pressure from industry, agriculture and domestic demand. Greater protection of local water resources is essential for sustaining rural communities. Environmental schemes have the potential to play a pivotal role in addressing pressures on water reserves and in supporting the local economy to conserve this valuable resource.
<b>Financial Allocation (€)</b>	€278,947
<b>No. of Strategic Actions for the Objective</b>	2

Local Objective 7: Strategic Action 7.1: Water Awareness Raising Programmes	
<b>Title of Strategic Action 7.1:</b>	<b>Water Awareness Raising Programmes</b>
<b>Brief Description of Strategic Action 7.1:</b>	Awareness raising actions on water and the importance of water protection, conservation and quality water to our lives and future.
<b>Estimated Budget</b>	€50,000
<b>Link to LECP</b>	Linked to National Water Framework Initiative
<b>Primary Target Groups:</b>	Rural Communities
<b>Geographic Area:</b>	River Shannon and River Suir catchment areas within County Tipperary.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, Tipperary PPN, EPA, Irish Water, Inland Fisheries, Teagasc
<b>Timeframe for Delivery of Action:</b>	2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 2 countywide water awareness programmes</li> <li>• 8 communities supported under the economic and social inclusion themes of the LDS to include water conservation awareness actions in their development plans.</li> </ul>

Local Objective 7: Strategic Action 7.2: Water Conservation and Quality Supports	
<b>Title of Strategic Action 7.2:</b>	<b>Water Conservation and Quality Supports</b>
<b>Brief Description of Strategic Action 7.2:</b>	Feasibility studies and conservation planning and implementation supports around water conservation and quality on lakes and rivers.
<b>Estimated Budget</b>	€228,947
<b>Link to LECP</b>	Irish Water Framework
<b>Primary Target Groups:</b>	Rural Communities, Sectoral interests
<b>Geographic Area:</b>	County Tipperary with a focus on the River Shannon and River Suir catchment areas
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council Water Framework Directive Section, Irish Water, Tipperary PPN, relevant sectoral networks and groups.
<b>Timeframe for Delivery of Action:</b>	2016-2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 8 feasibility and conservation plans,</li> <li>• Implementation supports to 4 water quality/conservation plans,</li> <li>• Implementation supports to 4 community rain water harvesting plans,</li> </ul>

Local Objective 8: Safeguarding Our Biodiversity	
<b>Title of Local Objective</b>	<b>Safeguarding Our Biodiversity</b>
<b>LEADER Theme/Sub theme</b>	<b>Protection &amp; Improvement of Local Biodiversity</b>
<b>Brief Rationale for the objective</b>	Biodiversity which encompasses natural wildlife, flora and fauna is an important foundation to the healthy functioning of ecosystems. The protection of biodiversity is a growing concern, with the loss of various species of wildlife, flora and fauna as well as their natural habitat.
<b>Financial Allocation (€)</b>	€472,662
<b>No. of Strategic Actions for the Objective</b>	2

Local Objective 8: Strategic Action 8.1: Biodiversity Conservation & Management Supports	
<b>Title of Strategic Action 8.1:</b>	<b>Biodiversity Conservation &amp; Management Supports</b>
<b>Brief Description of Strategic Action 8.1:</b>	Awareness programmes, feasibility studies and conservation plan implementation and supports around biodiversity e.g. invasive species management and general habitat protection <i>Note: Mapping exercise carried out by the local authority in relation to biodiversity will inform and contribute to this action</i>
<b>Estimated Budget</b>	€172,662
<b>Link to LECP</b>	
<b>Primary Target Groups:</b>	Rural Communities
<b>Geographic Area:</b>	County Tipperary with a focus on Natura 2000 and NHA sites.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC

Any collaborating Organisations:	Tipperary County Council, An Taisce, TGBN, relevant sectoral networks and groups.
Timeframe for Delivery of Action:	2020
Anticipated Output/Indicators & Targets	<ul style="list-style-type: none"> <li>• 4 awareness programmes,</li> <li>• 4 feasibility/conservation plans,</li> <li>• Implementation supports to 8 biodiversity conservation plans,</li> </ul>

## Local Objective 8: Strategic Action 8.2: Biodiversity Supports

Title of Strategic Action 8.2:	<b>Biodiversity Supports</b>
Brief Description of Strategic Action 8.2:	Environmental improvement projects e.g. parks, river walks, support native species etc. to support biodiversity
Estimated Budget	€300,000
Link to LECP	
Primary Target Groups:	Rural Communities, Environmental Groups & Sectoral interests
Geographic Area:	County Tipperary focusing on areas of high environmental value
Organisations who will deliver the Action:	NTLP & STDC
Any collaborating Organisations:	Tipperary County Council, An Taisce, TGBN, relevant sectoral networks and groups.
Timeframe for Delivery of Action:	2020
Anticipated Output/Indicators & Targets	<ul style="list-style-type: none"> <li>• 4 Infrastructural projects supported</li> <li>• 10 small scale community biodiversity projects supported in implementation, e.g. Tidy Towns Biodiversity &amp; Waste Management Initiatives</li> </ul>

## Local Objective 9: Development of Renewable Energy

Title of Local Objective	<b>Development of Renewable Energy</b>
LEADER Theme/Sub theme	<b>Development of Renewable Energy</b>
Brief Rationale for the objective	Clean sources of energy have a lower environmental impact on nature than conventional energy technologies. This sub theme is premised on the need to mitigate against the impact of recent environmental trends, which include climate change. It is considered that community based initiatives will play a key role in supporting national and EU environmental targets, particularly in the reduction carbon dioxide emissions through energy infrastructure. Renewable energy technologies have the potential to promote economic development and job creation in rural areas. In the Community & Social Inclusion element of the LECP, increasing energy efficiency measures and the use of renewable energy within communities is prioritized. Introducing energy efficiency and renewable energy in business operations can impact positively on cost savings and as result competitiveness.
Financial Allocation (€)	€889,533
No. of Strategic Actions for the Objective	3

Local Objective 9: Strategic Action 9.1: Early Stage Supports for Renewable Energy Initiatives	
<b>Title of Strategic Action 9.1:</b>	<b>Early Stage Supports for Renewable Energy Initiatives</b>
<b>Brief Description of Strategic Action 9.1:</b>	Support for feasibility and technical studies relating to green technologies e.g. studies focusing on the development and optimization of renewable energy resource exploitation; renewable energy as a means of business innovation and development, etc.
<b>Estimated Budget</b>	€140,000
<b>Link to LECP</b>	LECP-E2 & C13
<b>Estimated Budget:</b>	€150,000
<b>Primary Target Groups:</b>	Potential Green Entrepreneurs, both private and community
<b>Geographic Area:</b>	County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, SEAI, TEA, EI, Tipperary LEO, TGBN, Teagasc, sectoral interest groups and networks, LIT and other institutions.
<b>Timeframe for Delivery of Action:</b>	2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>14 feasibility and technical studies supported</li> </ul>

Local Objective 9: Strategic Action 9.2: Local Supply Chain Development	
<b>Title of Strategic Action 9.2:</b>	<b>Local Supply Chain Development</b>
<b>Brief Description of Strategic Action 9.2:</b>	Animation and support for local supply chain development, particularly for biomass and forestry residue, support will extend to animation and coordination of small scale district heating systems. There is an extensive land acre under forestry in the county including a significant portion under farmer and smallholder ownership.
<b>Estimated Budget</b>	€198,395
<b>Link to LECP</b>	LECP-E2 & C13
<b>Primary Target Groups:</b>	Local biomass producers, processors and producer groups.
<b>Geographic Area:</b>	County Tipperary
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, SEAI, TEA, Tipperary LEO, TGBN, Teagasc, sectoral interest groups and networks, LIT and other institutions
<b>Timeframe for Delivery of Action:</b>	2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>2 local supply chain supported</li> <li>2 local district heating systems established</li> <li>Animator supports to link supply with demand.</li> </ul>

Local Objective 9: Strategic Action 9.3: Renewable Energy Production	
<b>Title of Strategic Action 9.3:</b>	<b>Renewable Energy Production</b>
<b>Brief Description of Strategic Action 9.3:</b>	Support for priority business and community based renewable energy production models e.g. solar, biomass, AD, community wind generation and community based district heating schemes <i>Note: Projects that displace fossil fuels, reduce CO2 emissions and generate local economic activity will be prioritised</i>
<b>Estimated Budget</b>	€542,198
<b>Link to LECP</b>	LECP-E2 & C13
<b>Primary Target Groups:</b>	Rural communities, green entrepreneurs, social enterprises and producer groups.
<b>Geographic Area:</b>	County Tipperary with consideration for areas identified as high potential in the forthcoming County Tipperary Renewable Energy Plan.
<b>Organisations who will deliver the Action:</b>	NTLP & STDC
<b>Any collaborating Organisations:</b>	Tipperary County Council, SEAI, TEA, Tipperary LEO, TGBN, Tipperary PPN, Teagasc.
<b>Timeframe for Delivery of Action:</b>	2016-2020
<b>Anticipated Output/Indicators &amp; Targets</b>	<ul style="list-style-type: none"> <li>• 6 new renewable energy projects established,</li> <li>• Value added to 4 existing renewable energy projects</li> </ul>

*Methodology to be applied to calls for applications*

- Capital investments and specific environmental initiatives which are geographically targeted or population targeted, to be managed via “Strategic call” process. Each strategic call will have qualifying criteria attached based on the SWOT analysis, a budget amount will also be indicated.
- Animation, Capacity building and training to be carried out via tendering process.
- Feasibility studies under Rolling Calls.

The process of the preparation of the LECP and the LDS was underpinned by a number of guiding principles including:

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

## Section 5: Strategic Integration

Innovation, Environment and Climate Change are the three cross-cutting objectives that form common goals across the six priority areas of the Rural Development Programme 2014 – 2020.

For reference the six priority areas are:

1. Fostering knowledge transfer and innovation,
2. Enhancing competitiveness,
3. Promoting food chain organisation and risk management in agriculture,
4. Restoring, preserving and enhancing ecosystems,
5. Promoting resource efficiency and supporting the shift towards a low carbon and climate resilient economy,
6. Promoting social inclusion poverty reduction and economic development in rural areas.

The LDS relates to priority six above. The cross-cutting objectives of Innovation, Environment and Climate Change are designed to add value to the Local Development Strategy (LDS), as they are premised on a well-balanced sustainable and innovative economy.

### 5.1. How the Cross-cutting objectives have been addressed in the planning of the LDS

Firstly it is useful to understand the terms innovation, environment and climate change as they relate to the LDS.

#### *Innovation:*

Innovation is about bringing local creative solutions to local identified needs. It enables the flexibility to pilot new products, new technologies, markets, etc. This may involve piloting new production methods that enhances competitiveness of SME's, new approaches to tourism marketing, etc. It can also be in the form of social innovations to provide basic services to hard to reach communities - in essence, it facilitates local solutions to local problems.

#### *The Environment*

The environment of Tipperary is a valuable asset and resource base. There is a requirement to ensure that projects, where relevant, create an awareness of the need to protect the environment through greater awareness of environmental issues, efficient use of natural resources and heritage preservation. The local environment can be promoted through rural Tourism and local job creation afforded by the demand for local environmental goods and services.

#### *Climate Change*

The impact of climate change is a global challenge. In line with national policy to reduce Ireland's greenhouse gas emissions, the LDS is required to promote actions that reduce carbon footprint of local communities and local industry

Cross cutting objectives must **add value** to the LDS and they must lead to a **well-balanced, sustainable and innovative** economy in Tipperary

As part of the development of the LDS, an extensive desk research process was undertaken. During this process cognisance was given to the cross-cutting objectives and how they would influence and could be applied to the actions that form the basis of this LDS. Research undertaken included:

- A mapping of projects funded under RDP 2007 – 2013 with a view to identifying gaps and areas of under development
- Review of relevant local, regional and national strategies with a view to understanding policies underpinning strategies. Leading on from this to extract elements of the strategies that could inform the actions within the LDS that would bring about a value-added, sustainable, and innovative economy in Tipperary.

## 5.2 How will cross-cutting objectives be promoted in the implementation of the LDS

### 5.2.1 Innovation

One of the key challenges for the LAG is to facilitate and encourage diversification within the local economy in Tipperary.

This LDS outlines a strong suite of actions to help achieve this diversification. The LAG will work closely with all of the relevant networks and stakeholders to maximise innovative and sustainable alternatives (creative industries; digital sector etc) or expansion of existing businesses, including the tourism area, farming enterprises and food sector. Exploring innovative methods to address rural decline and service accessibility will be encouraged including through the use of social enterprise models, use of ICT and maximising existing community facilities.

The LDS aims to support communities in this through the provision of technical and other supports, including through animation, idea generation, feasibility studies, good practice from elsewhere and early stage supports as well as capital funding for suitable projects..

The LDS will also facilitate and enable communities to enhance their local towns and villages through a range of actions that will keep community participation to the forefront - strong engagement and community connectivity are key pillars to driving and finding innovative solutions. Communities will be supported by the LAG to develop projects that address the challenges that they face. The LDS also allows for the implementation of existing area based strategies, e.g. Roscrea Enhancement Plan, District Service Centre Enhancement Plan etc..

Linking rural areas with the broadband infrastructure is critical to supporting and sustaining growth. The LDS will not deliver broadband infrastructure (as this is being rolled out through the National Broadband Plan) but it will enable and encourage its take up through training and animation measures, particularly to those groups in society who are challenged by same.

Innovation can only thrive when groups have reasonable knowledge of and access to basic facilities/services. One of the key objectives of the LDS is to improve access to Basic Services for disadvantaged or hard to reach communities. The Tipperary LDS will facilitate needs based training

and capacity building programmes at a local level with a view towards developing services and access to existing services for these groups.

### 5.2.2: Environment

Tipperary's environment is a valuable natural resource. This strategy recognises that this is a valued resource that can contribute to quality of life and also led to job creation. When developing the natural resources of the area, the LDS will be mindful of the following principles:

Sustainable	Developments should not damage the environmental and ecological resources of the area. Where possible developments should aim to enhance these resources.
Scale	Any project under consideration should fit into thresholds relating to the areas carrying capacity.
Complimentarity	Developments should provide resources or facilities that are of benefit for those who live locally

The LAG plans to support a number of environmental enhancement actions and awareness programmes to address knowledge gaps and drive resource efficiency and recycling in the County. The LDS will also support projects that encourage sustainable development, usage and participation in the natural, built, cultural and rural heritage in a sustainable way e.g. cultural & eco-tourism, walking trails, nature trails and services that animate the wider community in relation to the rural environment.

Every project within the Tipperary LAG area will be assessed in the context of its environmental impact and this is built into the LDS assessment process thus ensuring that all promoters will be self directed to assess how their project can be aligned with the environmental principles of the LDS

### 5.2.3: Climate Change

The vision for Ireland by 2050 in relation to Climate Change is that "Ireland is a carbon-neutral society, based on an approach to economic development that is socially and environmentally sustainable. We have a vibrant enterprise sector developing green jobs and economic opportunities. Our secure energy system draws heavily on renewable electricity. As a highly energy-efficient and resilient society, we use less energy and fewer resources in how we live, work and travel, and across the public sector. We enjoy the benefits of a low-carbon environment, enhanced for future generations, in terms of better public health and quality of life" (Ireland Climate Change Challenges: Connecting "How much" with "how to", NESC 2012).

The Tipperary LDS contains a number of measure that actively seek to drive carbon reduction and resource efficiency at a local level and to complement the NESC 2050 quoted above. The LAG will work with the business and community sectors through awareness and animation of best practices in energy management and carbon reduction. The LAG will also support local forestry groups to develop biomass supply chains and district heating systems in conjunction with the upcoming Renewable Heat Incentive. The LDS also outlines support for the Tipperary Green Business Network in achieving their aim of helping businesses to take advantage of the emerging green economy and harnessing green job potential in the County.

### 5.3 Policy Context

Fig 5.3.1: Table – Policy Context for Tipperary LDS

Policy	Context
Europe 2020	This strategy ‘aims to deliver smart, sustainable and inclusive growth through investment research and innovation; moving decisively towards a low carbon economy; and placing a strong emphasis on job creation and poverty reduction. Communities in County Tipperary have a role in implementing and participating in programmes and supports aimed at reaching the targets of the Europe 2020 document including targets around fighting poverty and social exclusion and reducing energy consumption. Actions in the LDS such as support for the production/use of renewable energy, support for initiatives to safeguard biodiversity and water conservation; introduction of an economic and job creation stimulus programme for rural centres; youth activation and entrepreneurship; an investment programme for rural enterprises and supports for farm diversification are aligned to EU 2020 objectives and in turn the National Reform Programme Targets.
Co. Tipperary LECP	The LECP vision is a key vision adopted in the LDS and which underpins actions in the LDS. Actions in the LDS are fed from high priority actions identified in the LECP.
CEDRA Report	The vision outlined in the CEDRA Report states <i>“Rural Ireland will become a dynamic, adaptable and outward looking multi-sectoral economy supporting vibrant, resilient and diverse communities experiencing a high quality of life with an energised relationship between rural and urban Ireland which will contribute to its sustainability for the benefit of society as a whole.”</i> The Tipperary LDS is consistent with the overall vision of this strategy and its recommendations. Specific actions are contained within the LDS to address CEDRA recommendations on mobilising community capacity for rural economic development; community capability building; social enterprise; and sector specific development such as artisan foods; tourism 7 recreation; and renewable energy.
South East Action Plan 2015 – 2017	<ul style="list-style-type: none"> <li>• Delivery of tourism Actions under Ireland Ancient East</li> <li>• Delivery of actions under the Retail strategy</li> <li>• Building enterprise capability and connections</li> <li>• Social and Community enterprise</li> <li>• Enhancing the Business environment</li> <li>• Branding and Marketing the Tipperary Brand</li> </ul>
Action Plan for Jobs Mid West Region 2015 - 2017	<ul style="list-style-type: none"> <li>• Fostering innovation</li> <li>• Driving entrepreneurship</li> <li>• Making Tipperary an attractive place to live and work</li> <li>• Building business opportunities</li> <li>• Building sectoral networks</li> </ul> <p>LDS Actions 1.1, 1.2 1.3 and 1.4 all relate to support for tourism development in the Ireland’s Ancient East and Lakeland propositions within Co. Tipperary.</p>
The Tipperary Food Sector	The Tipperary Food Producers outline a number of key strategic

Strategy 2010 – 2020	<p>objectives and initiatives to generate greater economic activity for the Tipperary Food Producers and the wider food sector in the county for the period 2010 – 2020. Initiatives include the development of a 'Tipperary' food brand for the export market; development of a Food Centre of Excellence and actions to maximise food and drinks production in the county.</p> <p>Support for individual food producers to establish or expand their businesses is included under LDS Action 2.3 Farm Diversification. It is also anticipated that applications for collaborative marketing, branding, networking and knowledge transfer etc. would be submitted under the national Co-operation and Artisan Food Support Initiatives.</p>
<p>People, Place and Policy: Growing Tourism to 2025</p> <p>Fáilte Ireland – "Ireland's Ancient East"</p>	<p>The focus of this policy is to maximise the export contribution while protecting key assets that are our natural, built and cultural heritage. Ireland's Ancient East is the umbrella destination brand for the East of the Country. Tipperary is a key component of the brand, with important heritage sites such as the Rock of Cashel, Holy Cross Abbey and Munster Vales contained within same. In addition Lough Derg is located within Fáilte Ireland's Lakelands proposition. LDS Actions within Local Objective 1: The development and promotion of tourism as a driver of rural economic development and job creation in Co. Tipperary relate to maximising the opportunity afforded to Co. Tipperary by these propositions. Specifically the actions address:</p> <ul style="list-style-type: none"> <li>• Marketing Tipperary and other surrounding areas as a visitor destination</li> <li>• Protecting and developing key tourism assets</li> <li>• Recognising the importance of the environment and heritage to tourism development in Tipperary</li> <li>• Empowerment, capacity building and training of sectors within the tourism industry in Tipperary.</li> </ul>
Climate Change & Energy Sustainability Policy	<p>Focus in Europe is towards a move to a low-carbon economy, to be achieved through increased use of renewable energy, and development of green technologies, the promotion of energy efficiency. (Directive 2009/28/EC).</p> <p>Actions in the LDS to encourage the production and use of renewable energy and supports for the establishment of linkages between communities and producer groups (e.g. the Tipperary and Limerick Woodland Growers) are aligned to this policy.</p>
National Action Plan for Social Inclusion 2007-2016	<p>Strategy Document focusing on Quality of Life in Ireland. High level goals are consistent with many of the aims of the LDS, particularly under the Social Inclusion theme and actions:</p> <ul style="list-style-type: none"> <li>• Ensuring children reach their true potential;</li> <li>• Supporting working age people and people with disabilities, through activation measures and the provision of services to increase employment and participation;</li> <li>• Providing the type of supports that enable older people to maintain a comfortable and high-quality standard of living;</li> <li>• Building viable and sustainable communities, improving the lives of people living in disadvantaged areas and building social capital.</li> </ul>

South Tipperary Retail Development Plan 2010 & North Tipperary County Retail Strategy 2011	Support the “town centre” first approach to promote the vitality and viability of existing centres by focusing development in the town centre and encouraging a wide range of services in a good environment which is accessible to all. The LDS action on the provision of an Economic and Job Creation Stimulus Programme for targeted towns and villages and the LDS action to support the development and enhancement of rural infrastructure specifically address the issue of the decline of the retail sector in rural areas.
--	--

The two administrative areas of Tipperary (north and south), along with 7 town authorities, were merged in June 2014 and the Local Authority is currently developing a number of “all county” strategies, all of which underway, including the following:

- The Tipperary Tourism Strategy (to be completed May 2016)
- Munster Vales Strategy (to be completed by March 2016)
- The Arts Strategy (to be completed by June 2016)
- The Heritage Strategy (to be completed by June 2016)
- Sports Strategy (to be completed by April 2016)
- Community Facilities Audit (to be completed by August 2016)
- The Festival Strategy (to be completed by April 2016)
- The Lough Derg Marketing Plan and Roadmap (2016)
- Playground and Recreation Strategy (to be completed by April 2016)

These are all important local strategies which will involve significant community consultation and engagement. They will assist in informing decisions being made under the LDS in relation to funding and supporting agreed priority areas.

## Section 6: Networking & Co-operation

### 6.1 Networking:

Active networking can create relations between people and organisations, can generate new knowledge and thus cooperation opportunities, and can provide opportunities for the LAG to disseminate learning, innovation.

Tipperary LCDC and implementing partners have been active in the establishment and support of networks locally, regionally and nationally on a sectoral and area basis over the last number of years. Some of the networks developed include (not exhaustive):-

NAME	NAME
Tipperary Food Producers Network	Lough Derg Marketing Strategy Network
Tipperary Green Business Network	Connected Communities LEADER Broadband Initiative
Energy Communities Tipperary	Tipperary PPN
Tipperary Trails Committee	Regional Tourism Networks
Borrisokane Community Radio	Community Networks
Innovative Farmer Network	RAPID AIT groups
Ireland Reaching Out Regional genealogy Tourism Network	Tipperary Children & Young Peoples Service Committee
Residence Networks	Tipperary Youth Services Networks
Social Inclusion networks	Family support networks
Connecting Youth Network of service providers	Tipperary Tourism Company
Munster Vale Company	Commercial trade networks (retail forums; Association of Traders etc)
County Tipperary Chamber of Commerce	

## 6.2 Local Networking

The LCDC intends working with Tipperary PPN to engage with a cross-section of community and voluntary groups across the County.

Tipperary PPN has established three colleges – (1) Community and Voluntary; (2) Environmental and (3) Social Inclusion. These themes link with many of the themes and sub themes of the LDS. The LCDC intends working with and networking the “colleges” within the PPN particularly to assist with strategic calls for proposals.

It will also work through business and other networks to attain maximum reach in terms of informing the general public about all aspects of the Rural Development Programme.

The LCDC is a network in its own right. Members of the LCDC are in a position to bring information to the LAG and vice versa, it can feed information to its nominating organisation, thereby facilitating effective local networking.

## 6.3 Regional and National Networking

Tipperary LCDC intends working with neighbouring counties to exchange information, transfer knowledge and engage in product development, and marketing. The Implementing Partners to the LDS, STDC and NTL together with the Local Authority have worked with neighbouring counties in the South East and Mid-West to exploit opportunities to develop tourism, broadband and connected community projects as examples.

Both Implementing Partners are members of Irish Local development Company Network (ILDN). ILDN is a forum through which information is exchanged, case studies of best practice presented and it is a platform for informal engagement between the Local Development Companies.

Participation in these networks will continue and be supported, whilst new network initiatives will be encouraged particularly in the following programme areas:-

- Developing social economy and co-operative networks as tools to encourage social inclusion of hard to reach communities and rural youth
- Developing local level environmental networks to encourage involvement in the protection and sustainable use of water resources and local biodiversity
- Developing localised area networks to enhance rural town enhancement and tourism benefits in rural areas.

Projects that start out as networking initiatives often end up becoming fully-fledged co-operation projects with tangible benefits and added value around the implementation of a specific rural development action.

## 6.4 How the LAG will influence Rural Development Policy

Rural development policy can be broadly defined as all aspects of State action that, directly or indirectly, influences the nature of economic and social development in rural areas. The Rural Development Programme (LEADER) is seen as an approach to rural development that may be directly concerned with effecting changes in line with explicitly defined rural development goals.

During the implementation phase of the Rural Development Programme 2014 – 2020, the LAG, through the Implementing Partners will work directly with individuals, businesses and communities across County Tipperary. Through this work, it will identify issues that impede rural development. Additionally it will identify examples of “best practice” and innovative approaches to solving problems in rural areas. It will bring these issues to the attention of the Rural Development Unit in the DECLG. It will also use forums such as ILDN and the CCMA to bring concerns and success to the notice of relevant policy makers.

More importantly, it will enable robust influential input into local policy development by the local government structure, particularly in the area of economic policy development; rural policy development; community development, environmental policy and service delivery models of engagement

## 6.5 Co-operation

Co-operation can boost the innovative character of local development actions and contribute to increased competitiveness of the area through: capacity building, bringing in new business partners; and diffusion of innovation, know-how and new skills. In addition to the potential benefits of inter-territorial co-operation, transnational co-operation gives supplementary European added value to local development.

In the previous LEADER programme 2007-2013, the Tipperary LAGs approved 3 trans-national and 44 inter-territorial projects which received a total of €1,059,000 in grant aid.

Co-operation between the Tipperary LCDC area and other geographical areas is a key component of the local development strategy. It can evolve in stages from exchange of experience, to the transfer of promising practice to a common activity. Co-operation with other territories implementing the Community Led Local Development (CLLD) approach is a strategic tool which the Tipperary LCDC will use to reach the critical mass needed for some projects or to pool complementary resources and expertise.

Cooperation projects will:

- address issues and themes important for the participating rural areas;
- complement aims noted in the participating LAGs local development strategies;
- bring some significant added-value to the LAG areas, the activities targeted, the actors involved or, more widely, the local population; and
- be implemented with well-defined and realistic objectives that are determined well in advance.

Partnership and co-operation is at the core of Tipperary LCDC organisational ethos with the identification of relevant and appropriate partners at the commencement of all themes, initiatives and projects. In selecting co-operation projects and partners to ensure value added outputs, key issues to be considered will include:

- Defined project objectives based on common problems or linking with LAGS who excel in an area of interest to TLCDC. Initial study visits could be involved to confirm compatibility
- Partner selection based on previous relationship, specific expertise/innovation sought etc.
- Full stakeholder involvement and commitment
- Project Management will be through an agreed steering committee interfacing through a range of media and site visits to maximise project value and empowerment of stakeholders through shared expertise and learning.
- Rural based local development experience

- Specific issue/target group experience. A track record in working in partnership and a commitment to empowerment, social justice and equality.

The vision of the Tipperary LDS states:

‘The quality of life of all citizens in County Tipperary will be significantly enhanced economically, environmentally, socially and, culturally by building a dynamic, sustainable, attractive, resilient and vibrant rural economy in a society that promotes and supports equality and inclusiveness for all.’

The Rural Development Programme provides an opportunity for LAG’s to co-operate with other LAGs on projects that contribute to the aims of their respective visions. This will enhance the aims of the co-operating LAGS through knowledge transfer, the sharing of their cultural and natural resources and ideas, both national and trans-nationally within the EU, where these projects are viewed as an essential feature of the LEADER method.

Key co-operation projects based on animation, training, feasibility and capital supports that are proposed and which contribute to the achievement of the LDS Vision include:

Theme #1: Economic Development, Enterprise Development & Job Creation.

- Collective marketing of mountain/hill based activity tourism i.e. Munster Vales
- Partnership projects with agencies and groups to arrest the decline of Rural Towns
- BlueWay Projects based on water activity and heritage tourism in Lough Derg, River Suir and Ligaun River catchments.
- Niche tourism projects e.g. eco-tourism, genealogy, cultural heritage.
- Heritage tourism projects based on the Butler Trail, Declan’s Way and the Beara Breffni Way national linear walk.
- Branding project based on established networks e.g. Tipperary Food Producers Network and the development of a countywide brand “Tipperary”.

Theme #2: Social Inclusion

- Social farming projects based on disability, disadvantaged youth and offenders.
- Youth unemployment and youth participation co-operation projects focused on best practice in relation to youth employment supports and youth participation projects
- Social inclusion project based on elderly as valued repositories of local social history.

Theme#3: Rural Environment

- Biodiversity projects based on habitat management and environmental tourism in the SlieveFelim area.
- Water conservation and protection network projects based in the Suir, Multeen, Arra, Mulcaire, Moneen/Brosna river basins and Cabragh Wetlands.
- Renewable Energy information transfer projects based on innovative green enterprises and community energy initiatives.



## Section 7: Monitoring, Review and Evaluation

### 7.1 TLCDC objectives for the evaluation of the LDS

In monitoring the implementation of the Local Development Strategy, the Tipperary LCDC will:-

- ensure that the LDS is implemented in line with the strategic objectives and local actions of each theme and sub theme of the programme.
- review the outcomes, outputs and impacts of the programme against the targets and indicators set.
- inform learning for the TLCDC and to facilitate the formulation of national rural economic and social policy.
- ensure that the strategic actions of the plan are implemented to meet the needs/priorities identified in the preparation of the plan.
- feed into the midterm review of the programme and to inform annual plans formulated during the programme.
- inform planning for future programmes and facilitate best practice.
- ensure that organisational skills/competencies and systems and procedures are fit for purpose in the delivery of the programme.
- ensure that the LDS is implemented with the Community Led Local Development methodology principals of the programme.
- use monitoring and evaluation findings for short term planning, to inform decision making and to provide quality services.
- feed into the content of annual reports and end of programme reporting and to provide feedback to funders and inform future planning.
- facilitate the review of the implementation of the programme against its three cross cutting measures.
- capture innovative aspects of the programme for learning and future planning.
- make use of evaluation findings to influence policy and demonstrate value for money and outcomes.

### 7.2 Governance and coordination of the monitoring and evaluation plan

The TLCDC and its Sustainable Communities subcommittee will be responsible for reviewing Actions. The Audit & Finance Sub-Committee of the LCDC will also review and evaluate the value for money aspects of actions. While the TLCDC will have overall responsibility for the governance of the monitoring and evaluation process, the operating procedures manual of the LCDC will outline the specific responsibilities for each level of monitoring and evaluation.

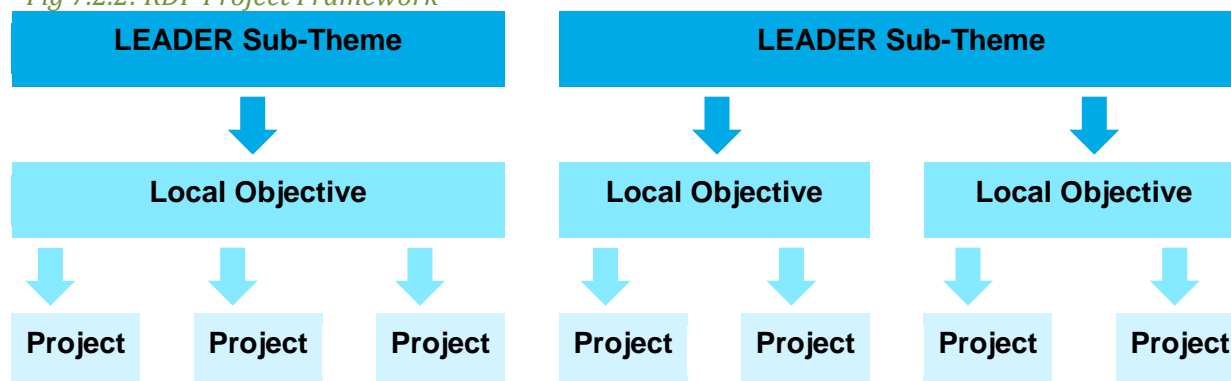
- Project officers will have responsibility for ensure that promoter data is captured correctly at each stage of the process on the department ICT system.
- The programme managers in each of the implementing partners have responsibility for ensuring that project annual monitoring and annual report requirements are met.
- The LCDC will have responsibility for formulating annual monitoring and evaluation plans, including identifying the themes and actions to be evaluated and the method by which the evaluations will be carried out i.e. internal or external.

As outlined in the operating rules of the programme the monitoring framework for RDP is underpinned by the high level diagram as outlined below. The LDS is centred on the three LEADER themes (each of which has a number of sub-themes). The Annual Implementation Plan, in turn, will set out the practical actions/activities that will be undertaken, again relating back to the overarching themes/sub-themes.

**RDP High Level Relationship Diagram***Fig 7.2.1: RDP High Level Relationship Diagram*

In terms of the monitoring of the LDS, each strategy contains a series of local objectives, as identified by the LAG. Each local objective is linked to one of the overall LEADER sub-themes. Local projects are linked in turn to one of the LDS's local objectives. This process is illustrated by the diagram outlined below.

All projects relating to a particular sub-theme have common indicators against which information will be captured. The structure will facilitate robust tracking and monitoring of the programme, as each RDP sub-theme and strategic action has listed specific relevant indicators (See section 4 - Anticipated Outputs/Indicators and Targets for each strategic objective). These linkages clearly locate each local project within the context of the overall programme and allow for a "rolling up" of information to theme and Programme level, as required.

**RDP Project Framework***Fig 7.2.2: RDP Project Framework***7.3 Themes and topics that will be evaluated**

TLCDC will evaluate a topic under each of the themes and sub themes during the duration of the programme. The specific topics to be evaluated will be agreed annually taking into accounts the need to cover all themes. The findings from the evaluation will facilitate the identification of relevant topics that will benefit learning and the further development of strategies and actions.

**7.4 Data requirements for evaluating the LDS**

Reporting on the progress/outputs of the LEADER programme will be facilitated by a defined set of information that will be captured on every funded project, allowing ready access to information with which to provide analysis and respond to queries. Most of the basic project information will be captured on the RDP IT system at the point of application. In assessing the application, the TLCDC will complete the fields on the Assessment form, such as linking the proposed project to one of its LDS local objectives which, in turn, is related to one of the overarching LEADER sub-themes.

The TLCDC in partnership with its implementation partners will develop and enhance its data collection processes to ensure that information required by RDP is gathered at the promoter application stage and updated at each of the subsequent stages of the project lifecycle. This information will be input in the RDP IT system, where an electronic record will be maintained. These processes and systems will be used to monitor the effectiveness of the RDP

Assessment tools will be developed in tandem with specific actions under each theme so as to allow for qualitative as well as quantitative approaches to capturing data related to promoter engagement, outputs and outcomes

Each promoter engaging with the RDP will be required to sign a consent form at application stage. This form will confirm their consent to authorise the collection of the information required. All projects will also be captured on a GIS system and will be appropriately categorised. This spatial database will allow a visual appreciation of where effort is succeeding and where additional effort is required.

## 7.5 Tools and methods to be employed

TLCDC will monitor the implementation of local actions implemented under the RDP through regular reporting to the TLCDC through its Sustainable Communities sub-committee.

Such monitoring will involve, in some instances the promoters, as key stakeholders, in evaluating the outcomes of actions in order to improve capacity and outcomes. This process will also inform forward planning and development internally in subsequent years of the programme. It will provide key information on outputs and outcomes to our stakeholders and it will underpin the communication of information about our services, activities and programmes to beneficiaries and the general public.

*Fig 7.5.1: Monitoring & Evaluation Flow*



As outlined, the LDS provides an overview for each RDP theme and sub theme, setting out the objectives for each, the required outcomes, and which indicators should be used in recording outcomes.

In implementing the RDP, TLCDC will record and report on indicators on the Department IT system while recording general indicators through qualitative monitoring processes. This will be done by the use of mixed methods including a combination of questionnaires, evaluation forms, cases studies and/or focus group evaluations.

Any additional data collection requirements outside of the Department IT system that are required for some indicators will be satisfied.

All reporting arrangements and protocols required by the Department will be adhered to. These may include the maintenance of records and participation on the IT system, the completion of any other forms of research to determine progress against programme indicators, for example, surveys, research projects, publications etc. A budget will be allocated by the TLCDC for monitoring activities.

This reporting will also contain a qualitative element, in which projects will briefly describe the progress/achievements and highlight any key learning. This will be assisted by the GIS database of project location, type and spend as developed by TLCDC. TLCDC will also ensure that the funded projects comply with RDP reporting requirements and that the data is quality checked.

The timing of the project reporting (on outputs) will depend on the type of project involved. In most cases, reporting will take place at the final payment stage, and issuing of final payment will be dependent on having completed the required fields on the RDP IT system.

In addition to overseeing the monitoring of the funded projects, TLCDC itself will prepare and submit an annual End of Year report to the Department and/or its agents. The End of Year report will incorporate reporting of:

- Progress made during the year against the local objectives set out in the Annual Implementation Plan;
- Information on the organisational structure, operations and decision-making within the LAG itself;
- Any issues/challenges encountered in implementation during the year;
- Any particular successes to be highlighted;
- Progress made in contributing to LEADER's cross cutting objectives.

Through a process of evaluation, TLCDC will use the monitoring and other information collected to make judgments about the value of individual actions. This information will be used to make changes to ensure continuous improvement and, where necessary, to discontinue actions or component parts of actions.

The evaluation information will contain some of the following, which will be used in the evaluation process:

- Profile information on RDP beneficiaries;
- Basic project record keeping, such as the minutes of meetings and promoter records;
- Statistical information on take-up of strategic actions;
- Feedback/monitoring reports from information sessions and workshops;
- Diaries and other records of events; and
- Complaints and compliments from users.

The evaluation process will involve a combination of bringing together regular monitoring data with additional information gathered against specific key questions. Depending on the strategic action the focus of the evaluation may be on, for example:

- Tourism provider networking programme;
- Securing employment or becoming self-employed;
- Development of a social enterprise programme;
- The completion of a start your own business programme;
- The development of a business plan;

Other quantitative aspects of the evaluation may include the collection of baseline information using assessment tools. An example would be the Social Capital Questionnaire tool. Other qualitative aspects of data collection to inform the evaluation process will include self-evaluations by clients with

open-ended questions that seek comment and opinion. This approach will provide testimonial-type feedback. After events, trainings and group interventions evaluation questionnaires will be routinely circulated for completion.

In order to allow promoters, community groups and networks the space to give honest feedback, some actions will be evaluated externally whilst in other cases TLCDC or their implementing partner administrative staff not directly involved in RDP strategic actions or external evaluators will be involved in the collection of data (questionnaires, surveys, evaluations etc.).

## 7.6 Timelines and milestones for the evaluation process

The TLCDC will evaluate two themes/actions each year for the duration of the programme.

TLCDC will on an annual basis, prepare and submit a number of detailed project / case studies, to include information on the following aspects of the selected funded projects:

- Promoter background/description;
- Project/Business description;
- Products/Facilities/Services;
- Financial Information (previous funding / other sources of funding);
- Employment (current and potential);
- Compatibility with LAG's LDS / overall LEADER themes and cross cutting objectives;
- Benefit to the community

## 7.7 Approach to communicating evaluation findings

Using evaluation findings is the final stage of the monitoring and evaluation cycle. In this final stage, TLCDC will:

- Make use of the findings to feed back to funders and guide the future planning and operation of the RDP locally;
- Make use of the findings to demonstrate progress and results;
- Make use of findings to demonstrate value for money and outcomes; and
- Make use of findings to influence policy change.

TLCDC will communicate the findings to the community of Tipperary to ensure that the community are aware of the impacts, outputs and outcome of the programmes. This will be achieved through various methods. These include; local newspaper and radio media, newsletters, brochures, publication of case studies, social media, TLCDC and implementation partner websites, thematic conferences and workshops and public stakeholder meetings. A number of these methods will also be used to communicate findings with partner agencies and policy maker stakeholders.

## 7.8 Resources required

The TLCDC will use internal resources to complete the vast majority of the monitoring and evaluation actions outlined. A small budget will be allocated under the administration budget to contract external expertise to carry out aspects of specific evaluations.

## 7.9 Data Protection

See Appendix 9 for the data protection policies of TLCDC and its two implementing partners

## Section 8: Financial Plan

### 8.1 Implementation of Operations/Projects under the LDS

	2015 (€)	2016 (€)	2017 (€)	2018 (€)	2019 (€)	2020 (€)	Total €
<b>Preparatory Support for the Development of the LDS</b>							
Preparatory Costs for the LDS	€20,000						€20,000
<b>Theme 1: Economic / Enterprise Development &amp; Job Creation</b>							
State Sub-Theme and Local Objective Number		€122,966	€368,899	€430,382	€245,933	€61,483	€1,229,664
State Sub-Theme and Local Objective Number		€141,572	€424,715	€495,501	€283,143	€70,786	€1,415,716
State Sub-Theme and Local Objective Number		€110,938	€332,813	€388,282	€221,876	€55,469	€1,109,378
State Sub-Theme and Local Objective Number		€4,692	€14,077	€16,423	€9,385	€2,346	€46,924
State Sub-Theme and Local Objective Number							€0
<b>Sub-Total</b>	<b>€0</b>	<b>€380,168</b>	<b>€1,140,505</b>	<b>€1,330,589</b>	<b>€760,336</b>	<b>€190,084</b>	<b>€3,801,682</b>
<b>Theme 2: Social Inclusion</b>							
State Sub-Theme and Local Objective Number		€156,528	€469,583	€547,846	€313,055	€78,264	€1,565,275
State Sub-Theme and Local Objective Number		€55,449	€166,346	€194,070	€110,897	€27,724	€554,485
State Sub-Theme and Local Objective Number							€0
State Sub-Theme and Local Objective Number							€0
State Sub-Theme and Local Objective Number							€0
<b>Sub-Total</b>	<b>€0</b>	<b>€211,976</b>	<b>€635,928</b>	<b>€741,916</b>	<b>€423,952</b>	<b>€105,988</b>	<b>€2,119,760</b>
<b>Theme 3: Rural Environment</b>							
State Sub-Theme and Local Objective Number		€27,895	€83,684	€97,631	€55,789	€13,947	€278,947
State Sub-Theme and Local Objective Number		€47,266	€141,799	€165,432	€94,532	€23,633	€472,662
State Sub-Theme and Local Objective Number		€88,953	€266,860	€311,337	€177,907	€44,477	€889,533
State Sub-Theme and Local Objective Number							€0
State Sub-Theme and Local Objective Number							€0
<b>Sub-Total</b>	<b>€0</b>	<b>€164,114</b>	<b>€492,343</b>	<b>€574,400</b>	<b>€328,228</b>	<b>€82,057</b>	<b>€1,641,142</b>
<b>Total Budget Cost</b>	<b>€20,000</b>	<b>€756,258</b>	<b>€2,268,775</b>	<b>€2,646,904</b>	<b>€1,512,517</b>	<b>€378,129</b>	<b>€7,582,584</b>

#### Explanatory Notes

- 1 Preparatory Support:** this cost relates to preparatory supports for the development of the LDS for 2015 as referenced in the Expression of Interest (Stage 1 of the LDS Selection Process).
- 2 Sub-Themes:** LAGs are required to provide an estimated annual breakdown of expenditure against each LDS local objective, which is aligned to a sub-theme. NB: actual expenditure will not be monitored against this estimate. It is acknowledged that the financial estimates will change over the course of the programme.
- The details provided under each Sub-Theme and Local Objective number above should correspond with the information provided in Appendix 1: LDS Action Plan Template (Document 2: LDS Framework Guidelines)
- Please contact Pobal if an additional number of objectives are required.

## 8.2: Administration and Animation Costs

	2015 (€)	2016 (€)	2017 (€)	2018 (€)	2019 (€)	2020 (€)	Total (€)
Rent and Rates	€0	€27,615	€31,980	€32,176	€32,197	€32,218	€156,187
Office Costs	€0	€32,220	€32,720	€32,277	€31,720	€31,219	€160,156
Insurance	€0	€5,880	€5,997	€6,118	€6,239	€6,364	€30,597
Recruitment	€0	€1,000	€0	€0	€0	€0	€1,000
Staffing - Salaries	€0	€323,930	€373,722	€373,722	€355,965	€298,957	€1,726,296
Staff Training	€0	€2,500	€2,500	€1,000	€400	€200	€6,600
Communications/Publicity/Advertising	€0	€5,501	€4,185	€3,485	€2,514	€1,856	€17,541
Evaluation	€0	€2,402	€2,402	€2,402	€1,915	€1,560	€10,683
Financial/Professional Fees	€0	€34,475	€34,475	€34,475	€34,475	€34,475	€172,375
Travel & Subsistence	€0	€30,393	€33,600	€31,600	€28,700	€18,640	€142,933
Animation Costs	€0	€9,767	€30,200	€26,000	€13,100	€1,000	€80,067
Other	€0	€3,725	€4,000	€4,000	€2,450	€2,250	€16,425
<b>Total Budget Cost</b>	<b>€0</b>	<b>€479,409</b>	<b>€555,782</b>	<b>€547,255</b>	<b>€509,675</b>	<b>€428,739</b>	<b>€2,520,859</b>

**Explanatory Notes**

- The total cost for animation and administration cannot exceed 25% of the Total Budget Cost.** See Summary Sheet for validation.
- Rent and Rates:** This cost refers to the rental cost of LEADER office; electricity and heating costs; service charges; and any Local Authority rates.
- Office Costs:** This cost includes but is not confined to other overhead costs such as: postage and couriers, mobile, landline, fax, broadband, printing and office supplies, IT maintenance, repairs and maintenance, purchase / lease of equipment, sundry expenses.
- Insurance:** This cost covers insurance for both premises and staff.
- Staffing:** This covers the entire LEADER salary budget for each year including Employers PRSI and pension contributions. See staffing sheet for more information.
- Communications/Publicity/Advertising:** This includes the animation costs involved in raising awareness of the LDS strategy and other communication costs that relate to LEADER.
- Evaluation:** This cost may include the fees of external evaluators and any other costs involved in the implementation of an evaluation strategy (e.g. data collection, surveys, focus groups)
- Financial/Professional Fees:** These costs include legal costs; audit and accountancy costs. NB: Bank interest or loan interest is not an eligible cost.
- Travel & Subsistence:** These costs refer to T&S incurred in the management or administration of LEADER by the staff of the LAG.
- Animation Costs:** These are any costs incurred in promoting the LDS in the sub-regional area such as capacity building and training and technical support for potential Project promoters. Costs may include venue hire, materials, sub-contractors with expertise in specific areas (e.g. facilitation, training, enterprise, economic development etc.). This cost does not include any salary costs relating to LEADER staff or any publicity / awareness raising costs. These are covered by other budget lines. Any costs associated with the preparation of the LDS is not to be included as animation costs.
- Other:** Provide details of any other costs that may be associated with the administration or animation of LEADER.

### 8.3: Summary

	2015 (€)	2016 (€)	2017 (€)	2018 (€)	2019 (€)	2020 (€)	Total (€)
<b>Preparatory Support for the Development of the LDS</b>	€20,000	€0	€0	€0	€0	€0	€20,000
<b>Implementation of operations/projects under the LDS</b>							
Theme 1: Economic Development, Enterprise Development & Job Creation	€0	€380,168	€1,140,505	€1,330,589	€760,336	€190,084	€3,801,682
Theme 2: Social Inclusion	€0	€211,976	€635,928	€741,916	€423,952	€105,988	€2,119,760
Theme 3: Rural Environment	€0	€164,114	€492,343	€574,400	€328,228	€82,057	€1,641,142
<b>LAG Administration &amp; Animation Costs</b>	€0	€479,409	€555,782	€547,255	€509,675	€428,739	€2,520,859
<b>Total</b>	<b>€20,000</b>	<b>€1,235,667</b>	<b>€2,824,557</b>	<b>€3,194,160</b>	<b>€2,022,191</b>	<b>€806,868</b>	<b>€10,103,443</b>

	Cost (€)	% of Total Budget Cost	Validation
<b>Total Administration &amp; Animation Costs:</b>	<b>€2,520,859</b>	25%	Okay

#### Explanatory Notes

- 1 The total cost for animation and administration cannot exceed 25% of the Total Budget Cost. If administration and animation costs exceed 25%, the budget must be revised.
- 2 This sheet should be automatically filled in with figures from the other templates. Please contact Pobal directly if this is not the case.

## Appendix 1: Guiding Principles, Purpose and Functions of The Tipperary LCDC (extracted from the Tipperary LCDC Standing Orders)

### Guiding Principles

The LCDC is committed to the following principles:

- To implement a developmental 'bottom-up' approach in relation to local and community development and encourage meaningful community participation in identifying priorities and solutions,
- To ensure that the experience and contribution brought by all LCDC members is recognised and respected, and approaches that use the strengths and expertise of all members is developed and implemented.
- To ensure consistency with the policies and objectives of Government or other public authority in so far as they impact on the LCDC's functions and to ensure efficiency and economy in the performance by the committee of its functions
- The requirement to have a clear focus on the need for consulting appropriately with all of the stakeholders, by using different consultation methods within the resources available to ensure the people of Tipperary and specific target groups/areas are enabled to participate and input into the work of the LCDC. In particular this will be relevant for groups and individuals that are distant from services and that find participation challenging.
- There will be a clear focus on making the best use of available resources and achieving value-for-money, accordingly there will be a focus on developing integrated, evidence based approaches to local service planning. Quality of service delivery and outcomes for the people of Tipperary is also a key requirement
- The integration of sustainable development principles into policy development and implementation which is considered crucial in developing, supporting and maintaining vibrant communities. Plans and service delivery approaches should seek to stimulate local development and sustainability.
- A clear focus on social inclusion – marginalised communities, and the marginalised within communities, will have the opportunity to participate in local decision-making arrangements/processes and have the power to influence and shape local decisions;
- The promotion of enterprise and employment development, and training and education to support this, will be an essential component in supporting sustainable communities and building their capacity and this will be reflected in planning and programme delivery
- Voluntary activity and active citizenship will be pursued as vital elements of flourishing communities; and there will be a clear focus on making the best use of available resources and achieving value-for-money – accordingly, there will be a focus on developing integrated, evidence-based approaches to local service planning and delivery that seek to make the best use of public and private sources of funding

### Purpose of the LCDC (Extract from Tipperary LCDC's Standing Orders)

Section 49A of the Local Government Act 2001 provides for the establishment of LCDCs in all local authority administrative areas *“for the purposes of developing, coordinating and implementing a coherent and integrated approach to local and community development”*.

In this regard, each LCDC and its constituent members will work to implement a joined-up, cross-sectoral approach to the local and community development programming. The LCDC will, be expected to draw on the expertise and experience of public and private stakeholders within the relevant local authority area to provide effective and efficient services to citizens and communities, and particularly those most in need of those services.

As provided for in the Act, the LCDC will—

- Have primary responsibility for coordination, governance, planning and oversight of local development spending, whether the spending is delivered by local authorities or on behalf of the state by other development agencies and structures.
- Bring a more coherent approach to the implementation of local and community development programmes and interventions, seeking to ensure an integrated approach to local community, enterprise and local development services between providers and delivery structures.
- Drive meaningful citizen and community engagement in the scoping, planning, delivery and evaluation of local and community programmes.
- Ensure a more efficient administration of local and community programmes and delivery structures, the appropriate matching of resources to prioritise and the achievement of value-for-money in the delivery and governance of programmes and the management of local delivery arrangements.
- Focus on learning and feedback, enhancing the links between practice and policy development and
- Pursue opportunities for additional funding resources for the county whether Exchequer, EU, private or other sources.

### Functions of the LCDC

Section 128B of the Local Government Act 2001 (inserted by Section 36 of the 2014 Act) sets out the functions of LCDCs. These functions are:

- to prepare the community elements of a 6-year Local Economic and Community Plan (the Plan)
- to implement or arrange for the implementation of the community elements of the Plan,
- to review the community elements of the Plan at least once within the period of 6 calendar years and if necessary, to amend the community elements of the Plan,
- to monitor and review on an ongoing basis the implementation of the community elements of the Plan and, if appropriate, to revise the actions and strategies set to achieve the objectives of the community elements of the Plan,

- to co-ordinate, manage and oversee the implementation of local and community development programmes that have been approved either by the relevant local authority or by agreement between the LCDC and a relevant public authority (e.g. Government Department, State agency etc.),
- to improve the co-ordination of public-funded local and community development programmes and reduce duplication,
- in addition to public-funded programmes, to coordinate generally the local and community development programmes within the operational area of the LCDC,
- to consider a draft of the economic elements of the Local Economic Community Plan (LECP) and adopt a statement for consideration of the Council in this regard,
- to prepare an annual report on the performance of its functions.

## Appendix 2: Ongoing selection process for new LAG members and rotation of members over the course of the LEADER programme. (Extract from Tipperary LCDC Standing Orders)

The Chief Officer, in consultation with the CPG and the Chairperson, will review the membership of the LCDC at least once every three years to ensure the membership is relevant and representative of the work of the LCDC, its aims and objectives (*Regulation 29 of S.I. 234 of 2014*).

The Chief Officer will ensure that appropriate arrangements are in place for the rotation, every three-years, of representatives of—

- community and voluntary interests,
- social inclusion interests,
- environmental interests, and
- other local community and social partner interests

Such arrangements should ensure that new members are nominated to the LCDC, while also trying to retain an appropriate continuity of membership. The nomination and selection of new members will allow the LCDC to evolve and adopt new perspectives and viewpoints on a regular basis. In any event, no member nominated to represent the above interests may serve more than two consecutive three-year terms.

### Public Sector Members

As a general rule, there is no requirement to rotate or renew the public sector members. Local authority officials and State agency representatives are members because of the positions they hold within the organisations represented. However, in the context of State agency representatives, the Chief Officer and the CPG may consider whether particular State agency representation at the time of the review remains relevant and appropriate to the work of the LCDC.

Similarly, there is no requirement to rotate local authority members. It is normal practice for local authority members to retain their positions on local authority committees for the lifetime of the council and be replaced, or re-nominated, as the case may be, following the subsequent local elections.

### Local Development Companies

As is the case with public sector members, local development company representatives are members because of their position with the relevant local development company. Ordinarily,

therefore, there is no requirement to rotate such representatives (many of whom may be company CEOs).

### Public Participation Networks

Subject to *Regulation* 30 of S.I. 234 of 2014, the rotation of PPN members on the LCDC will be carried out in accordance with the relevant regulations and guidance relating to the administration of PPNs.

### Other Local Community Interests

The Chief Officer, in consultation with the Chair and the CPG, will consider if an appropriate mix of local interests is reflected in the membership and will make changes where necessary.

### De-selection of Members

It is open to each nominating sector to deselect any of its nominees at any time. The nominating body should notify the Chief Officer in a timely manner, whereupon those nominees shall cease to be LCDC members. In such cases, the relevant sector should nominate a new representative, where applicable.

Regular attendance at meetings is expected and members must give apologies and notice if they are unable to attend.

In the event that a member has been absent for 3 consecutive meetings without explanation, the chief officer will consult the nominating body of the member with a view to identifying a replacement.

## Appendix 3: Implementing Partner Job Descriptions

The following outlines Job Descriptions for staff from Implementing Partner LDC's (South Tipperary Development Company and North Tipperary LEADER Partnership). Please note that the job description for both implementing partners is contained on the same template.

Please also note that agreement on the job descriptions outlined is subject to a consultation process with staff as a result of changes to the staffing structure for the 2014-2020 Programme.

### Chief Executive Officer

#### Rural Development programme

- Maintaining overall responsibility for the implementation of the Rural Development Programme 2014 – 2020 in accordance with Regulation (EU) No. 1305/ 2013; and 1303/2012 DECLG Operating Rules and the Service Level Agreement with the LAG.
- Have oversight of all financial aspects of the programme and ensure all appropriate financial documentation is prepared accurately for the Article 28/48 checks.
- Ensure all procedures, processes and systems are in place and adhered to by the IP staff as required by the Programme
- Attending and inputting at LCDC meetings
- Preparation of reports as required by the LCDC / LAG; Managing Authority or other recognised body
- Act as liaison between the LAG and the LDC
- Attend and participate at Evaluation committee meetings
- Prepare and present project files, as necessary
- Present project proposals to the board of the LDC
- Ensure segregation of duties at LDC level
- Prepare and present reports to the LCDC on project proposals
- Support the LCDC in managing strategic calls for proposals.
- Attending meetings, networking events as required by the LAG or LDC
- Responsible for the sign off on Implementing Partner administration returns and any other TLCDC reporting requirements and as outlined in the Service Level Agreement.
- Responsible for adhering to the agreed respective implementing partner budgets allocated by TLCDC.

- Responsible for implementing partner responsibilities with regard the management of the Department IT System.
- Contribute to and influence policy and strategic developments at local, regional and national level

**Strategic Input**

- Contributes to the strategic direction of the LDC organisation and on an ongoing basis contribute as part of the management team.

**Team/Staff Management**

- Manages and implements a supervision structure for the allocated staff on the LDC.

**Programme Management**

- Co-ordinates the effective and efficient delivery of the allocated programmes and health and safety, ensuring that they comply with the terms of Funding Contracts

**Programme Development**

- Manages the process of developing and submitting programme funding proposals and ensuring the terms/ conditions and requirements of funding contracts are met.

**Administration**

- Develop and implement an administration system that meets the requirements of the Board and Funding Agencies.

**Reporting**

- Submit management reports on programme activities, costs and outcomes, initially to CEO and/or Board/Sub committees and to funding agencies as required.

**Information**

- Ensure that all staff members are aware of the scope of allocated programmes to facilitate their response to requests for information by members of the public and potential clients

**Budgeting**

- In conjunction with the Finance Manger prepare and monitor the implementation annual budgets across relevant funding programmes.

**Programme Evaluation**

- Based on the objectives of the organisation, ensure programmes are evaluated against identified needs and programme criteria.

**Integration of Services**

- Ensure a focus on the integration of services to facilitate the needs of clients/communities and the objective/mission of the organisation

**Health & Safety**

- Responsible for the Health and Safety function of the respective Implementing Partner

**Promotion**

- Responsible for communication and promotion around the programme

**Financial Controller/Manager****RDP Programme Specific**

The Financial Controller/Manager will use the RDP Electronic Data System, and adhere to the rules and regulations of the Rural Development Programme at all times. The Financial Controller/Manager reports to the CEO.

- Responsibility for day-to-day management of all financial aspects of the Rural Development Programme
- Co-operate with all audits by internal and external auditors
- Prepare financial reports as required by the LAG and the LDC
- Co-ordinate, meetings of and prepare financial reports for the Audit and Finance subcommittee of the LDC
- Review CEO projects when the CEO is acting as a Project Officer
- Report through the implementing partner CEO to the Chief Officer (or other designated person) of the TLCDC
- Attend LCDC meetings, if required, to present financial reports
- Report on a regular basis to the CEO and to the board of the LDC
- Ensure the LDC is compliant with relevant company law
- Ensure the LDC adheres to principles of good corporate governance
- Ensure prompt payment of programme invoices and prompt payment of aid to project promoters
- Check project files for payment and sign off on same before presenting to CEO for final check.

- Responsibly for the management and reporting requirements of the respective implementing partner administration budget

**Financial Reporting and Analysis**

- Budgeting, preparation of Company and programme budgets
- Producing management accounts to tight reporting deadlines
- Producing periodic reports e.g. as specified by funding agencies
- Year end accounts and analysis
- Financial presentation for annual report and accounts
- Providing relevant reports to the board of directors.
- Ad hoc reports on specific areas requiring attention

***Clerical and Administration***

- Accounts Payable
- Accounts Receivable
- Payroll

***Banking/Working Capital Management***

- WC/cash flow management through effective budgeting reporting systems and active participation in the business.
- Credit control and cash collection
- General bank account management
- Developing and maintaining strong working relationships with key 3<sup>rd</sup> party organisations and people.

***Tax & General Compliance***

- Tax Returns and Compliance
- General Company Secretarial

***Audit***

- Yearend Audit and Audit Liaison

- Ensuring systems processes and reporting processes meet the requirements of external funders.
- Carrying out, where necessary, periodic internal audits and reporting same to Audit Committee
- Implementation of an internal system of control

### ***Safeguarding Key Assets***

- Including property and equipment
- Ensuring appropriate insurance cover is in place

### **Health & Safety**

- Overall responsibility for implementation of health and safety policy as it pertains to the Finance

### **Project Development Officer(s)**

The Project Development Officer (s) must use the RDP Electronic Data System, and adhere to the rules and regulations of the Rural Development Programme at all times. The Project Development Officer (s) report to the CEO.

- Capacity building and animation with individuals, businesses and communities
- Pro-actively generating projects and activities that fit into the company's Rural Development Programme
- Advising and guiding communities and individuals with the application process
- Preparation of projects for presentation to the evaluation committee and board
- Attending and presenting projects at evaluation and board meetings as required
- Identifying opportunities for collaborations with other programmes
- Preparation of reports on activities, etc, as requested by the Board; CEO
- Support the CEO in managing strategic calls for proposals
- Support project promoters in preparation of applications and processing projects for payment
- Preparation of promoter Letter of Offer for sign off by the CEO of the LDC
- Responsible for preparing his/her files for all stages of Articles 48 and 28 checks

- Carry out site visits and verification checks
- Ensure project promoters comply with publicity requirements of the programme
- Prepare reports as directed by the CEO
- Responsible for the monitoring and evaluation requirements for his/her promoter files
- Attend meetings in general and the LCDC or its subcommittees if directed by the CEO
- Ensure that all files are fully compliant with programme rules and regulations
- Attend meetings/forums/networks as designated by the CEO

#### Administrator/Accounts Executive

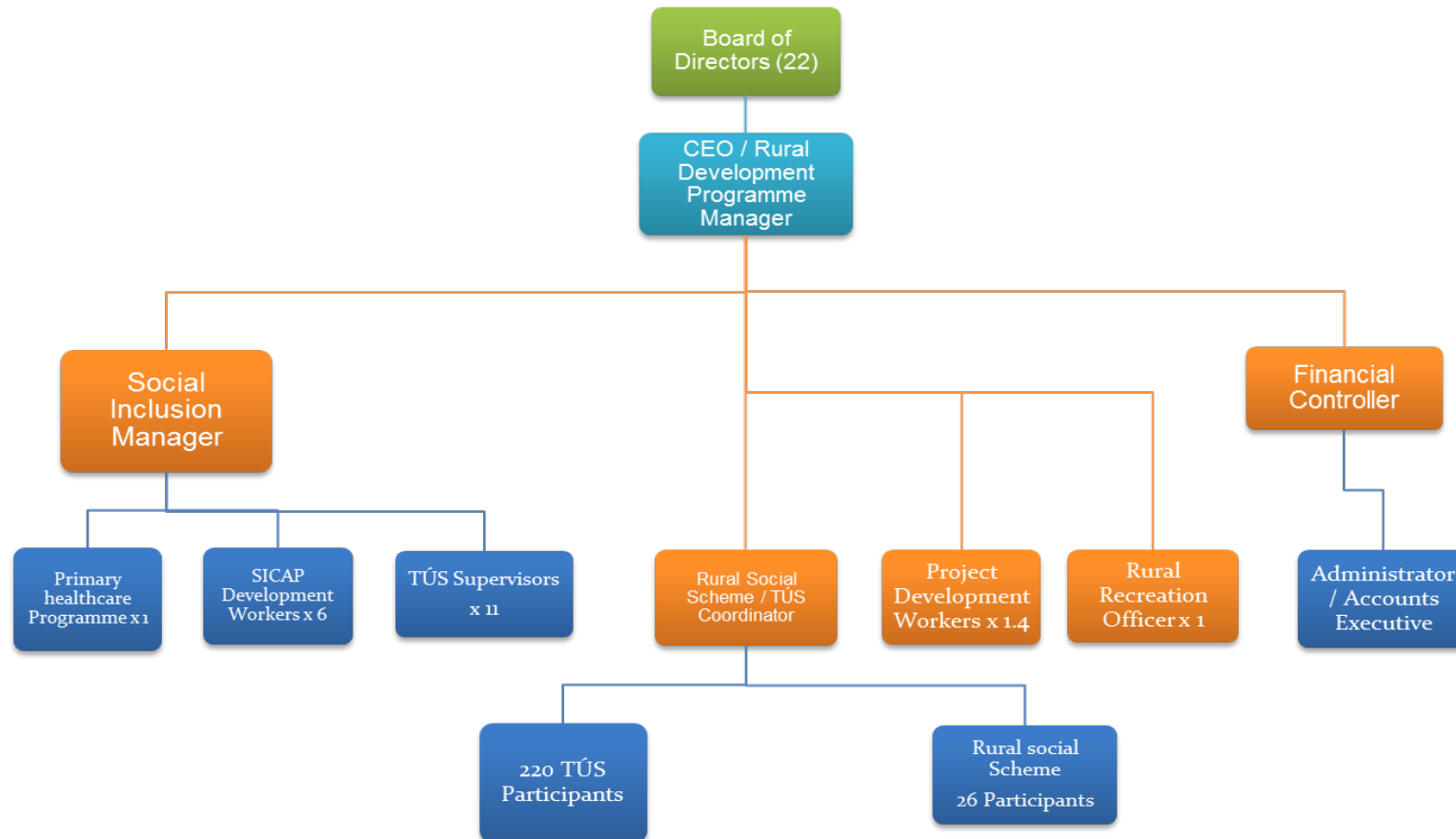
The Administrator/Account Executive must use the RDP Electronic Data System, and adhere to the rules and regulations of the Rural Development Programme at all times. The Administrator/Account Executive reports to the Finance Controller/Manager.

- Responsible for general file management
- All aspects of project administration
- Attend and record minutes of Evaluation committees and LDC board meetings
- Assist CEO in preparation for LDC Evaluation and Board meetings
- Support the Financial Controller/Manager in managing the financial elements of the Rural Development Programme
- Ensure that the RDP Electronic Data System is updated at all times.
- Develop and maintain databases as relevant to the programme
- Support the Preparation of Letter of Offer for sign off.
- Ensure that staff and board are updated on Departmental Circulars and maintain RDP Circular Folder
- Completion of returns for TLCDC or Managing Authority. Prepare RDP monthly administration returns and submit for approval, prepare all relevant documentation/reports to be included with monthly return (solvency declaration etc), ensure receipts are on file for all payments and all invoices are stamped with the EARFD stamp
- Project processing role – support the project processing function of the RDP Programme through all stages

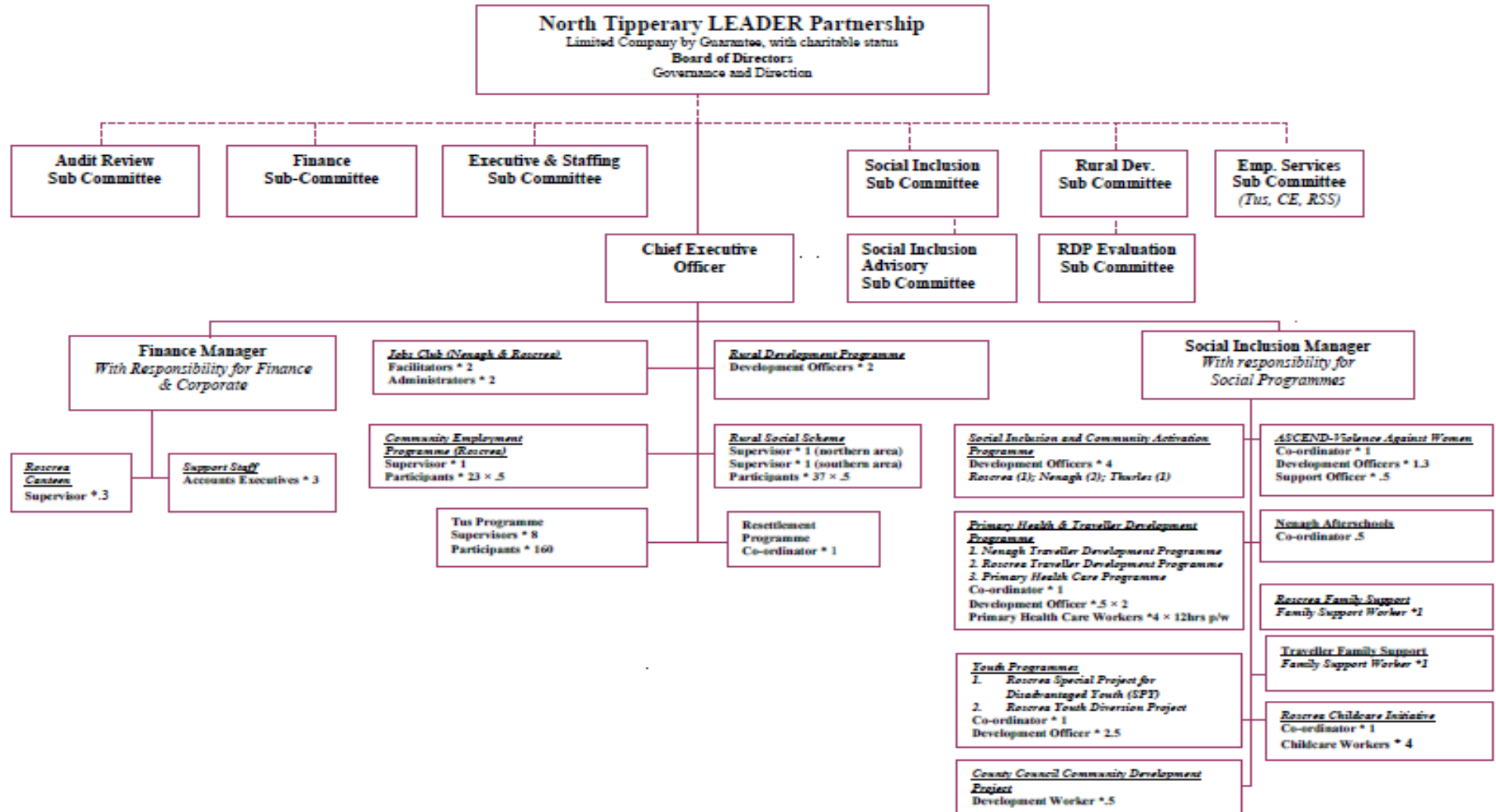
- Accounts Payable. Match purchase orders to invoices, get invoices signed off by Finance Controller/Manager, pay all admin invoices, prepare monthly cheques journals for both RDP Administration account,
- Payroll – preparing and processing payments either by EFT or cheque and posting to accounting system if not an integrated package. Returns to Revenue Commissioners P30, P35, P45 and P60's
- Accounts Receivable. Sales Invoicing / recoupments – raise invoices and post to accounts system if not integrated package. Follow up on outstanding amounts due and Debtors reconciliations.
- Bank and Cash. Receipts – issue and recording of. Lodgements – preparation and processing of. Bank Reconciliations and Cash flows preparation of.
- Support the monitoring function of all RDP Projects.

## Appendix 4: Implementing Partner Organisational Structures

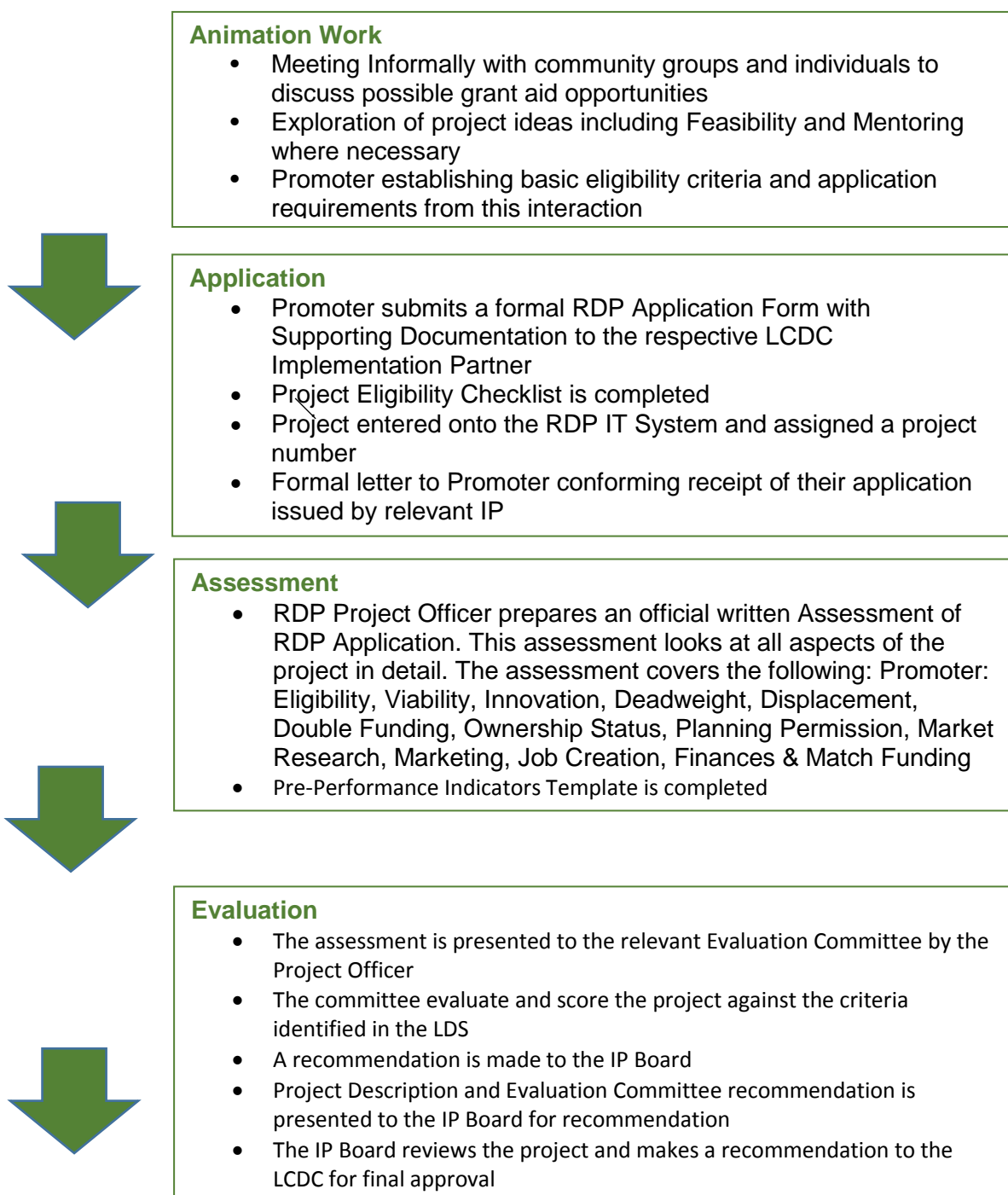
### South Tipperary Development Company



## North Tipperary LEADER Partnership



## Appendix 5: RDP 2014 – 2020 Project Life Cycle



**LCDC Approval**

- Relevant documentation provided to LCDC members 7 days in advance of meeting along with signed off CEO IP standard report
- The LCDC review the recommendations of the Evaluation Committee and the IP Board and make the final decision on the project / programme
- The LCDC may request additional information / clarification on the project at which point it is deferred to the next LCDC board meeting for a decision

**Contract**

- Project Contract Issue Checklist is completed
- Site Visit completed by the Project officer to ensure that now works have commenced before issue of contract
- The LCDC or it's agent will carry out the Article 28 check prior to Contract Issue
- Formal Contract (on joint IP / LCDC headed paper) is issued to the promoter by the implementation partner

**Management and Controls**

- Site visits and project meetings attended by Project Officer to ensure expenditure on approved items

**Project Payments**

- Receipt of RDP Claim Form and processing of Claim
- Project Claim Checklist and Project File Checklist is completed
- Site Visit undertaken by IP to confirm expenditure on approved items
- Receipt Analysis Sheet is completed. Analysis sheet is checked by accounting for segregation of duties
- The Article 48 Check is prepared and inputted by the IP onto the IT system
- LA as financial partner undertakes the A48 administration checks and confirms the claim on the RDP IT System
- The LA makes payment to the promoter directly and copies the IP on same within 5 days of a valid claim

**Project Monitoring**

- Project Monitoring is undertaken by the IP on a regular basis on completion of the project
- Output and Result Questionnaires are issued to the Promoter to monitor the status and progress of the project
- The report on same is compiled by the IP for feedback into the TLCDC monitoring report system

### Time frame for project processing

- Evaluation Committee Meetings to be held every two months

A typical Year for project processing would follow the pattern depicted below

Date for Evaluation Committee meetings	Date for Board meetings of the LDS (Implementing Partners)	Submission of reports from the IP to the LCDC	LCDC meetings to make Decisions on Projects
February 22 – 26	March 7 – 11	March 16	March 21 <sup>st</sup> – 25 <sup>th</sup>
April 25 <sup>th</sup> – 29 <sup>th</sup>	May 9 <sup>th</sup> – 13 <sup>th</sup>	May 18 <sup>th</sup>	May 23 <sup>rd</sup> – 27 <sup>th</sup>
June 27 <sup>th</sup> – July 1 <sup>st</sup>	July 11 <sup>th</sup> – 15 <sup>th</sup>	July 20 <sup>th</sup>	July 25 <sup>th</sup> – 29 <sup>th</sup>
August 20 <sup>th</sup> – Sept 2 <sup>nd</sup>	September 5 <sup>th</sup> – 9 <sup>th</sup>	Sept 14 <sup>th</sup>	Sept 19 <sup>th</sup> – 23 <sup>rd</sup>
October 24 <sup>th</sup> – 28 <sup>th</sup>	November 7 <sup>th</sup> – 11 <sup>th</sup>	November 16 <sup>th</sup>	November 21 <sup>st</sup> – 25 <sup>th</sup>

- Implementing Partners (LDCs) will service and facilitate the evaluation committee meetings towards the end of the relevant month.
- Project reports and the minutes of the evaluation committee will be forwarded to the board of directors of the Implementing Partners (LDCs)
- The board of each Implementing Partner (LDCs) will meet within two weeks of the Evaluation committee meetings and will discuss the projects presented.
- Within one week of the board meeting of the Implementing Partner (LDC), the CEOs of the Implementing Partners (LDCs) will prepare a report as per the agreed common Template provided by the LCDC (Template not yet available). In addition, the Implementing Partners undertake to provide copies of the project reports, minutes of the Evaluation Committees and relevant extracts from the LDC board meetings dealing with projects to the LCDC. The IP will also map all projects using the GIS system of TCC
- TLCDL will meet to make a decision on projects.

Each “Project Evaluation Cycle” will take approximately 4 – 5 weeks.

## Appendix 6: Experience of the Implementing Partners

### South Tipperary Development Company

South Tipperary Development Company (STDC) was established in 2008 following the cohesion process which integrated Tipperary LEADER Group and Clonmel Community Partnership.

STDC received a budget of €12.5 million under the Rural Development (LEADER) Programme 2007-2013. Project calls were made under the under the following headings:-

- Diversification into non-agricultural activities
- Support for the creation and development of micro-enterprises
- Encouragement of tourism activities
- Basic services for the rural economy and population
- Village renewal and development
- Conservation and upgrading of the rural heritage
- Training and information

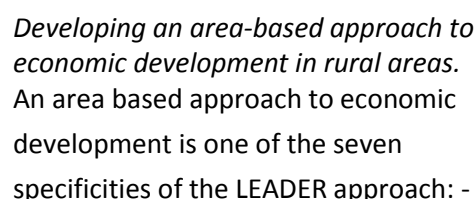
A skills-acquisition and animation measure with a view to implementing local development strategies.

- Co-operation
- Adding value to food and forestry products

These calls were made under axis 3 of the Rural Development programme which focuses on Quality of life in rural areas and diversification of the rural economy issues.

As an outcome of this process:

- 110 new jobs were created
- 62 new enterprises supported
- 92 Jobs sustained
- 69 existing enterprises support
- 103 community facilities upgraded / enhanced
- 4113 received training
- 276 community groups supported



- area-based approach;
- Bottom-up approach;
- Public-private partnerships;
- Innovation;
- Integrated and multi-sectoral actions;
- Networking and co-operation.

approach involved a partnerships approach  
with communities and other agencies to

generate voluntary commitment, increase the co-ordination and effectiveness of policy at local level and encourage the identification of new opportunities for economic activity

The Rural Development (LEADER) Programme 2007 – 2013 did not have a “Social Inclusion” Measure. However many “interventions” and supports were provided to Social Inclusion target groups e.g.

- Enterprise training for long-term unemployed in towns with designated RAPID status
- Skills training for the travelling community
- Skills training to the disabled

- Capital funding and skills training to FRC's
- Training for rural youth
- Upgrading and enhancement of community centers
- Provision of playgrounds
- Community / social enterprise training and mentoring

In addition to the above STDC is manages and implements the following programmes

- Local and Community Development Programme 2010 – 2013 (extended to 2014) administered through Pobal on behalf of DCEGA. Budgets for this programme included 2011: €433,613 2012: €649,343 2013: €603,889, 2014: €603,889.

The programme aimed to tackle poverty and social exclusion through partnership and constructive engagement between Government and its agencies and people in disadvantaged communities. It was delivered primarily by Local Development Companies. The programme had the following goals:

- Goal 1 - Promote awareness, knowledge and uptake of a wide range of statutory, voluntary and community services
- Goal 2 - Increase access to formal and informal educational, recreational and cultural development activities and resources
- Goal 3 - Increase peoples' work readiness and employment prospects
- Goal 4 - Promote active engagement with policy, practice and decision making processes on matters affecting local communities.

The LCDP is now replaced by SICAP, a programme which aims to reduce poverty and promote social inclusion and equality through local, regional and national collaboration. Its vision is to improve life chances and opportunities of those who are marginalized, living in poverty or who are unemployed through community development approaches, targeted supports and inter-agency collaboration.

STDC is responsible for the delivery of a range of rural enterprise, social inclusion and community development initiatives in South Tipperary, as follows:

- **Traveller Primary Health Care Programme**
- **Ballylynch After-schools club**
- **Playschool**
- **Rural Social Scheme**

The Rural Social Scheme provides income support for farmers and fisherpersons who are in receipt of certain long-term social welfare payments, e.g., the Farm Assist payment. It provides certain services of benefit to rural communities by harnessing the skills and talents of the people participating on the scheme. STDC has 26 participants on this scheme.

- **Tus**

STDC manages and operates eleven Tus schemes, which place long-term unemployed people on work placement programmes with community and voluntary groups around the County. Approximately 220 people from more than 150 community groups are currently placed.

➤ **Incredible Years**

The Incredible Years Programme is a multi-agency initiative aimed at reducing children's behavioural problems and increasing social competence at home and at school.

**Management of relevant Exchequer or EU funding in the last 3 years.**

<b>STDC Turnover/Income</b>		
2014	2013	2012
€3,421,262	€5,012,165	€3,432,753

**Leveraging additional match funding from other sources.**

<b>Organisation</b>	<b>Amount</b>	<b>Direct/Indirect</b>
Department of Social Protection	€ 208,712	Direct
Department of Social Protection	€ 24,415	Direct
Department of Environment	€ 54,500	Direct
HSE	€ 70,116	Direct
LCDP Pobal	€ 603,889	Direct
Community Foundation Ireland	€ 73,400	Direct
<b>Total</b>	<b>€ 1,035,032</b>	

### North Tipperary LEADER Partnership

Rural Development Programme 2007-2014 (RDP) – Cofounded by European Union - Grant Awarded 2007-2013, €12,917,884.00

NTLP was responsible for the delivery and administration of Axis 3 and Axis 4 of the Rural Development Programme. Axis 3 is concerned with improving the quality of life in rural areas and encouraging diversification of the rural economy. Key to the delivery of Axis 3 is Axis 4 (the LEADER approach), in which it states that the approach must comprise:

- 1) The implementation of innovative approaches
- 2) Area base local strategies
- 3) A bottom up approach
- 4) Implementation of co-operation projects 5) networking of local partnerships

Local and Community Development Programme 2010 – 2013 (extended to 2014) administered through Pobal on behalf of DCEGA. Budgets for this programme included 2011: €627,348.50 2012: €557,592.53 2013: €518,561.49.

The programme aimed to tackle poverty and social exclusion through partnership and constructive engagement between Government and its agencies and people in disadvantaged communities. It was delivered primarily by Local Development Companies. The programme had the following goals:

- Goal 1 - Promote awareness, knowledge and uptake of a wide range of statutory, voluntary and community services
- Goal 2 - Increase access to formal and informal educational, recreational and cultural development activities and resources
- Goal 3 - Increase peoples' work readiness and employment prospects
- Goal 4 - Promote active engagement with policy, practice and decision making processes on matters affecting local communities.

### **Delivering interventions that support social inclusion and poverty reduction, in particular those that target 'hard to reach' communities.**

NTLP is responsible for the delivery of a range of rural enterprise, social inclusion and community development initiatives in North Tipperary, as follows:

#### **ASCEND Domestic Violence Support Service**

ASCEND is the North Tipperary Domestic Abuse Service offering information and outreach, court accompaniment, and one-to-one and telephone support to women experiencing domestic abuse. Up to 250 women are supported by this service at any given time.

#### **Traveller Primary Health Care Programme**

This is a County-wide programme which aims to improve the health, status and quality of life of the travelling community in North Tipperary.

### **Traveller Development Programme**

This programme works with Travellers in Nenagh and Roscrea by providing support to adults and young people to access services in educational, social and sporting activities.

### **Traveller Family Support**

The service assists identified Traveller families in North Tipperary to better manage their homes and to interact with agencies and community structures more effectively.

### **Community Employment Scheme**

This scheme provides temporary employment and individual training for long-term unemployed and socially excluded people in Roscrea and the surrounding area.

### **Community Based Family Support Service, Roscrea**

The project works in partnership with families to assist those experiencing challenges, as well as with other agencies and professionals working with families such as Roscrea Primary Care Team, GPs, Social Work, etc.

### **Roscrea Youth Project**

The Roscrea Youth Project aims to provide a range of quality services and support to young people in the Roscrea area. The Project offers community-based youth projects, support and services by addressing the risk of early school leaving.

### **Nenagh After Schools Club**

The project aims to improve attainment levels of education for the participants, to promote the value of education among parents of participants, and to encourage the development of positive social skills.

### **Job Clubs**

The Job Clubs provides a one-to-one service and short training courses on job seeking skills. The service is available in Nenagh, Thurles and Roscrea, free of charge. The Job Club Facilitator meets people either on an individual or group basis. A facilitator is also on hand to assist people in accessing job-seeking services and support.

### **Rural Social Scheme**

The Rural Social Scheme provides income support for farmers and fisherpersons who are in receipt of certain long-term social welfare payments, e.g., the Farm Assist payment. It provides certain services of benefit to rural communities by harnessing the skills and talents of the people participating on the scheme.

### **Tus**

## Rural Development Programme 2007-2013

**Legend**

Number of North Tipperary Leader Partnership RD projects per location

- Not Mapped
- 20 to 42
- 10 to 20
- 1 to 10

2 North Tipp. RDP Projects 2007-2013

## Management of relevant Exchequer or EU funding in the last 3 years.

NTLP Turnover/Income		
2014	2013	2012
€6,602,271	€5,439,789	€4,899,188

## Leveraging additional match funding from other sources.

Organisation	Amount	Direct/Indirect
Department of Justice & Equality	€ 109,814.00	Direct
Department of Social Protection	€ 251,327.00	Direct
Department of Social Protection	€ 328,000.00	Direct
Department of Social Protection	€ 37,430.00	Direct
Local Community Groups	€ 238,658.00	Indirect
Sustainable Energy Authority of Ireland (SEAI)	€ 840,009.00	Indirect
Department of Social Protection	€ 141,385.00	Direct
ETB	€ 85,654.00	Direct
HSE	€ 445,045.00	Direct
LCDP Pobal	€ 517,462.00	Direct
<b>Total</b>	<b>€ 2,994,784.00</b>	

<b>Name</b>	<b>Position</b>	<b>Full Time Equivalent</b>	<b>Salary</b>	<b>Years relevant Experience</b>
Isabel Cambie	Acting CEO STDC	.45	€40,682	22 years
Donal Walsh	Financial Controller STDC	.40	€25,823	15 years
Maria Devane	Administrator / Accounts Executive STDC	.45	€18,928	15 years
Michael Begley	Project Development Officer STDC	1.0	€45,996	8 years
Mary Barry	Project Development Officer STDC	0.4	€19,162	15 years
Michael Murray	CEO NTLP	0.5	€43,331	20 years
Patrick Killeen	Project Development Officer NTLP	1.0	€49,761	19 years
Clare Ryan	Financial Controller NTLP	.40	€25,603	16 years
LeliaMcKeogh	Accounts Executive NTLP	.35	€13,384	28 years
<b>TOTAL</b>		<b>4.95</b>	<b>€282,669</b>	<b>158 years</b>

Table: Implementing Partner Personnel Experience

## Appendix 7– Relevant Local, European, National and Regional Policies

Key national, regional and local development strategies reviewed and taken into account in the development of the RDP:

### *National, European, Regional & County Strategies:*

- County Development Plans (north and south)
- The Regional Planning Guidelines (MWRA and SERA as revised)
- Local Community & Economic Plan (LECP)
- Tipperary County Council Corporate Plan 2014
- Commission for the Economic Development of Rural Areas
- South East Action Plan 2015 – 2017
- Ireland's Rural Development Programme (RDP) 2014 – 2020 (Draft July 2014)
- National Broadband Plan
- National Energy Efficiency Plan
- Europe 2020
- Our Sustainable Future - A Framework for Sustainable Development for Ireland (2012)
- Energising Ireland's Rural Economy - CEDRA (2014)
- The Tipperary Food Sector Strategy 2010 – 2020

### *Rural Economic Development / Enterprise development and Job Creation*

- Local Enterprise Office Strategy
- Roscrea Enhancement Plan
- District Service Enhancement Plans
- Tipperary Food Strategy 2021 (TFS2021)
- Tipperary Tourism Strategy Document (to be developed) and other relevant tourism plans
- Lough Derg Road Map
- People, Place and Policy: Growing Tourism to 2025
- The Action Plan for Jobs (2014)
- South Tipperary Retail Development Plan 2010 and the North Tipperary County Retail Strategy 2020

### *Social inclusion through building community capacity, training and animation*

- National Action Plan for Social Inclusion 2007 – 2016
- Better Outcome, Brighter Futures: The National Policy Framework for Children and Young People (2014)
- Tipperary Local Economic & Community Plan
- Social Inclusion Community Activation Programme (SICAP)
- County Childcare Plan
- Children and Young Peoples Services Committee Plan
- Solas Further Education & Training Strategy
- Sports Partnership Strategy
- JPC Joint policing plan (draft)

- Report on the taskforce of Active Citizenship (2007) and Working Group on Citizen Engagement with Local Government (2014)

#### *Rural Environment*

- Heritage Plan
- Biodiversity Plans
- Tipperary Energy Agency Strategy
- Climate Change and Energy Sustainability Policy

Note: Presently the Local Authority is developing a number of strategies including the following:

- Community Facilities Audit (2016)
- The Festival Strategy (2016)
- The Tipperary Tourism Strategy (2016)
- The Lough Derg Marketing Plan and roadmap (2016)
- Munster Vales Strategy (2016)
- Playground and recreation strategy (2016)
- The Arts Strategy (2016)
- The Heritage Strategy (2016)
- Sports Strategy (2016)

These are all important local strategies. Elements of the action plan may need to be revised depending on needs identified as part of the development of the above named strategies

## Appendix 8 – Consultation Profile

Consultation Profile is drawn from groups or organisations that contributed to the development of the LDS through any of the methodologies described in Section 3. Submissions were also received from private individuals who are not named in this profile.

*Fig APP 8..1: Consultation Profile*

Organisation / Group	Profile
Faugheen Against Pylons	Environmental
Suir Valley Environmental Group	Environmental
SliabhFelim Grouse Project	Environmental
Birdwatch Ireland	Environmental
Tipperary County Council - Environment Office / Water Framework Directive	Environmental / Water
Roscrea Tidy Towns	Tidy Towns
Cahir Tidy Towns	Tidy Towns
Ardfinnan Tidy Towns	Tidy Towns
Kilsheelan Tidy Towns	Tidy Towns
Lattin Tidy Towns	Tidy Towns
Kilross Tidy Towns	Tidy Towns
Emly Tidy Towns	Tidy Towns
Cullen Tidy Towns	Tidy Towns
Roscrea Development	Local Development / Environmental
Tipperary Energy Agency	Energy / Environmental
Irish Farmers Association	Farming / Enterprise
Tipperary Green Business Network	Business / Environmental
Tipperary Local Enterprise Office	Business / Enterprise
Enterprise Ireland	Business / Enterprise
Roscrea Chamber of Commerce	Business / Enterprise
Cashel Chamber of Commerce	Business / Enterprise
Roscrea Stands Up	Social Inclusion & Youth
Tipperary Regional Youth Services	Social Inclusion & Youth
Cahir Youth Centre	Social Inclusion & Youth
CroíDÁrbPobal	Social Inclusion / Disability Sector
Camphill Communities of Ireland	Social Inclusion / Disability Sector
Cahir Scout Group	Scouting Ireland / Youth
Tipperary Community Games	Youth / Sporting
Tipperary Active Retirement	Community / Social Inclusion
Circle of Friends (Tipperary Town)	Community / Cancer Support Centre
Knockanrawley Resource Centre	Social Inclusion
Spafield Family Resource Centre	Social Inclusion
Millenium Family Resource Centre	Social Inclusion
Three Drives family Resource Centre	Social Inclusion
Clonismullen Social Club	Social Group / Social Inclusion
Tipperary County Council Tourism Office	Local Government / Tourism
Tipperary Tourism Company Limited	Local Government / Tourism
Fáilte Ireland	Tourism
Lough Derg Marketing Group	Tourism

Glen of Aherlow Fáilte	Tourism
Roscrea Trail Blazers	Walking Club
Inland Fisheries Ireland	Angling / Tourism
Windwalker	Cultural / Tourism
Tipperary County Council Planning Policy and Projects Unit	Local Government / Planning / Public Realm
Roscrea Heritage Society	Heritage
Tipperary Town heritage Group	Heritage
Tipperary County Council Heritage Office	Local Government / Heritage
Tipperary County Council Arts Office	Local Government / Arts
South Tipperary Arts Centre	Community / Arts
Tipperary Mid-West Radio	Community Radio
Aimsir Bia Community Gardens	Community Development
Fionn Mac Cumhaill Players	Community Group / Cultural
Templemore Badminton Club	Community Group / Sporting
Cashel Boxing Club	Community / Sporting
Lattin Tennis Club	Community / Sporting
Roscrea Credit Union	Community Development
Cappawhite Community Council	Community Development
St. Ailbes School Tipp Town	Community / School
Tipperary Excel	Community Organisation
Killenaule Community Enhancement Group	Community Development
Cahir News	Community / News
Tipperary People Magazine	Community / News
Cahir Development Association	Community Development
Tipperary P.P.N.	Community Development
South Tipperary Volunteer Centre	Community Development
Tipperary Community Council	Community Development
Burncourt Community Council	Community Development
Moyglass Community Centre	Community Development
New inn Community Centre	Community Development
Clogheen Community Centre	Community Development
Glengoose Hall committee	Community Development
Drangan Community Centre	Community Development
Puckane Community Council	Community Development
Tipperary Sports Partnership	Social Inclusion/Youth
New Futures Farm Group	Farming/Enterprise
U.D.D.D.A.	Community Development
Garrykennedy Tidy Towns	Community Development
Borrisoleigh Community Dev. Assoc	Community Development
Tipperary ETB	Local Government/Training
Tusla	Community Development
Holycross Community Network	Community Development
Cabragh Wetlands Trust	Community Development
Holyford Handball Club	Community/Sporting
SlieveFelim Grouse Group	Community/Environmental
Ormond Way Association	Community/Environmental
Templetouhy Community Centre	Community Development
Templetouhy Community Playground	Community Development

Sister Aine Historical Society Templemore	Community Development
Gortnahoe Community Hall	Community Development
Aherlow Community Council	Community Development
The Source Arts Centre Thurles	Community/Arts
CBS School Band Nenagh	Community/Arts
Youth Reach Roscrea	Community/Youth
Tipperary Travellers Project	Community Development
St. Vincent de Paul	Community Development
Share Car Club	Community Development
Nenagh Olympic Athletic Club	Community/Sport
Sue Ryder	Community/Elderly
Sceal – Lorrha	Community Development
CAVA	Community Development
Newport Chapel Lane Group	Community Development
Nenagh Canoe Club	Community/Sports

## Appendix 9: Implementing Partner Data Protection Policies

### South Tipperary Development Company (STDC)



*South Tipperary Development Co.*

*Comhlacht Forbairt Tiobraid Árann Theas Teo.*

# South Tipperary Development Company (STDC)

## DATA PROTECTION POLICY

In the course of our work with South Tipperary Development Company (STDC), employees are required to collect and use certain types of information including personal data as defined by the Data Protection Acts. This information can relate to service users, current, past and prospective employees, suppliers and others with whom staff communicate. In addition, staff may occasionally be required to collect and use certain types of personal information to comply with the requirements of legislation. STDC has a responsibility to ensure that personal data collected is:

- Obtained fairly
- Recorded correctly, kept accurate and up-to-date, as appropriate
- Used and shared for the purposes collected -- appropriately and legally
- Stored securely
- Not disclosed to unauthorised third parties
- Disposed of appropriately when no longer required

All staff working with STDC are legally required under the Data Protection Acts 1988 and 2003 to ensure the security and confidentiality of all personal data they collect and process on behalf of services users, employees, prospective employees, suppliers, etc. Data Protection rights apply whether the personal data is held in electronic format or in a manual or paper based form. Staff breaches of data protection policy may result in disciplinary action.

#### **Practical Steps to Protect Personal Data: Office**

- Staff should ensure that personal data is not left on desks or on computer monitors in a way that could be easily accessed by non-authorised personnel.
- Personal data held on paper and or on screens must be kept hidden from callers to offices or reception areas.
- Records containing personal information must never be left unattended where they are visible or may be accessed by unauthorised staff or members of the public
- Screen savers should be used to reduce the chances of casual observation
- Rooms, cabinets or drawers in which personal records are stored should be locked when unattended.
- It is important to ensure that service user and or staff information is not discussed in inappropriate areas where it is likely to be overheard including conversations and telephone calls. Particular care should be taken in areas of public access such as Reception areas. Where possible meetings should take place in a meeting room or office. If this facility is not available then the service user/staff member should be asked if they are comfortable discussing in the public area (Reception) or if they would prefer to make an appointment when a private space would be available.
- While appreciating the need for information to be accessible, staff must ensure that personal records are not left on desks or workstations at times when unauthorised access might take place
- Staff must only access service user information on a need to know basis and should only collect, view or share data that is relevant or necessary for them to carry out their duties

#### **Practical Steps to Protect Personal Data: Car**

- Staff must not leave information/data unattended in cars
- Staff must not leave laptops/portable electronic devices and/or files containing personal information unattended in cars.
- In cases where files containing personal data are required away from the office, these should be placed in a suitable bag to avoid any unauthorised viewing
- All files and portable equipment must be stored securely. If files containing personal information must be transported in a car, they should be locked securely in the boot for the minimum period necessary

#### **Practical Steps to Protect Personal Data: Post**

When using the postal system, mail containing sensitive personal information should be marked clearly with "Strictly Private and Confidential". If proof of delivery is necessary, information of this

nature should be sent by registered post. Please also provide return address information in the event that the mail is undeliverable. When opening mail any item marked 'Private' or 'Confidential' should not be opened.

#### **Practical Steps to Protect Personal Data: Electronic Data**

- All passwords must be unique and must be a minimum of 8 characters. Passwords must contain a combination of letters, numbers and at least one special character (for example “, \$ %^&\* @?!).
- Passwords must not be left blank
- Users must ensure passwords assigned to them are kept confidential at all times and are not shared with others including co-workers or third parties. In exceptional circumstances where a password has to be written down, the password must be stored in a secure locked place, where it is not easily accessible to others.
- Company Laptops are encrypted.

A Disclaimer Statement is incorporated into all outgoing emails from STDC accounts as follows: South Tipperary Development Company is a company limited by guarantee not having a share capital; Company Registration No. 449731; Charitable Status No: CHY 18085; Chairman: Martin Quinn, Chief Executive Officer: Isabel Cambie.

This email and any attachments are confidential and may be legally privileged. The information contained within is intended solely for the attention and use of the addressee(s). If you are not an intended recipient of this email, you may not use, disclose, copy, distribute, print or retain this message or any part of it. If you have received this email in error, please notify us immediately and delete all copies of this email from your computer system(s).

Although South Tipperary Development Company scans incoming and outgoing emails and email attachments for viruses we cannot guarantee a communication to be free of all viruses nor accept any responsibility for viruses.

The views expressed may not necessarily be those of South Tipperary Development Company, therefore South Tipperary Development Company cannot be held responsible for any loss or injury resulting from the contents of a message.

Visit us on the Web @ [www.stdc.ie](http://www.stdc.ie)

#### **Mobile Phones**

- Users must ensure their mobile phone device is protected at all times
- At a minimum all mobile phone devices must be protected by the use of a Personal Identification Number.
- Users must take all reasonable steps to prevent damage or loss to their mobile phone device. This includes not leaving it in view in an unattended vehicle and storing it securely when not in use. The user may be held responsible for any loss or damage to the mobile phone device, if it is found that reasonable precautions were not taken.
- Confidential and personal information must not be stored on a Company mobile phone device without the prior authorisation of the STDC information owner.
- Users must respect the privacy of others at all times, and not attempt to access STDC mobile phone device calls, texts, voice messages or any other information stored on a mobile phone device unless the assigned user of the device has granted them access.
- Mobile phone devices equipped with cameras must not be used inappropriately within STDC.
- Confidential and/or personal information regarding STDC, its employees or service users must not be sent by text message
- Users must report all lost or stolen mobile phone devices to their line manager and the Accounts Office immediately.
- The Accounts Office must inform the service provider.
- If a lost or stolen STDC mobile phone device contains confidential or personal information this must be reported and managed in accordance with STDC's Data Protection Breach Management Policy, outlined below.

**What is Confidential?**

Any records containing personal identifiable information such as name, address, date of birth, PPS number, etc are deemed confidential. Other records may also be confidential if they contain information about STDC business or finances. Examples of confidential documents include financial records, payroll records, personnel files, legal documents etc.

**Data Protection Breaches**

If personal data is inadvertently released to a third party without consent, this may constitute a breach of the Data Protection Acts. If a staff member is aware of a breach or suspected breach of the Data Protection Act they must notify their Line Manager and in conjunction with their Line Manager:

- Identify what information was breached and how sensitive it is
- Minimise the damage and retrieve the data if possible
- Assess the potential adverse consequences of this breach
- Notify their line manager, who will if necessary notify senior personnel of STDC
- Aim to establish how the breach occurred and take steps to ensure it does not reoccur
- Comply with requirements of the Data Protection Office

**REMEMBER****Personal data collected by STDC staff in the normal course of work must be:**

- Obtained for a specific purpose(s) and processed fairly
- Kept only for one or more specified, explicit and lawful purposes
- Used and disclosed only in ways compatible with these purposes
- Kept safe and secure
- Kept accurate, complete and up-to-date
- Be adequate, relevant and not excessive
- Retained for no longer than is necessary for the purpose or purposes for which it was collected
- Provided to the individual to whom it refers at their request

**CONFIRMATION FORM**

I confirm that I have read the attached Data Protection Policy and that I understand what is required of me as an STDC employee to ensure compliance with Data Protection Legislation.

Signed: \_\_\_\_\_

Title: \_\_\_\_\_

Line Manager: \_\_\_\_\_

Date: \_\_\_\_\_

## North Tipperary LEADER Partnership



# North Tipperary LEADER Partnership

## DATA PROTECTION POLICY

Date	Version	Author	Reason for Change
01/10/2014	0	Michelle Putti	Initial Release

## Introduction

In the course of our work with North Tipperary LEADER Partnership, employees are required to collect and use certain types of information including personal data as defined by the Data Protection Acts. This information can relate to service users, current, past and prospective employees, suppliers and others with whom staff communicate. In addition, staff may occasionally be required to collect and use certain types of personal information to comply with the requirements of legislation. NTLP has a responsibility to ensure that personal data collected is:

- Obtained fairly
- Recorded correctly, kept accurate and up-to-date, as appropriate
- Used and shared for the purposes collected -- appropriately and legally
- Stored securely
- Not disclosed to unauthorised third parties
- Disposed of appropriately when no longer required

All staff working with NTLP are legally required under the Data Protection Acts 1988 and 2003 to ensure the security and confidentiality of all personal data they collect and process on behalf of services users, employees, prospective employees, suppliers, etc. Data Protection rights apply whether the personal data is held in electronic format or in a manual or paper based form. Staff breaches of data protection policy may result in disciplinary action.

### Practical Steps to Protect Personal Data: Office

- Staff should ensure that personal data is not left on desks or on computer monitors in a way that could be easily accessed by non-authorised personnel.
- Personal data held on paper and or on screens must be kept hidden from callers to offices or reception areas.
- Records containing personal information must never be left unattended where they are visible or may be accessed by unauthorised staff or members of the public
- Screen savers should be used to reduce the chances of casual observation
- Rooms, cabinets or drawers in which personal records are stored should be locked when unattended.
- It is important to ensure that service user and or staff information is not discussed in inappropriate areas where it is likely to be overheard including conversations and telephone calls. Particular care should be taken in areas of public access such as Reception areas. Where possible meetings should take place in a meeting room or office. If this facility is not available then the service user/staff member should be asked if they are comfortable discussing in the public area (Reception) or if they would prefer to make an appointment when a private space would be available.
- While appreciating the need for information to be accessible, staff must ensure that personal records are not left on desks or workstations at times when unauthorised access might take place
- Staff must only access service user information on a need to know basis and should only collect, view or share data that is relevant or necessary for them to carry out their duties

### Practical Steps to Protect Personal Data: Car

- Staff must not leave information/data unattended in cars
- Staff must not leave laptops/portable electronic devices and/or files containing personal information unattended in cars.
- In cases where files containing personal data are required away from the office, these should be placed in a suitable bag to avoid any unauthorised viewing
- All files and portable equipment must be stored securely. If files containing personal information must be transported in a car, they should be locked securely in the boot for the minimum period necessary

### Practical Steps to Protect Personal Data: Post

When using the postal system, mail containing sensitive personal information should be marked clearly with "Strictly Private and Confidential". If proof of delivery is necessary, information of this

nature should be sent by registered post. Please also provide return address information in the event that the mail is undeliverable. When opening mail any item marked 'Private' or 'Confidential' should not be opened.

#### **Practical Steps to Protect Personal Data: Electronic Data**

- All passwords must be unique and must be a minimum of 8 characters. Passwords must contain a combination of letters, numbers and at least one special character (for example “, \$ % ^ & \* @ ? !).
- Passwords must not be left blank
- Users must ensure passwords assigned to them are kept confidential at all times and are not shared with others including co-workers or third parties. In exceptional circumstances where a password has to be written down, the password must be stored in a secure locked place, where it is not easily accessible to others.
- Company Laptops are encrypted.

A Disclaimer Statement is incorporated into all outgoing emails from NTLP accounts as follows: North Tipperary LEADER Partnership is a company limited by guarantee not having a share capital; Company Registration No. 451166; Charitable Status No: CHY 17969; Chairman: James Finn, Chief Executive Officer: Michael Murray.

This email and any attachments are confidential and may be legally privileged. The information contained within is intended solely for the attention and use of the addressee(s). If you are not an intended recipient of this email, you may not use, disclose, copy, distribute, print or retain this message or any part of it. If you have received this email in error, please notify us immediately and delete all copies of this email from your computer system(s).

Although North Tipperary LEADER Partnership scans incoming and outgoing emails and email attachments for viruses we cannot guarantee a communication to be free of all viruses nor accept any responsibility for viruses.

The views expressed may not necessarily be those of North Tipperary LEADER Partnership, therefore North Tipperary LEADER Partnership cannot be held responsible for any loss or injury resulting from the contents of a message.

Visit us on the Web @ [www.ntlp.ie](http://www.ntlp.ie)

#### **Mobile Phones**

- Users must ensure their mobile phone device is protected at all times
- At a minimum all mobile phone devices must be protected by the use of a Personal Identification Number.
- Users must take all reasonable steps to prevent damage or loss to their mobile phone device. This includes not leaving it in view in an unattended vehicle and storing it securely when not in use. The user may be held responsible for any loss or damage to the mobile phone device, if it is found that reasonable precautions were not taken.
- Confidential and personal information must not be stored on a Company mobile phone device without the prior authorisation of the NTLP information owner.
- Users must respect the privacy of others at all times, and not attempt to access NTLP mobile phone device calls, texts, voice messages or any other information stored on a mobile phone device unless the assigned user of the device has granted them access.
- Mobile phone devices equipped with cameras must not be used inappropriately within NTLP.
- Confidential and/or personal information regarding NTLP, its employees or service users must not be sent by text message
- Users must report all lost or stolen mobile phone devices to their line manager and the Accounts Office immediately.
- The Accounts Office must inform the service provider.
- If a lost or stolen NTLP mobile phone device contains confidential or personal information this must be reported and managed in accordance with NTLP's Data Protection Breach Management Policy, outlined below.

#### **What is Confidential?**

Any records containing personal identifiable information such as name, address, date of birth, PPS number, etc are deemed confidential. Other records may also be confidential if they contain information about NTLP business or finances. Examples of confidential documents include financial records, payroll records, personnel files, legal documents etc.

#### **Data Protection Breaches**

If personal data is inadvertently released to a third party without consent, this may constitute a breach of the Data Protection Acts. If a staff member is aware of a breach or suspected breach of the Data Protection Act they must notify their Line Manager and in conjunction with their Line Manager:

- Identify what information was breached and how sensitive it is
- Minimise the damage and retrieve the data if possible
- Assess the potential adverse consequences of this breach
- Notify their line manager, who will if necessary notify senior personnel of NTLP
- Aim to establish how the breach occurred and take steps to ensure it does not reoccur
- Comply with requirements of the Data Protection Office

#### **Remember**

#### **Personal data collected by NTLP staff in the normal course of work must be:**

- Obtained for a specific purpose(s) and processed fairly
- Kept only for one or more specified, explicit and lawful purposes
- Used and disclosed only in ways compatible with these purposes
- Kept safe and secure
- Kept accurate, complete and up-to-date
- Be adequate, relevant and not excessive
- Retained for no longer than is necessary for the purpose or purposes for which it was collected
- Provided to the individual to whom it refers at their request

### **CONFIRMATION FORM**

I confirm that I have read the attached Data Protection Policy and that I understand what is required of me as an NTLP employee to ensure compliance with Data Protection Legislation.

Signed: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Line Manager: \_\_\_\_\_  
 Date: \_\_\_\_\_

## Tipperary County Council Data Protection Policy

*Please note that The Councils of Tipperary North, Tipperary South and the Town and Borough Councils of Clonmel, Carrick on Suir, Tipperary Town, Cashel, Templemore, Thurles and Nenagh merged in June 2014. All Councils had operational data protection policies in place. A new all county Draft Data Protection Policy is being developed as part of the development of an appropriate file record process" given the merging process referenced above. In the interim, the South Tipperary Data Protection Document is operational.*

### Data Protection Policy

### South Tipperary County Council

#### Scope and Definitions

South Tipperary County Council is committed to meeting its responsibilities under the Data Protection Acts 1988 and 2003.

This document sets out the procedures the Council has in place to meet this commitment.

*The following definitions are relevant in the context of data protection and come from guidelines provided by the Data Protection Commission:*

**Data** means information in a form which can be processed. It includes both automated data and manual data.

**Automated data** means, broadly speaking, any information on computer, or information recorded with the intention of putting it on computer.

**Manual data** means information that is kept as part of a relevant filing system, or with the intention that it should form part of a relevant filing system.

**Relevant filing system** means any set of information that, while not computerised, is structured by reference to individuals, or by reference to criteria relating to individuals, so that specific information is accessible.

**Personal Data** means data relating to a living individual who is or can be identified either from the data or from the data in conjunction with other information that is, or is likely to come into, the possession of the data controller.

**Data Subject** is an individual who is the subject of personal data.

#### Obtaining and Processing Data

##### Obtaining Data

South Tipperary County Council undertakes to collect personal data only when such data is necessary to enable the Council carry out its functions as a Local Authority. The Council will, if requested, make the following information available to the data subject when personal data is collected:

- The purpose in collecting the data
- The persons or categories of persons to whom the data may be disclosed
- Whether replies to questions asked are obligatory and the consequences of not providing replies to those questions
- The existence of the right to access their personal data
- The right to rectify their data if inaccurate or processed unfairly

##### Processing Data

South Tipperary County Council undertakes to process personal data only when such processing is necessary to enable the Council carry out its functions as a Local Authority.

#### Using and Disclosing Data

##### Using Data

South Tipperary County Council undertakes to use personal data in a way that is compatible with the purpose(s) for which the data was obtained.

The Council will not use personal data in a way that would come as a surprise to a person with an understanding of

- (a) the purpose for which the data was obtained and
- (b) the functions South Tipperary County Council is required to carry out as a Local Authority.

### **Disclosing Data**

South Tipperary County Council undertakes to disclose personal data in a way that is compatible with

- (a) the purpose for which the data was obtained and
- (b) in line with its functions as a Local Authority.

### **Keeping Data Safe & Secure**

South Tipperary County Council is aware of the dangers presented by:

- *unauthorised access to data*
- *unauthorised alteration or destruction of data*
- *accidental loss or destruction of data*

The Council is committed to having the following procedures in place to safeguard against the above.

### **Automated Data**

- All IT servers will be held in secure 'Server Rooms' with access restricted to a limited number of authorised Council staff.
- Anyone else requiring access to a Server Room (e.g. external contractors) will be accompanied by an authorised Council staff member.
- Access to personal data will be restricted to authorised staff on a 'need to know' basis.
- IT systems will be password protected.
- Information on computer screens will be kept hidden from callers to offices.
- Robust backup procedures will be in place for computer held data.

### **Manual Data**

- Access to personal data will be restricted to authorised staff on a 'need to know' basis.
- Information on manual files will be kept hidden from callers to offices.
- Waste paper, printouts etc will be disposed of carefully.

### **Accuracy and Relevance of Data**

#### **Accuracy**

South Tipperary County Council is aware of the dangers of holding inaccurate personal data and will take the following steps to safeguard against this:

- Cross-check data where feasible to ensure high levels of accuracy.
- Correct inaccurate personal data, when inaccuracies are highlighted
  - (a) by the data subject or
  - (b) by other reliable sources.

#### **Relevance**

South Tipperary County Council undertakes, seeks and holds personal data that is:

- Adequate in relation to the purpose for which it is sought.
- Relevant in relation to the purpose for which it is sought.
- Not excessive in relation to the purpose for which it is sought.

### **Retention**

South Tipperary County Council undertakes to hold personal data for no longer than is necessary to enable the Council carry out its functions as a Local Authority.

**Requests for Personal Data Held** South Tipperary County Council will assess all requests for copies of personal data from data subjects in line with the provisions set out in the Data Protection Acts 1988 and 2003. The following procedures will operate when such a request is received:

- Only requests in **writing** will be accepted (by post, by hand or e-mail)
- All requests will be forwarded to the Data Protection Unit to ensure a coordinated approach across the Council.
- Requests will be acknowledged by the Data Protection Unit.
- The acknowledgement will seek details to help identify the location of the information held (customer account numbers, previous addresses etc), when these are not contained in the original request.
- If it is established that the request pertains to automated data, it will be forwarded to the Council's ICT Section for action.
- If it is established that the request pertains to manual data, it will be forwarded to the relevant Directorate(s) for action.
- A response to the request will be provided **within 40 days**
- Confirmation that response issued within this timeframe will be forwarded to the Data Protection unit

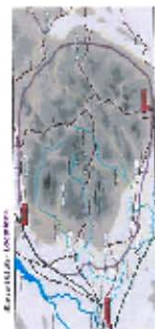
## Appendix 10: Presentation on Other LEADER Elements

**The Butler Trail**

Driving Route from Carrick On-Suir to Cahir focusing on the history and heritage of the notorious Butler family plans to extend the route into Kilkenny. Very much in keeping with the 'Ireland's Ancient East' concept

**Slieve Felim**

Solline Study  
Ballyhoura  
elopment  
itled  
ortunities for  
diversification  
sing biodiversity  
/idlife Watching

**Implementing Co-Operation Projects**

Overview:

Total National Budget of € 10,000,000

National Call for Proposals

National or Trans-National projects welcomed

Terms of aid similar to other projects

**Lough Derg**

In 2009, the  
DER companies in  
ong, North  
erry and Clare  
a bright about an  
ement of €3.6  
on in 87 separate  
ade projects.

**DAFM Artisan Foods Initiative**

View:

National Budget of €

10,000

National Call for Proposals

me aims to improve

setting, product quality and

ness skills in the Artisan

sector through

orative projects

**Munster Vales**

Major Tourism Initiative to  
Market the Inland Mountain  
Ranges of the Comeragh's,  
Knockmole Downs, Galtees and  
Ballyhouras collectively  
Opportunity to collaborate  
with Cork, Limerick and  
Waterford  
Significant preparatory work  
already done

**Food & Co-Operation & REDZ**

Supplementary Measures

TIPPERARY LOCAL & COMMUNITY DEVELOPMENT COMMITTEE

**EDZ (Rural Economic Development Zone)**

Outcome of the EDZRA Report (Part Solline Report)

Based on Natural Rural Town Hinterlands

Rural Development Pilot Scheme has been allocated €2m through Local Authorities

Further County Allocations to be Announced

## Appendix 11: Declaration and Disclaimer

### **Please read carefully:**

By submitting the Local Development Strategy (LDS), the Local Action Group (LAG) authorises the submission and declares that the information provided in relation to the organisation described in this LDS is true and complete to the best of its knowledge and belief.

The LAG acknowledges that any funds awarded must be used for the purpose stated and not used to replace existing funding. The LAG also understands that information supplied in, or accompanying this application may be made available on request under the Freedom of Information Acts 2014.

The LAG accepts, as a condition of the award of a grant, that it involves no commitment to any other grants from the Department of the Environment, Community and Local Government or Pobal. The LAG is agreeable to ongoing programme monitoring by the Department of the Environment, Community and Local Government and/or its agents and to allowing access to premises and records, as necessary, for that purpose.

The LAG also accepts that Pobal may contact other public funding organisations or Government Departments to discuss this application and previous funding awarded, as part of the appraisal process.

### **Disclosure under the Freedom of Information Act**

The Department of the Environment, Community and Local Government and Pobal wish to remind LAGs that the information contained in the LDS and supporting documentation may be released, on request, to third parties, in accordance with all obligations under the Freedom of Information Act 2014.

You are asked to consider if any of the information supplied by you in applying for funding under the LEADER element of the Rural Development Programme (RDP) 2014-2020, should not be disclosed because of sensitivity. If this is the case, you should, when providing the information, identify same and specify the reasons for its sensitivity.

The Department of the Environment, Community and Local Government/ Pobal will consult with you about sensitive information before making a decision on the release of such information. The Department of the Environment, Community and Local Government/Pobal will release, on request, information to third parties, without further consultation with you, unless you identify the information as sensitive with supporting reasons.

If you consider that some of the information is sensitive, you are required to clearly identify such information when submitting your LDS.

If you do not identify any of the information supplied in the LDS and supporting documentation as being sensitive you are acknowledging that any, or all of the information supplied, will be released in response to a Freedom of Information request.

**Disclaimer****Please read carefully:**

It will be a condition of any application for funding under the terms and conditions of the LEADER element of the RDP (2014-2020) that the Local Action Group (LAG) has read, understood and accepted the following:

- The Department of the Environment, Community and Local Government/Pobal shall not be liable to the LAG or any other party in respect of any loss, damage or costs of any nature arising directly or indirectly from: -
  - The Local Development Strategy or the subject matter of the Local Development Strategy;
  - The rejection, for any reason, of any application.
- The Department of the Environment, Community and Local Government, its servants or agents shall not at any time in any circumstances be held responsible or liable in relation to any matter whatsoever arising in connection with the development, planning, construction, operation, management and/or administration of individual projects.

By submitting this Local Development Strategy application the LAG acknowledges that it has read, understood and accepted the above points.

The Declaration and Disclaimer should be signed by the Chairperson of the LAG.

Name (Print)	
Signature	
Position	
Date:	