Cavan Local Community Development Committee

County Cavan LEADER

Local Development Strategy

2016

Cavan LEADER Local Action Group:

*Cavan Local Community Development Committee*

Implementation Partner: *Breffni Integrated Ltd*

Financial Partner: *Cavan County Council*

# CONTENTS

[Section 1 The Local Action Group Governance Model 1](#_TOC_250047)

* 1. [Organisation Details 1](#_TOC_250046)
	2. [Primary Contact 1](#_TOC_250045)
	3. [Legal Description of LAG 1](#_TOC_250044)
	4. [LAG Composition and Decision Making 1](#_TOC_250043)
	5. [LAG Roles and Responsibilities 6](#_TOC_250042)
	6. [LAG Implementation Partner and Memorandum of Understanding 7](#_TOC_250041)
	7. [LAGs Financial Management 8](#_TOC_250040)
	8. [LEADER Staffing 8](#_TOC_250039)
	9. [Project Selection Procedures for LEADER 9](#_TOC_250038)
	10. [Relevant Experience 11](#_TOC_250037)

[Section 2 LDS Area Profile 12](#_TOC_250036)

* 1. [Area Selection 12](#_TOC_250035)
	2. [Socio-Economic Profile 12](#_TOC_250034)
	3. [Key Services/Programmes 28](#_TOC_250033)
	4. [Area Needs Analysis 31](#_TOC_250032)

[Section 3 Participative Planning 39](#_TOC_250031)

* 1. [Overview 39](#_TOC_250030)
	2. [Public Consultation 39](#_TOC_250029)
	3. Strengths, Weaknesses, Opportunities and Threats Analysis. 44
	4. [Agreed LDS Priorities 47](#_TOC_250028)

[Section 4 LDS Action Plan 57](#_TOC_250027)

* 1. [LDS Vision 57](#_TOC_250026)
	2. Local Objectives & Strategic Actions 57

[Section 5 Strategic Integration 77](#_TOC_250025)

* 1. [Cross Cutting Objectives 77](#_TOC_250024)
	2. [Policy Context 78](#_TOC_250023)

[Section 6 Networking and Co-operation 82](#_TOC_250022)

* 1. [Networking 82](#_TOC_250021)
	2. [Cooperation (Inter-Territorial and International) 83](#_TOC_250020)

[Section 7 Monitoring Review and Evaluation 84](#_TOC_250019)

* 1. [Monitoring and Review 84](#_TOC_250018)
	2. [Evaluation 85](#_TOC_250017)
	3. [Data Protection 86](#_TOC_250016)

[Section 8 Financial Plan 88](#_TOC_250015)

[Section 9 Additional Information 88](#_TOC_250014)

[Section 10 Declaration and Disclaimer 88](#_TOC_250013)

[Section 11 Appendices 89](#_TOC_250012)

Section 1

[Appendix 1.1 Sample Evaluation Scoring Framework 89](#_TOC_250011)

[Appendix 1.2 Governing Document of LAG 90](#_TOC_250010)

[Appendix 1.3 LAG Member Roles and Responsibilities 98](#_TOC_250009)

[Appendix 1.4 Operational Procedures for Implementer 99](#_TOC_250008)

[Appendix 1.5 Job Descriptions for LAG or LAG Partners 103](#_TOC_250007)

[Section 2](#_TOC_250006)

[Appendix 2.1 Map of LDS Boundary Area 107](#_TOC_250005)

Appendix 2.2 List of EDs in Co. Cavan LAG Territory 108

[Appendix 2.3 Reference to Disadvantaged Areas 109](#_TOC_250004)

[Section 8](#_TOC_250003)

[Appendix 8.1 Financial Plan Template 110](#_TOC_250002)

[Section 10](#_TOC_250001)

[Appendix 10.1 Signed Declaration and Disclaimer 111](#_TOC_250000)

Appendix 10.2 Signed copy of minutes agreeing content and

submission of LDS and Action Plan 113

# Section 1 The Local Action Group Governance Model

###### Organisation Details

Cavan LEADER Local Action Group (LAG) is the applicant for this programme. The County Cavan Local Community Development Committee (LCDC) is operating as the LAG for County Cavan. Breffni Integrated Ltd the local development company for Co. Cavan, is the implementation partner and Cavan Co. Council the local authority for the county, is the lead financial partner.

###### Primary Contact

**The primary contact for the Cavan LEADER Local Action Group (LAG) will be:**

John Donohoe, Chief Officer, Co. Cavan LCDC, Cavan Co. Council, Farnham Centre, Farnham Street, Cavan, Co. Cavan. H12 V3W4

Tel:049 437 8583 Email: johndonohoe@cavancoco.ie

###### The primary contact for Breffni Integrated Ltd the implementation partner will be:

Brendan Reilly, CEO, Breffni Integrated Ltd, 6A Corlurgan Business Park, Ballinagh Road, Cavan, Co. Cavan. H12 DP86

Tel: 049 433 1029 Email: breilly@breffniint.ie

###### Legal Description of LAG

The members of the Local Community Development Committee for Co. Cavan established pursuant to the provisions of the Local Government Act 2014 under the auspices of Cavan Co. Council but independent of the council will be the Local Action Group (LAG) established for the purposes of the delivery of the LEADER element of the Rural Development Programme 2014- 2020 in Co. Cavan.

###### LAG Composition and Decision Making

The Cavan Local Action Group (LAG) will consist of the members of the Local and Community Development Committee (LCDC) for Co. Cavan. The LAG will consist of persons from the statutory sector viz. Elected Members of Cavan Co. Council (3No) Officials of the Local Authority and State Agencies (5No) and persons from the non-statutory sector (9No). The total membership of the LAG will be seventeen or such other number as may subsequently be decided. In all events the number of representatives from the statutory sector will always be less than half of the total number of members.

The LAG will have decision-making procedures in place to ensure that neither the public sector nor any **single interest group** represents more than 49% of the voting rights. In addition, a minimum of 51% of the members who are voting in any project selection decision will come from non-public sector partners per Article 34 of EU Regulation 1303/2013.

To ensure all LAG decisions are representative and support a CLLD approach, at a minimum 60% of LAG members will be present during decisions on project funding. This requirement applies to decisions validated by the LAG membership after all relevant conflict of interest issues have been addressed. Recognising the largely voluntary nature of the individuals involved in

LEADER decision-making, the requirement for a **60% quorum** for decision making will be supported by a written decision making procedure which will allow flexibility and make it easier to meet the 60% requirement. Individual LAG members will only be allowed to vote by written procedure in a maximum of 1 out of every four consecutive LAG meetings. In such case each LAG member will be provided with the relevant documentation and indicate his/her vote in advance of the meeting.

Decisions should be made by consensus where possible. The Chairperson of the LAG does not have a casting vote. In instances where there is a tied vote on a motion, the motion is deemed not to be carried. Decisions taken where the above Governance procedures have not been met will be invalid.

Cavan LEADER LAG will have a standard operating procedure in place to ensure that the above requirements are adhered to. Decisions made will be invalid where the above requirements have not been met. Meetings should be postponed and rescheduled when a quorum cannot be raised. The Chairperson is responsible for ensuring that these requirements are met and that all decision making is appropriately documented; all decisions and deliberations of the LAG and the Evaluation Committee should be recorded in meeting minutes.

In addition, and to ensure good functioning of the LAG, a corporate governance and accountability training plan shall be developed and implemented for all LAG members. Training will also be provided to any new members joining the LAG.

In taking any decision the members shall have cognisance of any information or recommendations put before them by the evaluation committee and the staff however it is for the members to make any decision required to be made. The members must ensure that any decision taken is in accordance with the rules of the programme and that the proposal is eligible to avail of LEADER funding.

The LAG as LCDC will apply its standing orders to the conduct of its business.

LAGs will ensure that they meet their obligations under the Ethics in Public Office Acts 1995 & 2001.

The LAG procedures manual will detail how it will address potential conflicts of interest and make provisions to enable LAG members to declare, and have recorded, conflict of interests. Where a LAG decision is deemed invalid due to a conflict, all associated approved funding will be ineligible and will be repaid by the LAG.

LAG members, LAG Evaluation Committee members, and the staff of LAGs//implementing partners will complete both an annual conflict of interest declaration and a register of interests declaration, and this must be reviewed annually.

A LAG member shall be deemed to have an interest in a particular matter where a person connected with that LAG member has such an interest and the LAG member could be expected to be reasonably aware of the existence of that interest. For this purpose, a person is connected with a LAG member if that person is –

* + - a spouse, parent, brother, sister, child or step-child, other relative or co-habitee of that LAG member; and/or
		- a body corporate controlled by a LAG member within the meaning of Section 220 (3), (4), (5), (6), (7) and (8) of the Companies Act 2014; and/or
		- a person acting as the trustee of any trust, the beneficiaries of which include the LAG members or the persons/organisations acting as a LAG partner.

Upon appointment and where any change occurs, each LAG member will furnish full particulars of his or her interests, which shall include his or her employment, all business interests and community involvement, including voluntary work for charities (hereinafter referred to as “Interests”) which might involve a conflict of interest or might materially influence the LAG member in relation to the performance of his or her functions, or his or her partiality. This duty to disclose interests is without prejudice to the on-going obligation to make specific disclosure of interests relating to any project which comes before the LAG.

Conflict of interest matters will be included on the agenda of both LAG and Evaluation Committee meetings. LAGs must ensure, and record evidence, that any potential conflicts of interest have been managed correctly by both the Evaluation Committee and the LAG.

LAG members will declare at each LAG meeting the nature of his or her interests in:

* + - any application to the LAG for financial or other support; and/or
		- any initiative taken by the LAG; and/or
		- any contract or proposed contract with the LAG in which a LAG member, or a connected person is directly or indirectly involved; and/or
		- any matter from which the LAG member, or a connected person, may stand to benefit directly or indirectly from his or her position as a LAG member or from the operation of the LAG.

The requirement to declare a conflict of interest applies to all personnel involved in an application for support, including the processing and evaluation of that application.

###### The members of Cavan LEADER LAG and Co Cavan LCDC are as follows:

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Name** | **Statutory / Non Statutory** | **Sector Represented** |
| 1. | Tommy Ryan | Statutory 1 | Chief Executive, Cavan Co. Council |
| 2. | Cllr Paddy O’Reilly | Statutory 2 | County Councillor |
| 3. | Cllr Paddy McDonald | Statutory 3 | County Councillor |
| 4. | Cllr Clifford Kelly | Statutory 4 | County Councillor |
| 5. | John Kearney | Statutory 5 | Cavan Monaghan Education andTraining Board |
| 6. | James Fox | Statutory 6 | A/Head of Local Enterprise Office |
| 7. | Kathleen Sheridan | Statutory 7 | Department of Social Protection |
| 8. | Mary Rose Smith | Statutory 8 | Health Service Executive |
| 9. | Jim Maguire | Non Statutory 1 | Breffni Integrated Limited |
| 10. | Jerry Fitzpatrick | Non Statutory 2 | C&V Interests |
| 11. | Olive Hannigan | Non Statutory 3 | Social Inclusion Interests |
| 12. | Fintan McCabe | Non Statutory 4 | Environmental Interests |
| 13. | Bob Gilbert | Non Statutory 5 | Older Persons/Disability Interests\* |
| 14. | Ashling Tobin | Non Statutory 6 | Youth Issues |
| 15. | Ada Vance | Non Statutory 7 | Women’s Issues |
| 16. | Andrew Pierce | Non Statutory 8 | Chambers of Commerce\*\* |
| 17. | Catherine McCollum | Non Statutory 9 | Agricultural and Farming Interests |

\* and \*\* rotating positions

**LAG Members Skills, Expertise and Experience.**

*Tommy Ryan Chief Executive, Cavan Co. Council*

Tommy Ryan is the Chief Executive of Cavan Co. Council and was previously acting Chief Executive in Roscommon Co. Council he has had a long career in Local Government service across a wide range of areas including previous work with the former Roscommon County Enterprise Board.

 *Cllr Paddy O’Reilly County Councillor*

Paddy O’Reilly is a long serving member of Cavan Co. Council and has served as chair of the council and as a member and chair of council Strategic Policy Committees. He was a member of the County Development Board and chaired the board in its last period of office. He is also active in his own local community of Virginia including being a member of the committee of the long established Virginia Agricultural Show Society.

*Cllr Paddy McDonald County Councillor*

Paddy Mc Donald is a long serving member of Cavan Co. Council and has served in a number of roles in the council including as chair of a Council Strategic Policy committee; he is also active in community work in his own locality of Bailieborough.

*Cllr Clifford Kelly County Councillor*

Clifford Kelly is a long serving member of Cavan County Council he has served in a number of roles in the council including as chairperson, as chair of Strategic Policy Committees chair of the County Development Board for its first period of office, he is a current Member of Cavan Monaghan Education and Training Board and past chairman of Co. Cavan VEC and the Board of Dundalk Institute of Technology, he is also a former member of the Board of POBAL and of the National Roads Authority. He is also active in in his own local community of Kingscourt including work with Kingscourt Development Association and has been actively involved for many years in the ultimately successful campaign to secure a second level school for Kingscourt.

*John Kearney Cavan Monaghan Education and Training Board*

John Kearney is the Education Officer of Cavan Monaghan Education and Training Board and is that body’s nominee to the LCDC. He is a former Principal of Breifne College, Cavan and has had a distinguished career as a second level teacher over many years. He is also well known for his commitment to sports and his personal achievements in athletics.

*James Fox A/Head of Local Enterprise Office Cavan*

James Fox is currently Acting Head of Enterprise at the Local Enterprise Office (LEO) in Cavan and represents the LEO on the LCDC. He was previously long standing Assistant CEO of Cavan County Enterprise Board and subsequently Assistant Head of Enterprise at LEO Cavan. He has many years direct front line experience in assisting, supporting, and mentoring owner/managers of SMEs. He has a wide range of experience across a variety of sectors including food, manufacturing, engineering, and traded services. James served on the Evaluation Committee for Cavan Monaghan LEADER during the period 2007-2013.

*Kathleen Sheridan Department of Social Protection*

Kathleen Sheridan is the Area Manager for the Department of Social Protection (DSP) in Co. Cavan and has a long experience in working with people who are experiencing disadvantage both in her work with the DSP and previously with the Community Welfare Service where she has had many years’ experience at various levels in Co. Cavan. Kathleen is the nominee of the DSP to the LCDC.

*Mary Rose Smith Health Service Executive (HSE)*

Mary Rose Smith is the Network Manager for HSE Primary Care Services across Co Cavan. She has project managed a number of HSE service developments including the development of new services and the re-organisation of existing ones. She sits on a number of HSE Committees/

Working groups and is Chair of a number of these. Mary Rose is involved in the co-ordination and development of HSE services across a number of sectors including Social Care, Acute and Mental Health. She has experience of working in the HSE (and the former NEHB) since 1994 across a number of sectors including Acute Services, Older Persons and Primary Care Services throughout Cavan, Monaghan and Meath. Mary Rose holds a Bachelor of Arts (BA) in Public Management and a Master’s of Science (MSc) in Primary Health Care. She is the nominee of the HSE to the LCDC.

*Jim Maguire Breffni Integrated Limited*

Jim Maguire is the nominee of Breffni Integrated Ltd the Local Development Company for Co. Cavan and implementation partner for the Local development Strategy. He has been a member of the Board of Breffni Integrated Ltd since 2008 and has served as its Chairperson from 2008 to 2015. He was directly involved in the oversight management and project approval process for LEADER 2007-2013 in Co. Cavan. Jim was a member of the Cavan County Enterprise Board for many years up to the recent changes, he is currently a member of the Joint Sub Committee for LEADER. He has long experience in both Agricultural and community matters having been a county chairperson of Co. Cavan IFA and is a long standing member of the board of Bailieborough Development Association. He is active in his local group water scheme and a member of the national association of Group Water Schemes. He currently represents the farming organisations pillar on the Board of Breffni Integrated Ltd.

*Jerry Fitzpatrick C&V Interests*

Jerry Fitzpatrick has had long involvement in Community and Voluntary work in his local community of Gowna and has promoted a range of projects there including a Community Centre and a Social Housing Project, he has been a member of the Board of Breffni Integrated Ltd for a number of years and was involved in the Project Approval Process for LEADER 2007-2013 in Co. Cavan. He is an active member of Co Cavan Public Participation Network and has been nominated by that body to the LCDC.

*Olive Hannigan Social Inclusion Interests*

Olive Hannigan has been a member of Mácra na Féirme since 2003 (Knockbride Club, Co. Cavan) and represents Cavan Mácra na Féirme on the Cavan Public Participation Network. She is a member of the Cavan PPN secretariat and a Director. Olive has held many leadership roles from Treasurer to Chairperson in Cavan Mácra na Féirme (Club and County). In the past she worked in an Accountants firm and is familiar with accounting requirements and procedures. She has also worked in the Border Regional Authority and worked on EU funded projects and thus is familiar with administration and delivery requirements around EU funded projects. Olive was also a member of the Peace III Steering Committee for shared space projects and is familiar with examining project applications for their merit and matching to funding rules and objectives. Olive has been nominated by Co Cavan Public Participation Network to represent Social Inclusion matters on the LCDC.

*Fintan McCabe Environmental Interests*

Fintan Mc Cabe has been active in environmental issues for a long number of years. He is the nominee of the Environmental Pillar to the Board of Breffni Integrated Ltd. He has coordinated the Cavan element of a cross border Peace Funded Rural Development Initiative. Fintan holds a Postgraduate Diploma in Adult and Community Education and BSc in Rural Development from the National University of Ireland Maynooth as well as other qualifications in facilitation and training. He is a member of the Joint Sub Committee for LEADER and is an active member of Co Cavan Public Participation Network and has been nominated by that body to the LCDC.

*Bob Gilbert Older Persons/Disability Interests*

Bob Gilbert has been a member of the Board of Breffni Integrated Ltd since its early days and has been very active in issues concerning older people. He was responsible for the establishment of the County Cavan Over Fifties Network known as O50. This group secured funding from Atlantic Philanthropies for a development project for older people in Co. Cavan he

has pioneered the Cavan Age Friendly Initiative and has been responsible for the development of strategies around the Age Friendly Initiative and is regarded as a national leader in this field. He is chair of Cavan Older Peoples Forum and is an active member of Co. Cavan Public Participation Network and has been nominated by that body to the LCDC.

*Ashling Tobin Youth Issues*

Ashling Tobin is Co-ordinator of the Cavan 365 Garda Youth Diversion Project and has been a member of the staff of Foróige (the National Voluntary Youth Organisation) for the past nine years. She previously worked with the homeless service in Dublin from 2002 until 2007. Ashling holds an honours degree in social care and a degree in addiction counselling. Ashling has volunteered with the Foróige club in Crosskeys, Co. Cavan and continues to volunteer in the community in Crosskeys.

*Ada Vance Women’s Issues*

Ada Vance is an active member of Co. Cavan Irish Countrywomen’s Association and is a past county chairperson of that body. She has long been active in the area of women’s issues and in particular rural women’s issues. She has been a member of the board of Cavan Partnership the precursor organisation of Breffni Integrated Ltd for many years. Ada is a member of the Joint Sub Committee for LEADER. She is also a regular contributor to the well-known and popular ICA Christmas Publications. Ada is an active member of Co Cavan Public Participation Network and has been nominated by that body to the LCDC.

*Andrew Pierce Chambers of Commerce*

Andrew Pierce is a business man in Cavan Town where he runs a successful retail and catering operation. He has been responsible for promoting a number of initiatives aimed at increasing the business potential of the retail and commercial area in the centre of Cavan Town. He has a background in Human Resources and Employment Training having provided a range of training and recruitment services to firms locally for many years. His career has seen him work in the USA and in Europe and he brings a wealth of international experience to the committee. He is the nominee of Cavan Chamber of Commerce.

*Catherine McCollum Agricultural and Farming Interests*

Catherine Mc Collum is an active member and county secretary of Co. Cavan IFA. She is also a past county Chairperson of Co. Cavan Mácra Na Féirme. Catherine has been a member of the Board of Breffni Integrated Ltd for a number of years. In her working life she is a member of staff of Cavan Institute where she teaches on courses related to veterinary and animal care. She is the nominee of the Farm Organisations to the LCDC.

###### LAG Roles and Responsibilities

Cavan Local Action Group (LAG) will develop and approve a Local Development Strategy (LDS) for the implementation of the LEADER Programme 1420 in Co. Cavan. This LDS will encompass the vision for the delivery of the programme; it will be a living document capable of responding to changing needs during its lifetime. The LAG will enter into a contract for the delivery of the programme in County Cavan for the programme duration. The LAG will be responsible for all decision making in relation to the programme and shall meet regularly to discharge this important duty.

Article 34 of [EU Regulation 1303/2013](http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1444725880481&amp;uri=CELEX%3A32013R1303) details the minimum tasks of a LAG as follows:

* 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, which avoid conflicts of interest, ensure that at least 50% of the votes in selection decisions are cast by partners which are not public authorities, and allow selection by written procedure;
* 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.

The LAG will include systems in its procedures manual to ensure that it has the requisite structures and processes to facilitate:

* Good governance;
* Transparency;
* Sound financial management;
* Informed decision-making; and
* Accountability to stakeholders.

The LAG will ensure that proper procedures are followed in all aspects of the administration of the programme.

As members of the LAG the members will ensure that they exercise their fiduciary duties in relation to the LDS and the LAG generally in accordance with the Local Government Acts and in like manner to the directors of a company.

The LAG members will cause an independent evaluation committee with the necessary skills and experience to be appointed. Evaluation Committee members cannot be LAG members; however, persons can transfer from the Evaluation Committee to the LAG, and vice versa, when their term expires. This helps to build and retain expertise within both the LAG and the Evaluation Committee. The Local Authority will provide an indemnity to the members of the LAG.

###### LAG Implementation Partner and Memorandum of Understanding

Cavan LEADER Local Action Group shall enter into a Memorandum of Understanding which will be a Service Level Agreement with Breffni Integrated Ltd which is the Local Development Company for Co. Cavan and will be the implementation partner. The terms of the relationship will be formally set out in this agreement between the parties the agreement will subject to the terms and conditions agreed be for the duration of the programme period.

Funds advanced as part of the Administration and Animation elements of this programme subject to the provision of an agreed portion of same which will be set aside to cover any requisite external checks and certain LCDC administrative costs shall be made available to the Implementation Partner Breffni Integrated Ltd to meet costs arising for it in respect of the implementation of the LEADER Programme 1420.

The Local Community Development Committee as LAG, Breffni Integrated Ltd as implementation partner and Cavan Co. Council as financial partner have established a sub group consisting of representatives of each to facilitate the day to day coordination of operations in the management of LEADER 2014-2020 in Cavan LEADER Local Action Group. The current membership is as follows: **LCDC Nominees:** Eoin Doyle (Director of Service), Ada Vance, John Donohoe (Chief Officer). **Breffni Integrated Nominees:** Jim Maguire, Fintan Mc Cabe and Brendan Reilly (CEO).

###### LAGs Financial Management

Cavan Co. Council is the financial partner and as a Local Authority has all of the resources of accounting and management of finances of a Local Authority available to it. The Local Authority will arrange for a separate cost centre to be established in its bank account system and in the Agresso system which will be used solely for the management of funds received by it under the Rural Development Programme 1420.

All Grant payments will be undertaken by the Local Authority following completion of all due verification checks required under the programme.

The Local Authority will put the appropriate procedures in place to ensure that the required checks at the various stages in the process in relation to Articles 28 and 48 under EU Regulation 809/2014 can be carried out in accordance with the procedures set out by the Department of the Environment, Community and Local Government for the application of same.

All applications for support and payment claims are subject to Administrative Checks in line with Article 48 of [EU Regulation 809/2014](http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1444726038916&amp;uri=CELEX%3A32014R0809).The Department may delegate the carrying out of the administrative checks to the Local Authority where it is the Lead Financial Partner. This excludes checks for administration and animation costs, and projects where the LAG is the beneficiary as per Article 34 (4) of 1303/2013 [In-house projects]. In these situations, and for all other LAGs not including a Local Authority, an independent body designated by the Department will undertake the checks. The costs associated with the delegated Administrative Checks, where undertaken by the Local Authority or a body contracted by them, may be funded from the LAG’s administration allocation.

As implementation partner Breffni Integrated Ltd will receive all applications, process them as agreed and in the case of those approved take them through the development process. Breffni Integrated will as part of the payment process prepare all documentation for presentation for the verification process which the Local Authority shall cause to be carried out. Breffni Integrated will assign an Administrator to the role of preparing and maintaining all accounts books and records in relation to the LEADER Programme and this work will be reviewed and overseen by the Manager/Programme Coordinator assigned to this role.

The Local Action Group will task Breffni Integrated Ltd to be the implementation partner and will advance such sums as may be agreed for the purpose of the animation and administration of the programme during the lifetime of same. Breffni Integrated Ltd will maintain a separate bank account for the management of any funds so advanced and shall undertake all reporting required in respect of the funds advanced in accordance with an agreed schedule of reporting. The Local Authority will arrange for the required verification checks in relation to Articles 28 and 48 under EU Regulation 809/2014 to be carried out in respect of all animation and administration funding advanced to the implementation partner.

###### LEADER Staffing

The staff available to deliver the LEADER Programme in Co Cavan for the programme period 1420 are as follows:

* + 1. *LCDC*

Chief Officer LCDC Cavan Co. Council. Administrative Officer LCDC Cavan Co. Council.

* + 1. *Breffni Integrated Ltd Implementation Partner*

CEO Breffni Integrated Ltd

LEADER Manager/Coordinator Breffni Integrated Ltd LEADER Project Officer Breffni Integrated Ltd LEADER Administrator Breffni Integrated Ltd

###### Project Selection Procedures for LEADER

* + 1. *Rolling Calls and Time Limited Calls*

In accordance with previous practice a certain amount of the funds will be allocated on an open rolling call basis. The types and levels of such calls will be determined from time to time and will be set by the LAG members. The percentage of the programme budget allocated to rolling calls will be in accordance with the provisions in the operating rules and or any subsequent variation thereof. There will also be provision for fixed time limited calls and a minimum of 40% of the project budget over the lifetime of the programme will be allocated to time limited calls.

* + 1. *Calls for Applications*

In line with the requirements set out for the programme on this occasion a certain amount of the funds will be allocated on a time limited fixed call basis. The types and levels of such calls will be determined from time to time and will be set by the LAG members. The percentage of the programme budget allocated to time limited calls will be in accordance with the provisions in the operating rules and or any subsequent variation thereof.

* + 1. *Expression of Interest*

Informal enquiries and the provision of information about the programme will be an ongoing process in order that prospective applicants can gain an understanding of what may be eligible under the programme. The next stage in the process then is the submission of a formal expression of interest (EOI). This will be dealt with by the project officers in order to ascertain the potential eligibility of the project for LEADER Funding. Prospective applicants will be offered an opinion as to whether or not their proposal may be likely to meet with programme eligibility requirements. This process will enable any applicant to make an informed decision as to whether they wish to proceed to application stage or withdraw their expression of interest. This will help to avoid applicants going to unnecessary expense in respect of a possibly ineligible application. The right of any applicant to take their proposal through the process is fully acknowledged. All formal expressions received and not subsequently proceeded with will be formally advised to the LAG / LCDC.

* + 1. *Development of full application*

Development team staff will work with applicants to support them in bringing their application forward to full application stage. When the application reaches this stage the development team will check to ensure that all of the necessary criteria in relation to forthcoming Article 28 and 48 checks under EU Regulation 809/2014 have been addressed. The development team will then prepare a pre evaluation report for the Board of Breffni Integrated Ltd.

*Stage 1 – Basic Eligibility Check*

The following basic eligibility criteria must be met by all project applicants:

1. An Expression of Interest (EOI) form which is deemed ineligible will not progress to application stage. Ineligible EOI’s complete with rationale will be presented periodically to the LAG committee;
2. Eligible EOI’s will progress to application stage:
3. All sections in the LEADER application form must be completed fully, accurately, signed and dated;
4. Clear evidence must be adduced that the project proposal adheres to the specific theme and sub-theme for which funding is sought;
5. The project proposal must clearly address one of the Local Objectives outlined within the Cavan Local Development Strategy (LDS);
6. The project must be within the Cavan County boundaries;
7. All application forms must be accompanied by any additional relevant documentation e.g. business plan, planning permission, public procurement, tax clearance etc;
8. In the case of published “time limited calls”, all applications must be submitted within the specified time frame; and
9. All potential projects must be in accordance with the LEADER Operating Rules of the Rural Development Programme Ireland 2014-2020.
	* 1. *Recommendation by Breffni Integrated Ltd*

As implementation partner the Board of Breffni Integrated Ltd or a Sub Committee if appropriate will review the report and if they consider that the programme criteria have been met will recommend that the project be referred to the independent Evaluation Committee for formal evaluation.

* + 1. *Independent Evaluation Committee*

The Independent Evaluation Committee will meet and conduct an evaluation on each project placed before it. The committee will ensure that in competitive fixed calls that like projects and like criteria are in competition. The members shall each score the projects separately and shall maintain a written record of all evaluations including reasons for any decision taken. Prior to submission of any project to the independent evaluation committee the Local Authority will cause the appropriate Article 28 and Article 48 checks under EU Regulation 809/2014 to be carried out on all projects. On completion of its evaluation in respect of each and every project for consideration the report of the Evaluation Committee will be transmitted directly to the LCDC as Local Action Group for them to take a decision thereon. (1.9.7).

The Independent Evaluation committee will be composed of persons other than the members of the LCDC. The independent evaluation committee will be comprised of local authority staff, statutory agencies and will be augmented by community representation. There shall be a particular focus on ensuring that the members have expertise in respect of the themes and sub themes of the programme. Experience of previous LEADER programmes would be an advantage and to this end certain of the number of proposed members will be selected on the basis of their having been involved previous LEADER evaluation committees. In order to realise the skills requirements the independent evaluation committee will be comprised of local authority staff, staff from statutory agencies and membership from the community and voluntary sector. The particular skills and sectors to be considered for inclusion will be tourism, enterprise development, farming matters, education and youth, community development, business, environmental interests and social inclusion. The members may call on additional technical advice as may be required. The implementation process for this shall be detailed in the rules and procedures of the evaluation committee. The members shall comply with all requirements in relation to conflicts of interest.

*Stage 2 – Project Appraisal and Scoring*

1. Breffni Integrated LEADER staff will prepare a pre evaluation report in respect of all project applications which will include a site visit where required and will then be reported upon by Breffni Integrated and presented to the Evaluation Committee in accordance with the LEADER Operating Rules for the Rural Development Programme Ireland 2014-2020;
2. Projects must be fully evaluated and scored against the criteria presented in Evaluation Scoring Framework template;
3. All projects must be scored by each individual evaluation committee member out of maximum scoring of 220 and the average recorded score will form the basis for the recommendation;
4. Projects that do not score 65% will not proceed or be selected for support; and
5. All evaluated project applications will be presented directly to the LAG for formal decision.

A sample Evaluation Scoring Framework Sheet is included at Appendix1.1 (Page 89)

* + 1. *Decision by Local Action Group*

It shall be a matter for the members of the Local Action Group to take any decision in relation to the approval or otherwise of any project placed before them for consideration. In taking any decision the members shall consider the eligibility of any project for funding and shall not approve any project which they deem to be ineligible for funding under the programme. The Local Action Group may not delegate the decision making process to others including any subcommittee of the group.

* + 1. *Notification of Decision to Applicant*

When a decision has been taken by the LAG and subject to any further verification or confirmation procedures required the decision is communicated to the applicant as quickly as possible. Where the decision is taken to award the funding this will be subject to a range of compliance requirements and qualifying conditions and a letter of offer detailing the award and the conditions attaching is issued to the applicant by Breffni Integrated Ltd as implementing body on behalf of the LAG. The applicant will be required to confirm their acceptance of the offer with its conditions by a specified date and any failure to do so by the specified time will render the offer null and void.

* + 1. *Appeal Procedure*

In the event that any applicant has their application refused they may seek reasons for and a review of the decision and if they are not satisfied with this process they may appeal the decision to refuse their application. A procedure will be put in place in accordance with programme rule to allow for the appeal of any decision. Any appeal will be considered and adjudicated on by persons other than those participating in the initial decision to refuse the application.

###### Relevant Experience

The Chief Officer has previous experience of working on LEADER from a Departmental perspective in the then Department of Community Rural and Gaeltacht Affairs. The administrative officer has previous experience of working on similar projects including the Peace Programmes.

All staff of the implementation partner have been involved in the delivery of the previous LEADER Programme and a number have experience of earlier LEADER programmes in one case right back to the start of the initiative in Ireland. The LEADER Staff have experience of the procurement requirements of the LEADER programme as established to date and the enhanced requirements introduced in respect of LEADER 2007-2013.

Breffni Integrated Ltd jointly with its partner Monaghan Integrated Development Ltd delivered the LEADER Programme 2007-2013 in Counties Cavan and Monaghan under the business name Cavan-Monaghan LEADER. This entity was the successor organisation to Cavan Monaghan Rural Development Co Op Society Ltd (CMRD). CMRD had participated in all previous LEADER programmes including the initial pilot programme. Breffni Integrated Ltd also delivers the Social Inclusion and Community Activation Programme (SICAP) and previously delivered the Local and Community Development Programme (LCDP). It and its precursor organisations Cavan Partnership, South West Cavan CDP and Community Connections have had a very long track record in the delivery of social inclusion programmes in County Cavan which continues to this day.

In addition to the full range of local authority services Cavan Co Council has had extensive previous experience in the delivery of the Peace Programmes as a border county.

The members of the Local Action Group come from a wide variety of backgrounds and sets of experience, many have been involved as members of the Local Action Group for the previous LEADER Programme or on similar entities, and others have long track records of involvement in agencies and at local government level as public representatives or administrators.

# Section 2 LDS Area Profile

### Area Selection

The area to which this Local Development Strategy applies is the geographical and legal county of Cavan which is a Local Authority area as defined in legislation and a designated sub region for the delivery of the LEADER element of the Rural Development Programme 2014-2020 in Ireland.

### Socio-Economic Profile

###### Demographic

* + - 1. Population

*Population*

Census 2011 recorded a population of 73,183 for County Cavan (37,013 males and 36,170 females). The population of the County grew by 14.3% between 2006 and 2011, nearly twice the growth rate for the State at 8.2%. Co. Cavan had the second highest percentage increase in population recorded for all counties in the inter-census period 2006-2011.

Cavan is a predominantly rural county with 70% of the population living in rural areas and very small settlements. The principal urban centre is Cavan Town located towards the centre of the county with a number of other centres principally located to the east and south, (Ballyjamesduff, Bailieborough, Virginia, Kingscourt, and Cootehill) with one to the north west (Belturbet).

As indicated in table 2.1 below, the growth in population in the county (13.2%) remains significantly above that of the border region (8.3%) or the state generally (8.2%).

Towns in the south and east including Ballyjamesduff, Bailieborough, Kingscourt, Mullagh and Virginia have become attractive locations for people who work in Dublin and Meath to settle as a result of lower house prices but what is seen as a manageable commuting distance. This has led to higher population growth and greater levels of urban development in the south and east. Most of the growth in population has been driven by urban and perri-urban factors and tends to be concentrated around Cavan town itself and in the quadrant of the county to the south and east of the county town

###### Table 2.1: County, Border Region and State Population Change 2002-2011

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **County, Region or****State** | **2002** | **2006** | **% Change** | **2011** | **%****Change** |
| **Cavan** | 56,546 | 64,003 | 13.2 | 73,183 | 14.3 |
| **Border Region** | 432,534 | 468,375 | 8.3 | 514,891 | 9.9 |
| **State** | 3,917,203 | 4,239,848 | 8.2 | 4,588,252 | 8.2 |

Source: CSO, Census of Population, 2011.

Comparison of the population changes in the various Electoral Divisions in Co. Cavan between 2006 and 2011 shows that the population in the greater Cavan town area and the areas to the east and south of the county town continues to grow at a much faster rate than that of the north and west where populations are either static or growing very slowly with marginal declines evident in some instances.

* + - 1. Age Profile and Dependency Ratio

*Age Profile*

The age profile within the County (Table 2.2) provides a useful picture and indication of the likely future service needs within the County. According to Census 2011 almost a quarter (23.55%) of Cavan’s population are children (aged 0-14 years) and 12.11% of people are aged 65 years and over:

###### Table 2.2 Age breakdown of Cavan's population, 2002 to 2011

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **County Cavan** | **2002** | **2006** | **2011** | **Actual change****2006-2011** | **% change 2006-****2011** |
| **Total** | 56,546 | 64,003 | 73,183 | 9,180 | 14.34 |
| **0 - 4 years** | 4,189 | 4,743 | 6,177 | 1,434 | 30.23 |
| **5 - 9 years** | 4,143 | 4,914 | 5,529 | 615 | 12.52 |
| **10 - 14 years** | 4,559 | 4,595 | 5,526 | 931 | 20.26 |
| **15 - 19 years** | 4,651 | 4,417 | 4,583 | 166 | 3.76 |
| **20 - 24 years** | 3,719 | 4,326 | 4,106 | -220 | -5.09 |
| **25 - 29 years** | 3,575 | 4,686 | 5,133 | 447 | 9.54 |
| **30 - 34 years** | 3,796 | 4,665 | 5,727 | 1,062 | 22.77 |
| **35 - 39 years** | 3,985 | 4,760 | 5,484 | 724 | 15.21 |
| **40 - 44 years** | 3,936 | 4,567 | 5,286 | 719 | 15.74 |
| **45 - 49 years** | 3,730 | 4,226 | 4,864 | 638 | 15.10 |
| **50 - 54 years** | 3,360 | 3,826 | 4,428 | 602 | 15.73 |
| **55 - 59 years** | 2,911 | 3,497 | 3,950 | 453 | 12.95 |
| **60 - 64 years** | 2,177 | 2,774 | 3,524 | 750 | 27.04 |
| **65 - 69 years** | 2,215 | 2,131 | 2,714 | 583 | 27.36 |
| **70 - 74 years** | 1,907 | 2,018 | 1,990 | -28 | -1.39 |
| **75 - 79 years** | 1,686 | 1,663 | 1,775 | 112 | 6.73 |
| **80 - 84 years** | 1,208 | 1,214 | 1,243 | 29 | 2.39 |
| **85 years and over** | 799 | 981 | 1,144 | 163 | 16.62 |

The age dependency rate for Cavan at 35.7% is slightly above the national average.

Source: CSO, Census of Population, 2011.

*Population Age Dependency*

‘Youth Dependency’ is the percentage of children (0-14) relative to the most economically active age groups (15-64). ‘Elderly Dependency’ is the proportion of older people (65+) relative to the a g e c o h o r t 15-64. Overall ‘dependency rate’ is the sum of the above two, and is a good indicator of the level of economically dependent population in comparison to the economically active. In 2011, Cavan had a ‘dependency rate’ of 55.42 per cent, which is significantly above that of the Border Region (35.4%) or the State (33%)

###### Table 2.3 Age Dependency County Region and State compared 2011

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **% Youth Dependency (0 – 14)** | **% Elderly****Dependency (65 & over)** | **% Total Dependency** |
| Cavan | 36.6% | 18.8% | 55.4% |
| Border | 22.6% | 12.6% | 35.2% |
| State | 21.3% | 11.7% | 33% |

Source: CSO, Census of Population, 2011.

The County has also experienced a large percentage increase in its population of young people in the inter census period 2006-2011. The number of young people aged between 0-4 years increased by 30% with a 20% increase in those aged 10-14 in the same period.

There are 8,866 people aged 65 and over in Co. Cavan. This figure equates to 12.12% of the population of the county and is slightly above the percentage for the state of 11.66%.

* + - 1. Level of Educational Attainment

*Educational Attainment*

Of those aged 15 years and over living within the County whose full-time education has ceased at census 2011 some 20.6 per cent were educated to primary level only; a further 57.3 per cent had completed second level while a further 22.2 per cent were educated to third level.

Throughout Ireland there has been a continuous improvement in the level of education amongst the adult population over the past 20 years. In 1991, 36.7% of the adult population had primary education only. This declined to half this level (18.9%) in 2006 and even further to 16.0% in 2011. Between 2006 and 2011 the proportion of the adult population with primary education only decreased by 2.9 percentage points. The rate for County Cavan has fallen from 46.7% in 1991, to 25.6% in 2006 and 20.6% in 2011, leaving the present level some 4.6 percentage points above the national average change.

However, despite the considerable improvement at county level, there remain several rural EDs where a significant portion of the adult population has primary education only. These are Diamond (34.0%), Drumakeever/Derrynananta (33.6%), Templeport/Benbrack (32.3%) and Canningstown (32.1%), all of which are characterised by levels of attainment of primary education only at least twice as high as the national average. The first three of these are located in the more isolated and rural west pan handle area of the county while the final one is in one of the most rural and upland areas of east Cavan.

*Third level qualification*

The proportion of County Cavan’s population holding a third level qualification has grown from 8.3 per cent in 1991, to 23.3 per cent in 2006 and marginally decreased to 22.2 per cent in 2011. However, this 20 year growth is well below that which occurred nationally, an increase of 13.9 percentage points for the county compared to 17.6 percentage points nationally. (Trutz Haase &

Feline Engling. The 2011 Pobal HP Deprivation Index. February 2013). Social sciences, business and law are the most common areas of studies in which people within the county have completed a third level qualification.

* + - 1. Proportion of households in private and social housing

While social housing provision is extant throughout the county including in many rural areas the significant concentrations of social housing provision are found in urban and perri-urban areas. The highest concentration (26.17%) is in Cavan urban area followed by Belturbet (18.81%) and Cootehill (18.16%). There are 25,720 households recorded in census 2011 in Co Cavan of these 1,704 or 6.63% of all households are classified as renting from a Local Authority, (Source CSO Census 2011).

###### Table 2.4 Ten Electoral Divisions with the highest percentage of Social Housing.

|  |  |  |
| --- | --- | --- |
|  | **Electoral Division** | **% of Social Housing** |
| 1. | Cavan Urban. | 26.17 |
| 2. | Belturbet. | 18.81 |
| 3. | Cootehill. | 18.16 |
| 4. | Toam. | 14.84 |
| 5. | Killinagh/Teebane. | 11.11 |
| 6. | Kingscourt. | 10.31 |
| 7. | Ballyconnell. | 10.07 |
| 8. | Bailieborough. | 9.49 |
| 9. | Swanlinbar. | 9.15 |
| 10. | Ballyjamesduff. | 8.59 |

Source: Census of Population 2011 CSO & Pobal.

* + - 1. Disability/Health

*Health*

A new question on general health was introduced for the first time in census 2011 respondents were requested to select one of five categories ranging from very good to very bad. Self- perceived health status provides a well validated and widely used measure of actual health, despite its subjective nature. Overall the vast majority of County Cavan’s population (96.76 %) believe their general health was very good, good or fair on census night. Only 0.20 per cent of people in Cavan said their health was very bad, and 1.09 per cent said it was bad. Nationally 5.4% of people in unskilled (census) social classes said their health was very bad. It is known that health risks are higher for people experiencing poverty.

*People with disabilities*

Census 2011 records that 8,714 persons in Co. Cavan identified as having a disability. This represents 11.9% of the population of the county. With the exception of Cavan Rural the electoral division with the highest population with a disability the remaining nine of the ten electoral divisions with the highest numbers of persons with a disability correspond with the areas identified in whole or part as being disadvantaged or very disadvantaged based on the Pobal Deprivation Scores. These ten electoral divisions account for 45.7% of all those identifying as disabled. The ten electoral divisions are set out in Table 2.5. All ten are urban areas in the county.

###### Table 2.5

**Top ten electoral divisions with persons identifying as having a disability in Census 2011.**

|  |  |  |
| --- | --- | --- |
|  | **Electoral Division** | **Number of Persons** |
| 1 | Cavan Rural | 867 |
| 2 | Bailieborough | 494 |
| 3 | Virginia | 462 |
| 4 | Ballyjamesduff | 321 |
| 5 | Kingscourt | 282 |
| 6 | Cootehill Urban | 244 |
| 7 | Belturbet Urban | 215 |
| 8 | Mullagh | 204 |
| 9 | Ballinagh | 184 |
| 10 | Ballyconnell | 178 |

Source: CSO, Census of Population, 2011.

* + - 1. Deprivation Index

*Identifying Disadvantaged and Very Disadvantaged Areas in Co. Cavan.*

Communities of place form a key element of the Rural Development Programme. Pobal in its research has identified areas of the country and by extension the County of Cavan which is the area for this Local Action Group which based on census data can be defined as being Disadvantaged, Very Disadvantaged or Extremely Disadvantaged. Using the SAPS and Pobal maps an analysis has been carried out to identify those small areas which register in any of these three categories in county Cavan. There are no small areas in the county registering as “Extremely Disadvantaged” some three electoral divisions all in urban areas have “small areas” within them which are classified as Very Disadvantaged. The areas classified as Very disadvantaged are located in Cavan Town, Bailieborough where the areas are quite extensive in each case and Cootehill where there is a lesser concentration. There are in all twenty one electoral divisions containing areas classified as disadvantaged or very disadvantaged. The total population of these areas was 9,096 persons in census 2011.

Local Government reform has led to the creation of three new municipalities in county Cavan. These three municipalities are largely equal in terms of population size and are denominated as Cavan-Belturbet covering Cavan Town and the north west, Bailieborough-Cootehill covering the east and Ballyjamesduff covering the southern part of the county. Some 43.61% of the people living in areas of disadvantage are in the Cavan-Belturbet Municipality area with 19.08% in Cavan Town alone with the towns of Belturbet, Ballyconnell and Killeshandra making up a further 16.90% and the remaining 7.63% being in the rural areas of West Cavan.

A total of 32.10% of those living in disadvantaged areas are located in the Bailieborough- Cootehill Municipality area with 10.23% in Bailieborough, 8.66% in Cootehill and 8.21% in Kingscourt. The town of Shercock and the rural area of Drumcarn in the north of the area account for the remaining 5%.

The Ballyjamesduff Municipality area accounts for 24.28% of those living in areas classified as disadvantaged in the county. The town of Ballyjamesduff accounts for 8.92% Mullagh for 3.65% and Virginia for 3.05%. The towns of Kilnaleck and Ballinagh account for 4.65% between them and the rural areas of Denn and Kill contain the remaining 4.01%.

The number of persons living in areas classified as disadvantaged or very disadvantaged is 9,096 or 12.43% of the population of the county based on census 2011 and the Pobal index.

*Disadvantaged Communities*

Of the population of 73,183 in the county of Cavan in census 2011 some 9,096 or 12.43% of the population are resident in areas which are classified as disadvantaged or very disadvantaged. These are calculated based on a basket of indicators set out in the Pobal index referenced to the small area statistics which break down the larger electoral divisions into smaller areas and allow for a more accurate identification of areas experiencing disadvantage. The areas concerned are primarily located in urban centres with some urban centres having more small areas in this category and others having fewer. In the rural areas of west Cavan where the population is sparser instead of having small areas the opposite is true with electoral divisions being combined in some cases.

*Dispersed Disadvantage*

While the Pobal Index provides a useful measure of agglomerations of disadvantage thus allowing for the identification of areas of disadvantage it is useful to note that this holds true for urban disadvantage and the classic neighbourhood effect but for rural areas it is only true in certain areas largely those where depopulation and unsustainability of agriculture are at play in the far west pan handle area of the county. In other rural areas those experiencing disadvantage exist side by side with others who may be more affluent thus statistically masking the true level of disadvantage experienced by many in rural communities where access to employment, transport and services remain a significant issue.

* + - 1. Demographic information on disadvantaged groups

*Lone Parents*

Census 2011 identifies 2,534 households in Co. Cavan as being lone parent households this figure represents 9.8% of all households in the county the corresponding figure for the state is 10.9%

A total of 4,022 children and young people live in the 10 electoral divisions identified with the highest proportions of lone parents (19.9%). Belturbet Urban recorded the highest proportion of lone parents in 2011 with 33.11%. Cavan Urban recorded the second highest proportion with 31.93%, Bailieborough electoral division recorded the third highest proportion of lone parents (26.88%) and the highest number of children and young people residing within; over a quarter of the 4,022 children and young people (27.2%). Cootehill Urban ranked fourth at 26.55% and Ballinagh ranked fifth at 25.15%. (Túsla Research).

*New Communities*

While new communities can be challenging to define because of the variety of possible permutations combinations it is clear from census 2011 that the proportion of the population identifying with a nationality other than Irish represented 11.6% of the population just below the average for the state of 12.0%. The largest grouping in county Cavan is that of UK nationals at 2,118 the next largest is that of Polish nationals at 1,889.

Census 2011 establishes a number of categories of ethnic identifier in addition to the long standing categories of White Irish and Irish Traveller these are Other White, Black or Black Irish, Asian or Asian Irish and Other Ethnicity.

The ten Electoral Divisions with the highest numbers of persons identifying as “Other White” are as follows: Cavan Rural 1,181, Cavan Urban 628, Ballyjamesduff 618, Kingscourt 410,

Ballyconnell 390, Virginia 362, Bailieborough 286, Cootehill 244, Belturbet Urban 191 and

Shercock 167.

The five electoral divisions with the highest numbers of persons identifying as “Black or Black Irish” are: Cavan Rural 289, Ballyjamesduff 129, Cavan Urban 67, Virginia 61 and Mullagh 41.

The five electoral divisions with the highest numbers of persons identifying as “Asian or Asian Irish” are Cavan Rural 329, Cavan Urban 102, Virginia 44, Kingscourt 39 and Shercock 32.

The five areas with the greatest numbers of persons identifying with the category of “other ethnicity” are: The greater Cavan area 192, Ballyjamesduff 85, Kingscourt 29, Bailieborough 21

and Virginia 21.

###### Table 2.6

**Foreign National Children by State and county Cavan by rate per 1,000 and numbers**

|  |  |  |
| --- | --- | --- |
|  | **National****Figure/Percentage** | **County Cavan** |
| Rate per 1,000 | 82.5 per 1,000 children | 93.2 per 1,000 children |
| Total numbers | 93,005 out of1,126,919 | 1,859 out of19,942 |

*Source: State of the Nation Report (2012)*

A total of 1,859 Foreign National children are recorded as living in county Cavan in census 2011. Foreign National children make up nine per cent of Cavan’s child population. County Cavan also recorded a higher rate of Foreign National children than the national rate (Túsla Research).

*Travellers*

Persons identifying as Irish Travellers in Census 2011 are found in a total of 24 electoral divisions in the county often in small numbers indicating one or two households in many cases. There are also a number of areas where there are more significant numbers of Irish Travellers. The principal electoral divisions where significant numbers of persons who identify as Irish Travellers are present are: Cavan Urban 238, Bailieborough 41, and Cavan Rural 40.

###### Table 2.7

**Traveller child population by State and county Cavan by rate per 1,000 and numbers**

|  |  |  |
| --- | --- | --- |
|  | **National Figure/Percentage** | **Cavan** |
| Rate per 1,000 | 12.4 per 1,000 children were Travellers | 9.6 per 1,000children |
| Total numbers | 14,245 out of1,148,687 | 194 out of 20,194 |

*Source: State of the Nation Report (2012)*

County Cavan recorded a Traveller child population of 0.96% of all children with 194 Traveller children recorded as residing in the county, a lower rate of Traveller children than the national rate.

* + - 1. *Identification of priority target groups*

While the target groups identified as being most in need of social inclusion supports have been identified in this research they do make up a small cohort of the overall population and there are real needs beyond these groups in the wider community where struggling rural communities who may not qualify for a recognised categorisation of disadvantage but who none the less have within their number many people who are experiencing aspects of disadvantage in their lives.

Social and public services rely in so many ways on voluntary effort in communities to bridge the gaps in addressing the needs of such communities. Communities and members of communities such as these are strongly placed to play a meaningful role in accessing the LEADER Programme for the benefit of their wider community.

###### Labour Market and Unemployment

* + - 1. *Live Register Statistics*

*The unemployed*

Census 2011 identified the Labour Force of persons over 15 years and economically active as being 34,640 persons of whom 27,309 or 78.8% were in employment while 7,331 or 21.2% were unemployed the comparable percentage for the state being 19.0%. By way of comparison the Live Register for April 2011 (census month) shows that 7,433 persons were recorded on the live register in that month for the two Cavan Local DSP Offices. The total number of persons on the live register for the two DSP Offices in Co. Cavan at the end of November 2015 is 5,373, a fall of 2,060 since April 2011. It must also be noted that i.) The Live Register also contains persons working part time up to three days per week and ii.) that the two Local DSP Offices in Co. Cavan do not cover all of the County with areas in the west, south-west and north-east being served by local offices in adjoining counties and consequently included in their returns instead.

###### Table 2.8 Live Register Figures for the two DSP Local Offices in Co. Cavan.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | U 25 M | U 25 F | 25+ M | 25+ F | All Males | All Females | Total |
| April 2007 | 241 | 177 | 1,098 | 809 | 1,339 | 986 | 2,325 |
| April2011 | 855 | 581 | 3,972 | 2,025 | 4,827 | 2,606 | 7,433 |
| Nov 2014 | 507 | 439 | 2,980 | 1,956 | 3,487 | 2,395 | 5,882 |
| Nov2015 | 421 | 335 | 2,702 | 1,915 | 3,123 | 2,250 | 5,373 |

Source CSO Statbank DSP Live Register figures.

As may be seen the number of persons recorded in the two DSP offices as being on the Live Register in April 2007 was 2,325 a figure which had been relatively constant for a considerable number of years previously. This number rose to 7,433 by April 2011 i.e. census month that year. It currently (November 2015) stands at 5,373 this is over 2.3 times the number for April 2007. A fall of 1,704 in the number of males on the register occurred between April 2011 and November 2015 and a fall of 356 in the number of females on the register occurred in the same period. However there remain over 2.3 times as many males on the live register in November 2015 as in April 2007 and over 2.2 times as many females on the register for the corresponding period.

The most current information available for the distribution of the unemployed is to be found in Census 2011. The ten Electoral Divisions with the highest rates of male unemployment in percentage terms are: Belturbet Urban 42.56%, Kinawley 40.54%, Cavan Urban 40.24%, Derrylahan 39.29%, Cootehill Urban 35.02%, Killinagh/Teebane 32.02%, Bailieborough 30.93%,

Eskey 30.65%, Doogarry 30.23%, and Graddum 30.07%.

The ten Electoral Divisions with the highest rates of female unemployment in percentage terms are: Cavan Urban 29.83%, Dunmakeever/Derrynanta 29.17%, Belturbet Urban 28.48%, Cootehill Urban 27.00%, Ballyjamesduff 24.47%, Kilgolagh 24.14%, Pedravohers/Tircahan 23.91%,

Diamond 22.58% Bailieborough 22.56% and Kingscourt 21.8%.

* + - 1. *Youth Unemployment Rates*

In Census 2011 an enquiry is made around employment status with one of the indicators being “looking for first job” while almost all electoral divisions contain persons responding as being in this employment category the ten electoral divisions with the highest numbers looking for their first job are as follows: Cavan Urban 72, Cavan Rural 57, Virginia 38, Ballyjamesduff 28, Bailieborough 26, Cootehill Urban 26, Belturbet Urban 20, Ballyconnell 17, Kingscourt 15, and in joint tenth place Moynehall and Templeport/Benbrack each with 13 persons in that category. With the exception of Cavan Rural and Moynehall all other areas categorised as being in the top ten also contain areas ranked as Disadvantaged or Very Disadvantaged on the Pobal index of deprivation. The areas listed contain 325 persons looking for their first job this is 58.14% of the total (559) in this category in the county overall. Further to this the live register figures show that there are some 421 males aged under 25 and some 335 females aged under 25 (total 756) on the live register between the two local DSP offices in county Cavan in November 2015.

* + - 1. Female Labour Force Participation

As shown in Table 2.19 some 44.16%of all females 12,266 amongst persons at work or unemployed are at work with a further 20.18% engaged in home duties. A total of 2,566 females 9.24% were classified as unemployed or looking for a first job. The live register for Co. Cavan in November 2015 records that 2,250 females were on the live register in that month.

###### Table 2.9 Females at work or unemployed by occupation

|  |  |  |
| --- | --- | --- |
| **Occupation** | **Number** | **Percentage** |
| At Work | 12,266 | 44.16 |
| Looking for First Job | 256 | 0.92 |
| Unemployed (previously employed) | 2,310 | 8.32 |
| Student | 2,839 | 10.22 |
| Home Duties | 5,604 | 20.18 |
| Retired | 3,371 | 12.14 |
| Ill or Disabled | 1,071 | 3.86 |
| Other | 58 | 0.20 |
| **Total** | **27,775** | **100** |

Source CSO census 2011.

###### 2.2.3 Economic Activity

2.2.3.1 Overview

County Cavan has a strong manufacturing and agricultural background, although Professional Services and Commerce and Trade are now the largest sectors. Cavan’s industrial base relies on a mix of indigenous businesses and some Foreign Direct Investment [FDI] companies. In 2012 there were 3,056 VAT registered firms in County Cavan. There are several significant employers, and over 80 companies supported by Enterprise Ireland.

The Border Regional Planning Guidelines 2010-2022 set out the existing and potential areas for future growth and development in the region. They outline the key sectors as being: agri-food, internationally traded services, renewable energy, life sciences, tourism, natural resources, creative, caring and retail. Previous studies at a local level have set out a strategy for development of County Cavan’s economy focused on increased innovation and research as the way forward.

The **Cavan County Development Plan 2012-2020** outlines the Local Authority’s key objectives and commitments in relation to the following areas:

* **Agriculture & Farm Diversification** – recognising that agriculture would continue to be a crucial driver in the local economy, and its significant contribution to employment it outlined the Local Authority’s commitment to supporting agricultural employment in the county and to farm diversification which could lead to new employment opportunities.
* **Enterprise Development in Urban Areas** – including the facilitation of new industrial development in serviced towns and villages
* **Rural Enterprises** –Support for suitable small scale enterprises in rural locations is highlighted noting the potential they have for contributing to the economy of such areas.
* **E-working, Teleworking, and home based economic activity in rural areas** – the ongoing change in work patterns in this area was noted along with the necessity to embrace such change as a real alternative to commuting so long as it did not negatively affect the residential character of any area.
* **Extractive industries** – the potential for development in this area was noted but it is also acknowledged that it at all times this needs to be balanced with the need to protect the built and natural heritage of the county.
* **Forestry** – The socio-economic benefits to the county from appropriately located and well managed developments relating to this sector is recognised.
* **Retail** – the plan recognised that the retail sector was an important employer and driver of economic growth and the aim was to sustain and improve the retail profile and competiveness of the county through the consolidation and enhancement of town centres and settlements and by improving the quality and choice of retail developments on offer.
	+ - 1. Employment by sector

*Industry in Cavan*

Census 2011 showed that over 11,000 people are employed in the two largest sectors in the county (Professional services and Commerce and Trade), although Manufacturing and Agriculture are still very significant players.

###### Table 2.10 Persons at work by industry in County Cavan, 2011

|  |  |
| --- | --- |
| **Industry in Cavan** | **Number of persons** |
| Professional services | 5,714 |
| Commerce and trade | 5,615 |
| Manufacturing industries | 4,206 |
| Other | 3,792 |
| Agriculture, forestry and fishing | 3,348 |
| Building and construction | 1,695 |
| Public administration | 1,646 |
| Transport and communications | 1,293 |
| **Total** | **27,309** |

A more detailed breakdown of this data is presented in Table 2.11 which shows the increase or decrease in the number of people at work in particular sectors over three Census periods. It can be seen that employment in manufacturing industries has remained fairly stable since 2002, while as might be expected there has been a huge drop in the numbers of persons employed in construction. Other sectors which have experienced an increase in employment levels include the hotel and restaurant sector, the wholesale and retail trade, real estate, public administration and defence, and education. The number of persons employed in health and social work has increased by 38% between 2002 and 2011.

###### Table 2.11 Population Aged 15 Years and Over at Work (Number) in County Cavan by Broad Industrial Group and Census Year

|  |  |  |  |
| --- | --- | --- | --- |
| **Cavan** | **2002** | **2006** | **2011** |
| Agriculture, forestry and fishing | 3,367 | 2,740 | 3,381 |
| Mining, quarrying and turf production | 142 | 192 | 122 |
| Manufacturing industries | 4,008 | 4,406 | 3,928 |
| Electricity, gas and water supply | 102 | 115 | 158 |
| Construction | 2,569 | 4,082 | 1,765 |
| Wholesale and retail trade | 2,695 | 3,596 | 3,758 |
| Hotels and restaurants | 1,023 | 1,321 | 1,418 |
| Transport, storage and communications | 823 | 1,003 | 1,054 |
| Banking and financial services | 738 | 1,047 | 953 |
| Real estate, renting and business activities | 956 | 1,370 | 1,478 |
| Public administration and defence | 1,245 | 1,348 | 1,632 |
| Education | 1,174 | 1,472 | 2,172 |
| Health and social work | 1,831 | 2,634 | 3,000 |
| Other community, social and personal service activities | 580 | 793 | 973 |
| Industry not stated | 1,161 | 2,200 | 1,517 |
| **Total at work** | **22,414** | **28,319** | **27,309** |

CSO data indicate that there were 2,877 ‘active enterprises’ registered in County Cavan in 2012, of which 738 were engaged in the wholesale and retail trade, 669 were engaged in construction and 309 were providers of accommodation and food services.

* + - 1. Details of existing industries and services

*Larger Employers in Cavan*

According to the Forfas annual employment survey (October 2013), Enterprise Ireland has close to 80 client companies in Cavan directly employing 3,800 people. Some of the larger Enterprise Ireland clients in terms of numbers employed include Carton Bros, Kingspan, Lakeland Dairies, Liffey Meats, Obelisk, Quinn Packaging and Quinn Cement, Mc Carrens and Kepak. IDA Ireland has seven FDI client companies directly employing 1,135 people (Liberty Insurance, CG Power Systems, Boxmore Plastics, Gypsum Industries, Wellman International, Global Indemnity, and Presonus.) Abbott Ireland Nutrition Division outside Cootehill while just inside the Co. Monaghan boundary is none the less also a major contributor to the local economy.

*Indigenous Sector*

Cavan is heavily dependent on indigenous development as a source of wealth and job creation. The county is renowned for its achievements in the building and building materials sectors, as well as engineering and added value food production. Achievements to-date by the County’s key companies clearly illustrate that Cavan has a number of high quality entrepreneurs.

*Food Production*

Cavan has a proud tradition in agricultural production and the ready supply of local quality primary produce has spawned the growth of food businesses across the county. Lakeland Dairies is Ireland’s second largest dairy processing co-operative, processing about one billion litres of milk annually into a range of value added dairy foodservice products and food ingredients and exporting to 70 countries worldwide. Glanbia plc is an international nutritional solutions and cheese group, headquartered in Ireland with one of its production facilities, Glanbia Ingredients, based in Virginia, Co. Cavan.

Artisan food production continues to grow with local producers making quality speciality foods for domestic and international markets. Cavan food producers are at the forefront of innovative food processing techniques engaging with all local and national support agencies and the third level sector.

*Engineering*

Cavan has a long established reputation for engineered products produced to meet the exacting needs of an international client base. From precision engineering companies, to process control systems designers, to the latest in agricultural machinery, and machine tools, Cavan companies are forging ahead to provide innovative engineering solutions to grow and sustain their business and that of their clients. Key examples include PQE Ltd., Mastek Ltd., EMCA Ltd., Sean Brady Engineering Ltd. and Multi-Tech Design Ltd.

*Building Materials / Insulation Products / Green Technologies*

International leaders in the building materials industry (including insulation products) are located in the county. The Kingspan Group, headquartered in Kingscourt, County Cavan, are a world leading manufacturer of sustainable products for the construction industry. Quinn Industrial Holdings Ltd is a leading group in a range of building products and packaging. Other established building products companies that are expanding their reach into global markets include Airpacks Ltd, O’Reilly Bros Ltd., and Ballytherm Ltd.

*Financial, ICT and Tradable Services Sectors*

There is evidence of a growing financial and internationally trading services sector, offering potential for economic diversification and job creation. Additionally the digital economy is at an early stage of development and could offer strong opportunities into the future.

###### Some of the key Irish owned industries located in the County include:

* + - * + Lakeland Dairies (dairy products) - [www.lakeland.ie](http://www.lakeland.ie/)
				+ Glanbia (dairy products) - [www.glanbia.ie](http://www.glanbia.ie/)
				+ Kingspan Group (insulated panels) [www.kingspan.com](http://www.kingspan.com/)
				+ Liffey Meats (meat processing) [www.liffeymeats.ie](http://www.liffeymeats.ie/)
				+ Carton Bros (poultry products) [www.cartongroup.ie](http://www.cartongroup.ie/)
				+ Quinn Industrial Holdings Ltd (packaging & building materials etc.) [www.quinn-buildingproducts.com](http://www.quinn-buildingproducts.com/)
				+ Foamalite (PVC foam sheeting) [www.foamalite.ie](http://www.foamalite.ie/)
				+ Abcon (industrial abrasives ) [www.abconireland.com](http://www.abconireland.com/)
				+ ATA Group (industrial tools) [www.atagroup.ie](http://www.atagroup.ie/)
				+ Obelisk Communications (telecoms services) [www.obelisk.com](http://www.obelisk.com/)
				+ FSW Coatings (paint manufacture) [www.fleetwood.ie](http://www.fleetwood.ie/)
				+ McCarren & Co Ltd (processes pork and bacon products) [www.kepak.com](http://www.kepak.com/)

*Commerce and Trade / Professional Services & Retail Services*

As mentioned previously Census 2011 showed that over 11,000 people are employed in the two largest sectors in the county (Professional services and Commerce and Trade). The CSO category of Commerce and Trade includes wholesale and retail trade, banking and financial services and real estate, renting and business activities.

The retail sector is an important employer and driver of economic growth in the County and contributes to the vitality of our towns, especially Cavan Town. In 2012 Cavan’s retail sector employed 2,083 people in 738 active retail enterprises.

* + - 1. Agriculture and land use

*Agriculture*

Traditionally the economy of the county has been driven by agriculture and agriculture related activities, much of our history and cultural identity is connected with farming and rural areas. The CSO identifies Cavan as one of those counties most reliant on employment in agriculture, forestry and fishing, along with Monaghan and South Tipperary, with 1 in 8 workers engaged in the sector. According to the Census of Agriculture taken in 2010, there were 5,282 farms in County Cavan, with the largest numbers concentrating on specialist beef production followed by specialist dairying (593). The pig industry is very significant in Cavan. More than one fifth of pigs in the country are in Cavan (332,880 pigs) where the average number of pigs per farm is 4,059. Pig farming is an intensive activity carried out by a small number of specialised producers. A total of 4,666 farms in Cavan had cattle in 2010 (219,463 animals) and 270 farms had poultry.

###### Table 2.12 Number of farms in County Cavan by farm type

|  |  |  |  |
| --- | --- | --- | --- |
| **Specialist** | **Mixed** |  |  |
| **Tillage** | **Dairying** | **Beef production** | **Sheep** | **Grazing live-stock** | **Crops****& live- stock** | **Field crops** | **Other** | **Total** |
| 6 | 593 | 3,685 | 212 | 378 | 9 | 288 | 111 | 5,282 |

Source: Census of Agriculture, 2010

Table 2.13 following displays the number of farms, average farm size and the number of people employed on farms in 2010. It also provides a comparison on how the sector has changed over the 10 year period from 2000. It shows that even though the average number of farms have

decreased over this period (-209), employment levels have increased (+442), as has the average farm size.

###### Table 2.13 Analysis of Agriculture Sector in Cavan 2000 & 2010.

|  |  |  |
| --- | --- | --- |
| **No. of Farms** | **Average Farm Size****(ha)** | **Employment in****Agriculture** |
| **2000** | **2010** | **2000** | **2010** | **2000** | **2010** |
| 5,491 | 5,282 | 25.2 | 26.4 | 9,457 | 9,899 |

Source: Census of Agriculture, 2010

The average standard output of farms in Cavan is €34,528 (standard output is the average monetary value of the agricultural output at farm-gate prices). Only five per cent of the county’s farms generated a standard output in excess of €100,000 in 2010.

It is widely acknowledged that Agriculture will be a crucial driver in restoring Ireland’s economic growth and creating employment over the next number of years, particularly in the food processing areas. Initiatives need to be supported which promote agricultural employment in the county whilst the agricultural sector undergoes challenges posed by modernisation, restructuring, market development and the increasing importance of environmental issues.

*Farm Diversification*

There is a need to promote farm diversification and new employment opportunities within the agriculture sector in order to sustain rural communities and ensure the viability of existing community services. Diversification of the rural economy and in particular developing the potential of the agri food sector, forestry, the sustainable exploitation of natural resources and alternatives to on farm and off farm activities are all to be encouraged.

Such development initiatives can provide additional or alternative incomes which could effectively supplement declining incomes from agricultural outputs. According the Cavan County Development Plan 2014-2020, diversification will be facilitated, provided the proposal is related directly either to the agricultural operation engaged upon the farm or the rural nature of the area; does not have unacceptably negative impacts on the landscape and character of the area and is compatible with the existing road infrastructure in the area.

* + - 1. Tourism

Cavan attracts significant numbers of overseas visitors and the county’s performance compared to neighbouring counties is good. Cavan is the third most popular County (after Donegal and Sligo) for overseas visitors in the North West of the Country.

###### Table 2.14: Overseas visitors (000s) to Border Region counties in 2012

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **County** | **Total** | **Britain** | **Mainland Europe** | **North America** | **Other Areas** |
| Cavan | 80 | 51 | 9 | 16 | 4 |
| Donegal | 174 | 64 | 65 | 35 | 10 |
| Leitrim | 29 | 21 | 5 | 4 | \* |
| Monaghan | 46 | 32 | 7 | 5 | 2 |
| Louth | 92 | 46 | 25 | 11 | 10 |
| Sligo | 129 | 44 | 47 | 26 | 12 |

\*Indicates less than 1,000

However, compared with other areas of the country, Cavan and the border region in general, are weaker with regard to tourism numbers and spend. Domestic tourism figures show that the Border region had 772k visitors in 2013, much lower numbers than the West (1168k) or South West (1411k).

###### Table 2.15: Domestic Travel by Irish Residents by Region Visited and Year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Number of Trips by Irish Residents on****Domestic Travel (Thousand)** | **2010** | **2011** | **2012** | **2013** |
| Border, Midland and Western | 2,302 | 2,102 | 2,124 | 2,256 |
| Border | 827 | 729 | 711 | 772 |
| Midland | 223 | 284 | 329 | 316 |
| West | 1,253 | 1,089 | 1,084 | 1,168 |
| Southern and Eastern | 4,998 | 5,067 | 4,907 | 4,855 |
| Dublin | 1,116 | 1,279 | 1,392 | 1,344 |
| Mid-East | 369 | 503 | 463 | 487 |
| Mid-West | 754 | 692 | 659 | 655 |
| South-East | 1,136 | 1,101 | 991 | 957 |
| South-West | 1,622 | 1,493 | 1,403 | 1,411 |
| **State** | **7,300** | **7,169** | **7,031** | **7,111** |

Source: [www.cso.ie](http://www.cso.ie/)

Although there are strong tourism products here, the county lacks a significant ‘honeypot’ attraction. The opening of the new interpretative centre and walking trails in 2014 in the Cavan Burren has been a very positive development. Some 6,817 vehicles were recorded as going into the Cavan Burren between April 2014 and November 2014. Since its opening there has also been a positive increase in the numbers of persons visiting the other local attractions around the area, such as the Shannon Pot with 10,392 pedestrians counted visiting this attraction in 2014.

Cavan is known as an angling country with its well-stocked waters having been attracting German, French and English anglers for decades. The angling market represents approximately 30% of all overseas visitors to County Cavan, and is particularly important to rural B&B and self- catering accommodation providers. Alternative recreational uses of the waterways have been on the increase for a number of years now, in particular, the waterways throughout the Lough Oughter lake system – a protected landscape of interlocking lakes rich in biodiversity. Canoeing and kayaking on the waterways is increasingly popular with hundreds of school groups, families, canoe clubs and other visitors hiring canoes and kayaks at Cavan Canoe Centre near Butlersbridge every year.

In recent years, initiatives such as the annual ‘Taste of Cavan’ food event (35,000 visitors over two days), the opening of the new international scouting centre at Castle Saunderson (22,000 bed nights in 2014) and Cavan Walking Festival (1,000 walkers across ten days in May) have contributed to the expansion of the local tourism product offering.

In 2014, Cavan County Council won a World Responsible Tourism Award in the category ‘Best of People with Disabilities’. Multi-access trails are in place across the county and key visitor attractions such as Cavan Burren Park and the County Museum are designed with accessibility in mind. Cavan is also unique in Ireland in delivering online access guides to public buildings and spaces across the county ([www.disabledgo.com](http://www.disabledgo.com/)).

* + - 1. Transport infrastructure

*Transport*

**Road**: Cavan is served by three National Arterial Routes, the M3/N3, N54/N55 and N16, and is a gateway to and from Dublin, the Midlands, the North, and North West.

Cavan town is also a pivotal location on the East-West route from Dundalk to Sligo and just in excess of one hour from the M50 (Dublin) and approximately 1.5 hours from Belfast.

**Public Transport:** Bus Éireann operates services between Cavan town and Dublin on an hourly basis, with services also to Enniskillen, Donegal Town, Dundalk, Galway and Belfast on a daily basis. Limited services are also provided to other towns. Several private operators also provide services to Dublin, Athlone, Dundalk and other major centres.

**Rural Transport**: The Rural Transport Programme (RTP) provides services to people whose travel needs are not met by existing bus or train services. The Programme aims to enhance and sustain nationwide accessibility, through community based participation, particularly for those at risk of social exclusion. It plays a major role in combating rural isolation and acts as a catalyst in creating models of partnership, at all levels, where key sectors actively engage in transport provision, to ensure equality of access for all. Services funded under the Programme complement, rather than compete with, existing public transport services provided by CIE Companies or by private transport operators. Since April 2012, the RTP is being managed by the National Transport Authority. Major restructuring has resulted in the establishment of 18 Transport Co-Ordination Units (TCUs) (previously 35 in number). As part of this restructuring process Cavan and Monaghan have been merged in to the Cavan Monaghan Transport Co Ordination Unit, which will be responsible for co-ordinating rural transport for both counties. Free Travel Pass Holders can access the services and routes and services are designed and developed in response to local needs however resources for the service are limited.

**Airports:** Dublin International Airport, Belfast International, and Belfast City Airports offer an international network of passenger and freight services within 90 minutes of Cavan town. Ireland West (Knock) Airport also provides a viable option, particularly for the West Cavan Area.

**Shipping:** The main ports of Drogheda, Greenore, Warrenpoint, Dublin, Larne and Belfast are all within easy reach of Cavan and provide all major services required by industry.

**Car ownership: Some** 86 per cent of households have at least one car and only 14 per cent have no motor car at all within County Cavan. Cavan households were more likely to have a car (86.2%) than the average for the State (82.4%) source CSO census of population 2011.

*Telecommunication / Broadband:*

Good quality high speed broadband is essential to furthering the social and economic development of the County. Metropolitan Area Networks have been installed in larger towns across the County including Cavan Town, Cootehill, Kingscourt and Bailieborough. E- Fibre is being rolled out across the County by Eircom and a new joint venture between Vodafone and the ESB and has also included Cavan Town in the first phase of their new national fibre broadband network. Some 17,270 households in County Cavan have a personal computer. This is quite a significant increase on 2006 when only 10,796 of the population owned one. There has also been a huge improvement in the availability of access to broadband across the county with 55.4 percent of households having access to broadband in 2011 compared with only 9 per cent of households having access in 2006. (Source CSO Census of Pop 2006 & 2011.) The proportion of homes using slower types of internet connection decreased accordingly from 29.9 per cent in 2006 to 9.5 per cent in 2011 while those with no internet connection fell from 48.1 per cent to

32.7 per cent. (Source CSO Census of Pop 2006 & 2011.)

2.2.3.6 Labour Market

Various aspects of the Labour Market in the county have been considered elsewhere in this document. Key points are the availability of a significant number of people currently seeking employment many of whom have valuable skills and experience arising from previous work and qualifications obtained. While there are many people employed in a wide range of firms as outlined there are also many others currently seeking employment. The challenge for the future will be to develop sufficient sustainable employment opportunities for all of those seeking employment at present and into the future.

### Key Services/Programmes

Key services and programmes which are relevant to LEADER.

*INTREO DSP*

INTREO is a service from the Department of Social Protection. INTREO is a single point of contact for all employment and income supports. Designed to provide a more streamlined approach, INTREO offers practical, tailored employment services and supports for jobseekers and employers alike. The Intreo services in Co. Cavan are principally based in Cavan town.

*SOLAS*

SOLAS is the new Further Education and Training Authority in Ireland. It is responsible for funding, planning and co-ordinating training and further education programmes.

*HSE*

Cavan General Hospital providing: A & E, Medical, Surgical, Maternity, Mental Health and a range of day care based procedures including Oncology. The Health Service Executive also operates a wide range of services in the areas of Primary Care and Community Care all primarily based in Cavan but with some on a Cavan/Monaghan basis.

*Túsla Child and Family Support*

The Child and Family Agency is the dedicated State agency responsible for improving wellbeing and outcomes for children. It represents the most comprehensive reform of child protection, early intervention and family support services ever undertaken in Ireland. The Cavan Child and Family Agency are located at Drumalee Cross, Cavan.

*Cavan Monaghan Garda Division*

It is the priority that all members of An Garda Síochána in the Cavan/Monaghan Division, to work with all communities in providing a service that will protect and serve its communities. An Garda Síochána has an extensive network of Garda Stations in towns throughout the county.

*Teagasc*

In the rural context Teagasc provide an advisory service to the agricultural community but as a payment is required in order to access this service it is not availed of by the more disadvantaged farmers who do not have the resources to pay for advice but may still be in need of significant support.

*Citizens Information*

The Citizens Information Agency Cavan is the agency responsible for supporting the provision of information, advice and advocacy on social services and for the provision of the Money Advice and Budgeting Service.

*County Childcare Committee*

Cavan Co. Childcare Committee is active in the development of community and privately run childcare services.

*MABS*

Cavan Money Advice and Budgeting Service (MABS) is the only free, confidential, independent and non-judgmental service for people in debt, or in danger of getting into debt.

*Extern Traveller Healthcare Programme*

Since 2009 Extern has been working with Traveller Women to provide a Primary Health and Social Care Programme in Cavan. The programme is funded by the Health Service Executive, and works with the Cavan Traveller Inter-Agency Group and Cavan County Council.

*Cavan LEO*

Cavan Local Enterprise Office (LEO) provides a full information and advisory service to new and existing entrepreneurs on all aspects of setting up and running a business. The Cavan LEO serves as a “first stop shop” to provide support and services for those looking to start, grow, and develop a business in Cavan.

*Cavan County Enterprise Fund*

Cavan County Enterprise Fund (CCEF) is an important element of the enterprise promotion offering in Co. Cavan. The fund which has charitable status has significant resources available to lend to prospective entrepreneurs operating in the county. The fund is operated in association with Cavan LEO.

*CITIC*

CITIC is a training and innovation service operated in conjunction with Cavan LEO and funded through a range of funding initiatives. The service is a significant contributor to the employment and enterprise training infrastructure in the county.

*Micro Finance Ireland*

Micro Finance Ireland is a national organisation which makes loan finance available to entrepreneurs with business ideas seeking finance. Larger promoters access this fund through the Cavan LEO while Back to Work Enterprise Allowance recipients can apply for smaller amounts of loan finance through SICAP in Breffni Integrated Ltd.

*Youth Services*

A range of organisations are engaged in the provision of youth services many of them operating on a voluntary basis or with a combination of volunteers and some paid workers. There is no overall youth service in the county and resultantly the level of services is somewhat limited.

*Fáilte Ireland*

Fáilte Ireland is the National Tourism Development Authority. Their role is to support the tourism industry and work to sustain Ireland as a high-quality and competitive tourism destination. They provide a range of practical business supports to help tourism businesses better manage and market their products and services. To offer visitors a compelling motivation to visit the East of the country, they have developed an umbrella destination called Ireland’s Ancient East which includes Co. Cavan. This new branding will ensure that the area is presented in a cohesive and unified manner and will create an emotional pull and inspire visitors to travel to this part of the country.

*Back to Work Enterprise Allowance*

The Back to Work Enterprise Allowance Scheme (BTWEAS) is a non-statutory scheme operated by the Department of Social Protection. The scheme enables a person in receipt of a social welfare payment to convert it into an enterprise support for a certain duration. The scheme is facilitated by Breffni Integrated Ltd as part of the SICAP Programme. The scheme is a major contributor to the return to work as self-employed of persons who have been unemployed.

*Community Services Programme*

There are a very small number of Community Services Programme supported initiatives in Co. Cavan the most prominent and successful of which is CAMCAS which collectively operates four such programmes two in Co. Cavan and two in Co. Monaghan all with a focus on social accommodation responses primarily seeking to improve accommodation in the private sector which is occupied by persons experiencing disadvantage who without the initiative may find their existing accommodation becoming uninhabitable. The other main area of operation for the Community Services Programme is in the area of caretaking/management of community facilities and there is one such project currently supported in the county.

*Rural Social Scheme*

The Rural Social Scheme (RSS) is a community-based employment scheme providing a supplementary income to low income farm households. The four schemes in Co. Cavan utilise the skills and experience available locally in the development and maintenance of the natural, physical, human and social assets of the communities in which the 80 participants live. A primary emphasis has been on the social aspect of encouraging farmers to interact and engage with other local stakeholders. The programme is funded by the Department of Social Protection and operated by Breffni Integrated Ltd.

*Tús Initiative*

The Tús Initiative is a labour market activation scheme which has a focus on engaging people who are unemployed for more than twelve months and offering them the opportunity to take part in valuable work in their own community for a period of twelve months. Participants are invited to participate in a random selection process. Community groups and voluntary organisations are the sponsors they identify employment opportunities and provide local supervision. There are at present seven schemes in Co. Cavan with up to 140 participants. The programme is funded by the Department of Social Protection and operated by Breffni Integrated Ltd.

*Social Inclusion and Community Activation Programme SICAP*

The Social Inclusion and Community Activation Programme (SICAP) is the current iteration of the Social Inclusion Programme. The programme is delivered in Co. Cavan by Breffni Integrated Ltd under contract from Co. Cavan Local Community Development Committee. The programme is targeted towards a series of named target groups and has a focus on the designated areas of disadvantage as identified by Pobal and Trutz Hasse a list of the relevant areas is contained in the appendices. The programme has a focus on community development life-long learning employment and self-employment.

*Cavan Monaghan ETB*

From 1st July 2013 County Monaghan VEC merged with County Cavan VEC to form the Cavan and Monaghan Education & Training Board (ETB).It is one is one of sixteen statutory local education authorities operating under the terms of the Education and Training Board Act 2012. Cavan and Monaghan Educational Training Board (CMETB) offer the following Training Programmes within the region:

###### Table 2.16 Training Programmes Provided Cavan-Monaghan ETB

|  |  |  |
| --- | --- | --- |
| Multimedia | SST Long | Business, Admin & Mgmt |
| Multimedia | SST Long | Business, Admin & Mgmt |
| Computer Networks Install & Maint | SST Long | Information Technology |
| Equestrian International Instructor | SST Long | Personal & Social Services |
| Welding & Fabrication | SST Long | Manufacturing & Engineering |
| ECDL Version 6 | SST Short | Business, Admin & Mgmt |
| Healthcare Support Traineeship | Traineeship | Personal & Social Services |
| Early Childcare & Education Supervi | Traineeship | Personal & Social Services |
| Healthcare Support Traineeship | Traineeship | Personal & Social Services |
| Office Administration Traineeship | Traineeship | Business, Admin & Mgmt |
| MCSA Windows Server 2012 | SST Long | Information Technology |
| Office Administration Traineeship | Traineeship | Business, Admin & Mgmt |
| Reception & Clerical Skills | SST Long | Business, Admin & Mgmt |
| Outdoor Pursuits | SST Long | Personal & Social Services |
| Career Planning & Employable Skills | SST Short | Personal & Social Services |
| Forklift / Reach | SST Short | Transport, Distribution & Logistics |
| Career Planning & Employable Skills | SST Short | Personal & Social Services |
| Kerbing, Flag & Paviour Laying | SST Short | Built Enviornment |
| Kerbing, Flag & Paviour Laying | SST Short | Built Enviornment |
| Retail Sales | SST Short | Personal & Social Services |
| Retail Sales | SST Short | Personal & Social Services |
| Manual & Computerised A/cs & Pay | SST Long | Financial Services |
| Legal Administration | Traineeship | Business, Admin & Mgmt |
| Computer Networks Install & Maint | SST Long | Information Technology |
| MCSA Windows Server 2012 | SST Long | Information Technology |

*Other Area Based and Sectoral Interest Groups (Community & Voluntary)*

The county enjoys a strong and increasingly better organised community and voluntary sector with groups in existence throughout the county. The Public Participation Network (PPN) has registered over six hundred groups at present which encompass a very broad range of activities.

Community organisations are a mixture of area and issue based bodies. Most urban areas have a group which serves as an umbrella group be it a Community Council a Development Association or some other similar body. In addition most rural areas have similar entities based on rural parish communities. Towns have Tidy Towns Committees which focus on the objectives of that particular competition.

There are also a range of sporting organisations of which the pre-eminent is the GAA which is organised throughout the county with other sporting organisations operating on a smaller scale usually as clubs for their sport in areas where there is a level of interest sufficient to sustain it.

Other groups are organised around particular issues or interests which could be of a self-help type or be issue based including environmental issues.

Other groups are organised around service provision activities group water scheme committees are an example of the latter type.

### Area Needs Analysis

###### Analysis of Current Position and Recent Changes

*National and International Economic Trends*

The delivery period of the previous LEADER Programme 2007-2013 extended to 2015 was a period of very significant economic challenges and change from the perceived high point of the Celtic Tiger era to the lowest point of the downturn and more lately a return to economic growth. Ireland was not alone in this rollercoaster of economic change but it was one of the countries which has been significantly impacted upon.

Arising from the consultation process and the socio-economic analysis it is clear that County Cavan has a number of key needs. Some of these will be addressed by statutory agencies and national government; others can be addressed in part at least by Cavan LEADER LAG and others locally. Among the key needs that Cavan LEADER LAG could have a role to play in addressing would include the following:

* + - 1. Economic Development, Enterprise Development, & Job Creation.

*Rural Tourism*

Co. Cavan is in the middle band in terms of counties in the Border Region regarding capacity to attract visitors but there are a range of challenges in terms of the quality of the offering, the capacity to retain the visitor for long enough to maximise the value to the local economy of their visit, the quality of the tourism infrastructure and the capacity of service providers to respond to industry needs and changes. The angling sector links to both tourism and environment and concerns about over fishing have been raised. In the area of accommodation many traditional providers and facilities are no longer able to meet market requirements and often there are areas and attractions which lack locally available accommodation thus contributing to the difficulty in retaining the visitor for a sufficiently long period. The experience of the Wild Atlantic Way has

demonstrated the benefit of being part of a larger offering and the development of the Ireland’s Ancient East marketing approach which includes Co. Cavan does offer future potential opportunities. The Buildings Survey of the National Inventory of Architectural Heritage NIAH has been completed in respect of Co. Cavan, the survey has identified a number of historic properties but as it was undertaken at a time of limited economic resources the survey in Co. Cavan is based on a representative sample approach and is therefore less comprehensive than in many other counties, none the less it remains a valuable resource.

*Enterprise Development*

At a local level this had a severe impact for a county which is heavily dependent on the construction sector in so many different ways. A number of significant firms ceased trading and smaller contractors were significantly impacted. Credit became very difficult to obtain, house prices declined very significantly although a significant recovery has occurred of late negative equity is still a commonplace for houses purchased prior to the downturn. The live register figures in the county (although not an accurate measure of unemployment) rose sharply and although there has been a decline it remains stubbornly high in comparison with historical trends. Recent statistics show an increase in the numbers of people employed in Agriculture and while increased sustainability and employment in this sector is to be welcomed there is a concern that some of this increase may reflect the loss of off farm employment due to changing economic circumstances. There is limited input to the local economy from IDA supported enterprises with just six operating in the county. Locally developed enterprises have experienced difficulties in the down turn with many construction related activities severely impacted. Restructuring of the Quinn Group which has had a high media profile has resulted in significant loss of employment. The financial services sector is an area where ongoing restructuring is continuing to result in job losses. The local can do or must do approach to enterprise start up is reflected in a wide range of small and medium enterprises including an exceptionally high level of take up for the Back to Work Enterprise Allowance Scheme.

*Rural Towns*

The towns of Co. Cavan historically functioned as market and service centres for their local rural hinterlands at a time when transport links were more difficult and services delivered in a more local manner. The last century saw a sea change in the functioning of such towns which has accelerated in more recent times. Greater mobility and communications together with new ways of producing goods and delivering services has resulted in the disappearance of many functions and services which have historically been provided at a more local level. This includes both the commercial as car owning customers seeking more choice travel further to make both higher and lower order purchases. Goods which were previously purchased in a shop in a small town are now more likely to be purchased in a large urban shopping centre or indeed on line. Public services are not immune from this trend and recent years have seen the closure of Bank Branches, Garda Stations, rural Post Offices and in Cavan the District Court is now centralised to just two locations Cavan Town and Virginia. Certain towns in Co. Cavan towns particularly in the south and east of the county have experienced an increase in population in each of the two most recent census periods as additional housing development is taken up by people moving into the county from elsewhere for a variety of reasons. All of these changes impact on the social and economic fabric of small towns as they seek to adapt to an uncertain future.

*Broadband*

Broadband services are quite variable; where commercial opportunities exist the service is generally provided resulting in urban areas being reasonably well served although issues of speed and bandwidth do arise. For those living further distant from broadband enabled exchanges as is the case in many rural areas of the county the service is not really available and certainly not at the speed or bandwidth which modern requirements dictate. Many people have still not developed the skills required to enable them to make use of the opportunities which ICT represents and for those who do have some knowledge the need to adapt to new changes in the sector is one which is often unmet by training opportunities especially in more rural areas. All of

this is ever more the case as service providers seek to direct users to internet based services whether in government services, banking or general business.

* + - 1. Social Inclusion

*Basic Services*

Co. Cavan has experienced a significant growth in population in the inter census period 2006 to 2011. This growth is across almost all age groups but is significantly pronounced in the child and youth population and in the age groups of working age associated with family formation in the 30 to 55 age range. The highest percentage growth although not the highest numerical growth is evidenced amongst people in their sixties and this may reflect a trend in persons approaching retirement opting to relocate to Co. Cavan. The growth in population is by no means evenly distributed and in fact is concentrated around Cavan town and in the South and East of the county that is those areas closest to Dublin and with relatively easy access to transport links. This change is having a significant impact on a range of services public, commercial and social/community as the increase in population is not always matched with an expansion of services although there is an increase in demand.

County Cavan has experienced significant social change in recent years. From the mid nineteenth century onwards Co. Cavan has historically been a place which people left from to make a life elsewhere and while some of these people did return more so towards the last quarter of the twentieth century outmigration and population decline has been the norm. This has now changed significantly in a number of ways firstly the population of the county is now increasing and secondly this is occurring due to in-migration from elsewhere in Ireland from other European Union countries and from other parts of the world. All of this has contributed to greater social diversity but also in many cases to a decline of community as traditional networks and neighbourhoods experience change and people may feel more distant from their neighbours than they would have done in the past. Change of this nature can impact in many different ways across the community and it creates a new challenge to build community anew.

The community sector is becoming more organised with six hundred groups now affiliated to the county Public Participation Network (PPN). The challenges for the sector are well known however there are strong examples of communities in the county which have undertaken many initiatives in terms of community development and provision of facilities and services these are most welcome and an important resource. While rural communities can often manage to achieve the level of capacity and resources needed to bring a project to fruition and make it viable this has proved to be more difficult for urban communities where there is less community cohesion. The challenge is a twofold one then building capacity and promoting eligible and much needed projects as it is usually in those areas where capacity is weakest that need is greatest.

*Rural Youth*

While there are a range of youth services in the county there is no overall youth service as may be the case in other counties. There is a high dependence on voluntary effort which can be variable and patchy, in particular communities which experience disadvantage are less likely to have youth services dependent on voluntary effort and yet will have significant needs which paid workers where they exist will not be in a position to meet fully. While there are some good examples of youth services such as the Castlesaunderson Scouting Centre these are primarily focussed on national and international work rather than local communities.

* + - 1. Rural Environment

*Water Resources Biodiversity Renewable Energy*

Co. Cavan has made considerable progress over a great many years in putting in place quality water treatment systems both at a public and community level. The Group Water schemes in the

county have had considerable investment in recent years but as has been demonstrated in many different ways water is a precious and in many ways a finite resource. The county has an abundance of quality lakes and rivers which are a natural resource but one which needs to be maintained and protected in order to ensure that this resource remains available. Threats to the quality of water supply remain and can come from many sources.

Increased awareness of the need to protect our biodiversity in the public consciousness coupled with legislative provisions including amongst others the Habitats Directive have all served to bring the concerns around biodiversity to the fore in a manner which was not previously the norm. At a local level work to protect habitats during important civil engineering works in publically funded projects has served to bring these concerns forward in public consciousness.

Co. Cavan has not traditionally been a location for electricity generation as it did not have the resources or facilities to support this activity however with the drive towards renewables the county has found itself to be a suitable location for wind generated electricity and a considerable number of wind farms have been developed in certain locations. It is also more common now for people to consider installing solar panels in their homes in order to benefit from energy from this source. Many community facilities faced with significant energy bills for their operation are now more prepared to consider exploring renewable energy options for their facilities.

###### Summary of Key Conclusions including the identification of key gaps and potential areas/priorities for development

* + - 1. Economic Development, Enterprise Development, & Job Creation.

*Rural Tourism*

In the area of tourism key areas of need and interest were found to be recreation and leisure tourism services development, heritage site conservation and development and the promotion of tourism, heritage and cultural events. The requirement of those operating in the tourism sector for specialised capital resources, support for marketing strategy development and the provision of necessary equipment emerged from the process. The niche area of angling which is very important for the local tourism sector and support for its sustainable development are an important requirement. The need for the provision of accommodation in relation to tourism development particularly around making certain activities and tourist attractions economically viable is most important. Training initiatives in the tourism sector continue to be required this ranges from tourism skills to heritage conservation and awareness to training in historical research to support heritage tourism.

**Priority Areas and or Groups:** for this sub theme would include the west Cavan area which is both an area experiencing disadvantage and an area with significant tourism potential. Parts of the area have recently been included in the Marble Arch Geopark and along with the upland scenery there are particular features such as the Cavan Burren and the Shannon Pot (Source) the first attracting over 6,000 vehicular visits and the second over 10,000 pedestrian visits in 2014. Consultation in the local community pointed to the lack of facilities for visitors. Likewise Cavan has a large body of waterways and lakes with opportunities to develop facilities in order to enhance the tourism potential of these. There are also many opportunities to develop walkways and accessible facilities in the more rural parts of the county and the consultation process has highlighted a number of these. In the urban context the successful Cavan Fléadh and the Taste of Cavan event have demonstrated the potential of such events to bring economic activity to the area and to support local activities. Tourism and in particular the hotel and catering trade has been a source of growth in employment in the 2006 to 2011 inter census period. In many areas there are also significant heritage buildings or other structures which are an integral part of the fabric of the place but do need investment if they are to survive as heritage into the future.

*Enterprise Development*

The continued reliance of the local economy on small and medium enterprise and the need to improve opportunities for the business sector are a key element. Job losses and a greater number of people on the live register than heretofore all point to the need to continue to support this sector. The continued need to provide support for farm families and create additional off farm employment is another element. Funding to support the capital needs of various eligible business activities along with the promotion of marketing initiatives and the provision of resources for project analysis and development is important. There is a strong tradition of providing and developing enterprise space through community and voluntary/charitable type organisations which has contributed to the strengthening of the local economy and there is a strong case for continuing to advance this important work. Change and adaptation to new business opportunities requires also the development of a range of new skills and for this to be effective ongoing training is required therefore appropriate training to support business and employment continues to be required. The resources and opportunities for such training in the county are quite limited.

**Priority Areas and or Groups:** Cavan has a strong entrepreneurial culture and there are a significant number of smaller enterprises which in many cases may be ready to develop further these may need premises or equipment to achieve this. There is much scope with significant levels of unemployment recorded throughout the county and particularly in the towns. There has been a significant loss of employment in the 2006-2011 inter census period in the areas of construction with 2,317 fewer people working in this area and in manufacturing with 1,161 fewer people working in this area. There has been some employment growth particularly in the area of public jobs increased by 1,350 however it is unlikely that those losing jobs will have had the skills required for the jobs created thus there is a need to provide employment of a type to match the skills of those losing jobs and small and Medium Enterprises are the type of business best placed to meet this need.

*Rural Towns*

The impact of change including loss of traditional functions and the need to look to the future was a strong theme coming forward in this area. The first concern is in the area of enhancement and renewal for towns which have experienced such change many have buildings in both public and private ownership which have lost their original function and need to find a new use or even have some level of enhancement in order to improve the streetscape. Likewise public spaces in towns require to be maintained and enhanced in order to provide the basis for quality of life which residents and businesses need.

Communities and those who volunteer to lead them need support to develop the skills which will enable them to contribute to quality community development including leadership and management skills to equip them in managing projects in development and in implementation.

Communities will need a range of supports to achieve their goals for the renewal and enhancement of their towns including: access to capital funding for various projects, funding for marketing initiatives to promote their town either alone or in conjunction with other towns and funding for studies in the form of analysis and development in order to decide what is best in terms of project options for their town. Enhancing the quality of life for those who live in the towns of Co. Cavan is a much valued objective and this can be advanced by the promotion of social events, festivals and other activities which bring people together and build community.

**Priority Areas and or Groups:** All of the significant towns in the county contain areas which are classified as Disadvantaged or Very Disadvantaged on the Hasse index. With this comes significant general unemployment and related levels of poverty this in turn impacts on the value and volume of trade in the towns and the capacity of businesses to bring about improvements and can result in business failure leading to closure of premises and an air of dereliction and abandonment in certain cases. This is part of a greater change around change of function which

is an issue for many of the rural towns which once served as largely self-contained service centres for a localised rural hinterland but have been significantly affected by change in this model of economic activity leaving them having to adjust. Many towns one now finds significant buildings which have lost their function or have experienced a change of function but remain part of the fabric of the town. Most towns have good community structures which are willing to become involved in projects to enhance their towns but will need support in the form of animation and funding to make their ideas a reality. With reference to the Hasse index the rural towns with the greatest numbers of their population living in areas classed as disadvantaged are: 1.) Cavan Town, 2.) Bailieborough, 3.) Belturbet, 4.) Ballyjamesduff, 5.) Cootehill, 6.) Kingscourt, 7.)

Ballyconnell, 8.) Mullagh, 9.) Killeshandra, and 10.) Virginia.

*Broadband*

The progress made in providing broadband and the gaps in services have been noted in this strategy rural areas are particularly affected by this gap. While it is fully recognised that this programme will not be in a position to address all of these needs and that a new national broadband initiative is in train which is intended to address these deficits the role of this programme will be to bridge local gaps with small pieces of localised infrastructure which may enable access to be realised in certain situations which are not a mainstream response. Likewise keeping up with the knowledge economy where more and more public and private services are being provided on line rather than in the traditional face to face personal engagement approaches means that those who cannot access new technology are at a particular disadvantage over those who can accordingly training in information and communications technology (ICT) to bridge this skills gap will be an important element in an environment where training resources are limited.

**Priority Areas and or Groups:** While the urban areas have a level of broadband provision in the main there remain major deficits in terms of effective Broadband provision which work against the greater economic development of the county as a whole and these will only be realistically addressed by the National Broadband Scheme. Many rural communities have experienced the closure of rural post offices and bank branches in many of the smaller towns the trend is towards fewer services being offered in larger centres and a migration to on line services for banking and government services lack of broadband and lack of the necessary computer skills is leaving many particularly the most disadvantaged behind in this movement towards new technology as availability, skills and costs become barriers. There remain many particularly in areas of disadvantage and in rural areas generally who do not participate in this change and will need continued support in the form of training and access to overcome this barrier.

* + - 1. Social Inclusion

*Basic Services*

The core of the basic services element of the local development strategy is the need to continue the work of providing community facilities in the areas of construction and upgrading. Many communities have benefitted from such initiatives in the past and the work undertaken will continue to benefit the communities concerned long into the future. Despite the past progress made there are many communities particularly when community cohesion is weaker and community groups less robust where the need has been real but the capacity to access the funding has been much weaker. Such groups and their areas still have needs which this round of the Rural Development Programme may be in a position to address.

Many communities have experienced significant change and social pressures as a result this is manifest in different ways in different communities but the effect is to leave many in communities feeling isolated and excluded, while premises are important, activities are the core of community work accordingly training and funding for activities to promote community inclusion, break down

barriers and build sustainable communities for all including supporting volunteers in the community are a critically important element.

Providing transport solutions whether it be as part of accessing a service or attending an event linked to the programme are vital to sustaining community inclusion equally meeting the needs of people dependent on public or community transport in the wider sense is also important whether this be a safe place to alight or wait for a public transport service or for the service to wait for them all contributes to the objective of social inclusion.

The experience of many in rural communities has been of a progressive withdrawal of and centralisation of various services. While this is part of a bigger trend which is unlikely to be either halted or reversed in the near future none the less there may be occasions where through community initiatives there will be opportunities to provide alternative community based services.

**Priority Areas and or Groups**: Despite major strides having been made in recent years in the provision of community facilities there remain many communities particularly in disadvantaged urban and rural areas who do not have access to quality community facilities in many cases the facilities are inadequate or out of date and require new investment but in many cases the communities also require support to achieve the necessary capacity to undertake the development of such projects. This is especially true for many of the rural town areas which have experienced significant change with change of function, growth in population, increased unemployment and disadvantage and lack of leadership capacity coming together to make need great and capacity to achieve results weak and in need of enhancement. By the same token there remain many rural areas and certain communities which have missed out on funding opportunities in the past largely due to their lack of capacity to avail of the funding and this strategy represents an opportunity to build capacity for such groups to avail of the programme. Withdrawal of services in small towns and rural areas may offer the space for communities to become involved in providing certain of these services in areas where there is a demand deficiency which would mean that commercial providers would be unwilling to undertake the provision. This can include rural transport service provision and in particular facilities which make rural transport services accessible and usable for those whom it is intended to serve. Significant levels of unemployment and its structural nature e.g. loss of jobs in the construction and manufacturing sectors may offer opportunities for retraining for persons who do not have a realistic prospect of returning to their former employment but still have much to give.

*Rural Youth*

The needs of rural youth are varied there is no overarching youth service and limited paid staffing to undertake youth work activities much of the effort falls to volunteers. Youth facilities in the community context are currently quite limited in extent and proposals from community promoters to develop facilities and services for young people will be an important element of the programme. Alongside the provision of facilities there is need for the provision of training resources for young people and support for more broadly based youth development initiatives.

**Priority Areas and or Groups**: The limited youth service available currently and the needs identified point to a significant range of opportunities for communities where there are greater numbers of young people but limited services this is true to a greater or lesser extent for the ten towns which make up the greatest number of persons experiencing disadvantage but it is also true for many rural communities where relative isolation and access to transport and services can be lacking, regardless of whether the wider community falls into the category of disadvantage or not. There is also a strong correlation between the numbers of young people who have left school and are looking for a first job and are therefore not in employment, education, or training and the most disadvantaged areas as measured by the Hasse index.

* + - 1. Rural Environment

*Water Resources, Biodiversity and Renewable Energy*

A broad range of potential opportunities to contribute to the protection of the rural environment emerged during the various elements of the consultation process. Rainwater harvesting was one concept which was of particular interest and a realisation of the value of water as a resource in all of its different potential uses was clearly identified. In like manner concern around water sources and the need to protect them was apparent especially in rural communities where water for water schemes is often sourced from lakes and rivers and so more susceptible to threats to the integrity of supply, in tandem with this the scope for training in water course protection was very much identified as an essential element of the response.

In the field of biodiversity a range of projects and potential projects have been identified, some of which in the area of fish stocks protection and remediation of the impact of overfishing dovetail with the objectives of promotion of sustainable angling tourism identified under the tourism sub theme. The need to develop projects to protect natural habitats was also recognised especially in the context of the cross border geo park designation awarded to areas of West Cavan and the opportunities which this would offer. In addition to hard infrastructure projects aimed at promotion of biodiversity and the protection of habitats the need for accompanying training in biodiversity was also recognised as worthy of inclusion in the plan.

The relevance of and need to develop energy conservation and renewable energy initiatives was very much owned by those participating in the environmental elements of the strategy development. Alongside this training in energy awareness and alternative energy which would include organised training events, conferences and seminars in energy awareness directed towards communities, business and individuals was strongly identified as timely.

**Priority Areas and or Groups:** Environmental concerns are quite diverse in the county and range from the protection of the rural environment in the west of the county in the context of the Geo Park and other developments to the protection of waterways and their fishing stocks and spawning beds to the protection of water sources both for rural communities in terms of group water schemes and the needs of rural towns in terms of public water supply and the management of flood waters especially in areas of recent development. Both community organisations and commercial enterprises could benefit from measures to promote water conservation and renewable energy as sustainability and cost become ever more significant factors in the case of all premises management agendas.

# Section 3 Participative Planning

### Overview

The Local Development Strategy (LDS) for County Cavan has been developed by Cavan LEADER over the period July 2015 – November 2015 and is based on the findings and issues emerging from the consultations. As part of the consultation process Cavan LEADER were very keen to involve as wide and varied group of relevant stakeholders as possible thus ensuring that the Local Development Strategy incorporates the interests and ideas of the Rural Development stakeholders in County Cavan.

In order to engage and receive ideas from the greatest possible number of stakeholders and to ensure that the LEADER “bottom up” ethos was embedded in the programme from the outset Cavan LEADER used a number of consultation methodologies including:

* + - Public Consultation Meetings (5 Meetings)
		- One on One Meetings/ Interviews with key Stakeholders
		- Written Submissions
		- Questionnaires / Surveys.
		- Ongoing dialogue with Target Groups.
		- Focus Group meetings with members of the Cavan Tidy Towns and Chamber of Commerce.

### Public Consultation

###### Public Consultations

Public Consultation Meetings were held on five evenings in community locations throughout County Cavan. They were attended by 165 participants with some participants attending more than one meeting. The purpose of these meetings was to invite ideas in relation to the economic challenges and possible solutions or supports and the role which the new LEADER programme could play in the life of the county. Table 3.1 below details the meeting venues and attendance levels.

###### Table 3.1 Public Consultation Meetings Dates, Venues and Attendance.

|  |  |  |
| --- | --- | --- |
| **Date** | **Location** | **No of Attendees** |
| 10th September, 2015 | Killeshandra Community Centre | 33 |
| 14th September, 2015 | Shercock Community Hall | 23 |
| 15th September, 2015 | Cavan Library | 27 |
| 16th September, 2015 | Virginia Show Centre | 64 |
| 17th September, 2015 | Old Courthouse Dowra | 18 |
| **Total No of Participants** | **165** |

*Public Meetings*

The public consultation meetings were scheduled to commence at 7.30pm or 8.00pm in order to facilitate people who may be unable to attend such a workshop during the working day. The

meetings were advertised in the local papers, on local radio, through the PPN, by mail-shot and through the Cavan County Council website, all meetings followed a similar format. They commenced with a presentation on the Rural Development Programme Ireland 2014-2020 in which the three themes and related sub-themes which will form the basis of the programme and the Local Development Strategy were detailed and explained. Each meeting then broke up into three smaller discussion groups under the three themes of Economic Development, Enterprise Development and Job Creation, Social Inclusion and Rural Environment. Breffni Integrated Limited (BIL) staff members facilitated discussions at these groups in order to generate project ideas under the three themes and explore the ways in which the three cross cutting objectives of innovation, environment and climate change might be integrated in the Cavan Local Development Strategy. The meetings concluded with feedback sessions from the three smaller groups to the full attendance. These ideas were subsequently written up and incorporated into a report and ultimately into the Local Development Strategy.

###### Sectoral Groups

*County Cavan IFA*

A meeting with the county Chair of Cavan IFA took place in order to discuss the LEADER Rural Development Programme (2014-2020) and to consider any issues that may be relevant to the members of the IFA and any possible actions or issues which might be included in the Local Development Strategy.

*Mácra Na Féirme*

A meeting was arranged with the Development Officer, for Mácra Na Féirme covering five counties; Cavan, Monaghan, Longford, Meath and Louth to discuss the LEADER Rural Development Programme (2014-2020) and the scope for Mácra Na Féirme to participate under the Rural Youth theme.

*Cavan Anglers*

A meeting was arranged with representatives from from Cavan Anglers Club and Bunnoe & District Anglers Club to discuss any items or issues that the angling groups would like to see included in the Cavan Local Development Plan. A number of possible project opportunities were identified.

*Killeshandra Water Keepers Association*

A meeting took place with Killeshandra Water keepers Association. The sub theme ‘Protection and Improvement of Local Biodiversity’ which is in the LEADER 2014-2020 Rural Development Programme is particularly pertinent to this group. The group is hoping to engage local people in the Killeshandra area in work to protect and improve fishing stocks in the region. They have identified over fishing as an emerging major problem which is having a serious effect of fishing stocks in the local lakes and rivers.

*Inland Fisheries Ireland*

A meeting took place with the Inspector and Assistant Inspector for Inland Fisheries Ireland in the Upper Erne Catchment to discuss the Rural Environment theme in the LEADER 2014-2020 Programme and any aspects or relevant local actions for inclusion in the Local Development Strategy for County Cavan.

###### Local Statutory

A series of meetings were arranged as part of the consultation process with a wide range of locally and regionally based statutory and state funded organisations in order to map out the scope of the new LEADER Programme and its potential to interrelate with their work and provide

a channel through which they could contribute to strategy development in respect of the programme.

Amongst those engaged with were officials of Cavan County Council, the regional manager of Teagasc, Cavan Sports Partnership, from CMETB the Community Education Facilitator, Adult Literacy & Basic Education Organiser and Youth Education Officer, the head of Cavan Local Enterprise Office (LEO), regional officials of Enterprise Ireland and Cavan-Monaghan Rural Transport Co-ordinator TCU.

###### Community & Voluntary

*Cavan PPN*

A meeting was organised to meet with CPPN LEADER Working Group in order to make a presentation to the focus group on the Themes and Sub-Themes for the 2014-2020 LEADER Programme and to invite suggestions, comments and ideas for inclusion in the Local Development Strategy for county Cavan.

*Irish Country Markets*

A meeting took place with the Chair of Irish Country Markets to discuss areas and ideas for inclusion in the Local Development Strategy document for county Cavan and how the LEADER programme 2014-2020 could help establish a Country market in County Cavan.

###### Private Sector

*Heather Bothwell – Environmentalist*

A BIL LEADER staff member met with Heather Bothwell, Environmentalist as part of the ‘one to one’ consultations and to get a greater insight into the environmental issues facing County Cavan and possible projects the LEADER programme 2014-2020 could assist with in order to resolve/address these issues.

###### Area Based and Interest Groups

*Cavan Tidy Towns Organisations*

The 19 Tidy Towns Organisation were invited to nominate two representatives from each of their organisations to attend a focus group meeting on Wednesday 7th October, 2015. The meeting then turned to a discussion on project ideas that could be included in the Cavan LDS.

*Cavan Chamber of Commerce and Cootehill Chamber of Commerce*

Both chamber of commerce groups were invited to nominate four representatives from each of their groups to attend a focus group meeting. There was a focus on project ideas and ways to maximise the outcomes from this programme for business in County Cavan.

###### Overview

All the meetings outlined above were held with representatives of key statutory agencies to discuss ideas for the new programme and how the LDS can fit with the strategic plan of the other agencies. Table 3.2 below outlines the details of these interviews. All meetings followed a similar format and were facilitated by BIL staff members, with the goal of providing a means for key relevant organisations and individuals with specialist knowledge to input into the Local Development Strategy

###### Table 3.2 Details of the One to One meetings/interviews conducted by BIL staff

|  |  |
| --- | --- |
| **Date held** | **Individual or Organisation** |
| 31st August, 2015 | Heather Bothwell - Environmentalist |
| 21st September, 2015 | Cavan/Monaghan Rural Transport Co-ordinator |
| 23rd September, 2015 | Teagasc Regional Manager |
| 24th September, 2015 | Cavan County Council – Section Heads |
| 29th September, 2015 | Cavan Local Enterprise Office |
| 30th September, 2015 | Cavan Arts Officer |
| 5th October, 2015 | Cavan Sports Partnership Co-ordinator |
| 5th October, 2015 | Irish Country Markets Chair |
| 6th October, 2015 | Cavan ETB Community Education Facilitator.Adult Literacy & Basic Education Organiser |
| 6th October, 2015 | Cavan PPN |
| 7th October, 2015 | Youth Education Officer CMETB |
| 14th October 2015 | Mácra Na Féirme, Development Officer |
| 16th October, 2015 | Cavan IFA |
| 19th October, 2015 | Enterprise Ireland |
| 29th October, 2015 | Inland Fisheries |
| 14th October 2015 | Cavan Anglers |
| 6th October 2015 | Cavan & Cootehill Chamber of Commerce. |
| 7th October 2015 | Tidy Towns organisations in County Cavan. |

**Surveys**

Staff of Breffni Integrated Ltd designed and developed three different questionnaire based surveys. The questionnaires were hosted on Survey Monkey and the public were informed about the questionnaires at the consultation meetings, in one to one meetings, included on mail-shots to the community database, general query database, meetings with groups and a link to the survey was also hosted on the Cavan County Council website. Table 3.3 details the various surveys and response rates.

###### Table 3.3 Details of the Various Surveys and Response Rates.

|  |  |  |
| --- | --- | --- |
| **Survey Title** | **Target Group** | **No of Questionnaires Returned** |
| Community Survey | Targeted at identifying the needs and ideas of the community sector. | 59 |
| Economic Survey | Targeted at the Small to Medium Sized entrepreneur who has a newbusiness idea | 15 |
| Environment Survey | Targeted at identifying the needs and ideas of environment | 12 |
| Total Number of Questionnaires Received | **86** |

The completed questionnaires were analysed by BIL staff and the various findings from the three surveys are incorporated in the Local Development Strategy. Table summarises some of key findings arising from the completed surveys received by Cavan LEADER.

###### Summary of the feedback from the survey responses received. Community Survey

* Need for new build, renovation/refurbishment/expansion of existing community facilities;
* Tidy towns – undergrounding of overhead Electricity and Telecommunications cables, enhancement of grounds and parkways, greenways and walkways;
* Community playground;
* Need to engage and involve new members of the community;
* Development of new sports facilities and walkways;
* Improved rural transport;
* Community Crèche;
* Youth club, drop in facilities, youth organisations;
* House repair, adaptation and insulation for the elderly, disadvantaged, disabled and those socially isolated;
* Community gardens;
* Youth training;
* Need for physical improvements to local areas, e.g. signage, lighting, car parking other infrastructure, etc. – Village renewal & development;
* Development of walkways;
* Development of a creative arts spaces;
* Upgrading of Pastoral Centre;
* Community amenity developments;
* Support for music and culture;
* Heritage preservation;
* Services dealing with individuals and families facing substance misuse issues, bereavement, family support, counselling services;
* Need for community training in all aspects of running community group/ businesses, after schools projects and youth activities; and
* Heritage publication.

###### Economic Survey

* Amenity development, improved signage, greater advertising;
* Craft brewery;
* Renovation of ancient mill incorporating tourist accommodation;
* Development of a technology and data analytics hub to support the creation & development of digital enterprises;
* Off road cycle paths via old railway routes;
* Heritage & historical trails;
* Looped walking/cycling greenway;
* Need for continued capital investment in business related activities, e.g. funding of Research & Development, purchasing of new equipment;
* Tourism accommodation and family focus facilities; and
* Ongoing need for training.

###### Environment Survey

* Community based heating system;
* Community rainwater harvesting;
* Development of nature trail incorporating information boards;
* Water recycling scheme;
* Feasibility studies into environmental issues; and
* Promotion & awareness of biodiversity issues.

###### Written Submissions

Groups and individuals were also provided with an opportunity to make a formal written submission 365 written submissions were received and more details can be found in Section 9.

###### Ongoing Feedback from day to day activity with target groups.

Ongoing consultation and feedback is an important activity for BIL to ensure that the company operates in line with the bottom up approach and to ensure that innovation is encouraged to the utmost. Development Officers work with their target groups to generate feedback and ideas which will be used in the development of the RDP. While there was no funding available, BIL staff have established a procedure whereby potential promoters with new project ideas are encouraged to write or email the office with a brief outline of their project idea. These ideas were stored centrally and incorporated into the development of this LDS.

###### Issues Arising from the Consultation Process

Much of the consultations focused on the identification of projects and potential projects that could be funded under the new RDP in the Cavan region. The project ideas generated during the various elements of the consultation process form the basis of the plan.

### Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

###### Details of the individuals who participated in the SWOT analysis.

In preparing the SWOT analysis regard was had in the first instance to the results of the public consultation earlier conducted as part of the process of developing the LECP for County Cavan. The SWAT was reviewed for relevance to the Rural Development Programme having regard to the programme requirements and the feedback from the public consultation process undertaken in respect of the Rural Development Programme 2014-2020. Subsequent to this the SWOT Analysis was formally considered by the Members of the LCDC and separately by the members of the Board of Breffni Integrated Ltd. A further exercise was carried out to cross reference the SWOT analysis as applying in 2015-2016 and that which applied when the previous Rural Development Programme 2007-2013 was being developed.

###### Outcome of the SWOT Analysis in relation to:

Strengths

* + - * History of collaboration between state and semi-state agencies;
			* Entrepreneurial culture and flair;
			* Supports available;
			* Key well known personalities from county raising the profile of the area;
			* Leader in supply and manufacture of building materials;
			* Growth in population;
			* Strong indigenous manufacturing base;
			* Fléadh for three consecutive years;
			* Continued growth and success of the “Taste of Cavan” food festival.
			* Natural unspoilt environment;
			* Branding of Cavan in This is Cavan and Taste of Cavan;
			* Improved accessibility with M3 from Cavan borders to Dublin and M50;
			* Central border location;
			* Agri enterprises/food industry;
			* Arts literature heritage rich;
			* An increasingly organised community sector exists within the county with established community structures and willing volunteers;
			* Good participation levels in consultation process;
			* Proximity of the areas to centres of population – in Dublin and Belfast;
			* Presence of the Shannon Erne Waterway; and
			* Experience, knowledge and skills of LCDC members, staff and implementation partner staff, including recognised successful delivery of the LEADER programmes in the county since its inception in the 1990s.

Weaknesses

* + - * Broadband and mobile phone coverage;
			* Lack of FDI and inward investment in industry/tourism/technology;
			* Absence of rail infrastructure, poor transport networks regional/ local roads &signage;
			* Lack of M3 connection to county town – bottle neck in Virginia at end of new M3/N3;
			* Lack of investment/recognition of tourism;
			* Lack of new technology;
			* Low tech base traditional businesses;
			* Fragmentation of farms, poor land;
			* Environmental pressures and concerns;
			* Low urbanisation, high rural population high dependency rate;
			* Dispersed population, rural depopulation and aging population;
			* Urban decline abandonment or neglect of town centres closed businesses/buildings;
			* Peripheral location and border county;
			* Traditionally high level of early school leavers and disadvantaged communities;
			* Lack of full scale 3rd level institution;
			* Lack of employment opportunities for higher skilled people;
			* Lack of volunteer support structure;
			* Limited funding opportunities;
			* Limited Small Craft Sector;
			* Weak Small Food sector; and
			* Fluctuating exchange rates between Euro, Sterling, Dollar and other currencies.

***Opportunities***

* + - * To plan and influence future direction;
			* Tourism product development e.g. Killykeen Forest Park & water tourism;
			* The involvement of Cavan in the “Ireland Ancient East” tourism initiative
			* Construction sector expertise to develop new products in green building;
			* Agri tourism;
			* Build on the success of the Fléadh including other types of music events;
			* Agriculture and food - value added product development;
			* Exploit food name - high profile food images;
			* New plan – new funding streams;
			* Willingness of people to engage and to volunteer;
			* Niche tourism including: water based, cycling and walking tourism products;
			* Eco tourism;
			* Economy coming out of recession;
			* New political landscape;
			* To develop higher skilled enterprises;
			* Roll out of broadband/IT skills;
			* Business clustering regionally;
			* Diversification from farming on small farms;
			* Opportunities to expand into organic sector;
			* Exploitation of traffic on Shannon Erne Waterway;
			* Development of heritage including buildings, history, memory and commemoration;
			* Continued growth of craft businesses; and
			* World geo park extension into west Cavan.

Threats

* + - * Equality of opportunity to access fair slice of national cake;
			* Nationalisation, regionalisation and centralisation of commercial and public services;
			* Transport infrastructure deficiencies;
			* New political constituencies;
			* Brain drain of young educated people;
			* Bureaucracy;
			* Broadband infrastructure;
			* Matching and people - mammoth task of upskilling/reskilling;
			* Sale or closure of state assets in the county;
			* Tough economic environment;
			* Fracking and fracturing the community;
			* Equality of distribution of resources by national government;
			* Transition to new administrative structures for state programmes;
			* Shift in retail patterns - out of town retail centres and on line shopping;
			* Rural depopulation;
			* Lack of integration of new communities;
			* Lack of economic development and high unemployment;
			* Lower paid employment traditional focus;
			* Increase in satellite towns without adequate facilities including neglected town centres;
			* General economic slowdown and increased demands on public expenditure;
			* Environmental damage;
			* Non return of highly skilled graduates to the region;
			* Failure to invest more in transport infrastructure;
			* Greater Urbanisation leading to a further decrease in rural living; and
			* High dependence on construction, in a period of economic slowdown.

### Agreed LDS Priorities

###### Outline of Process undertaken to agree the priorities and objectives of LDS.

As indicated elsewhere in this document an extensive consultation process has been undertaken the outcomes of which form the basis of the objectives and priorities for the Local Development Strategy for County Cavan in the programme period 2014-2020. Details of these outcomes were developed by the staff team in consultation with the Chief Officer of the LCDC into workable objectives and priorities based on the level of interest expressed in the process. These results were then presented both to the Cavan Local Community Development Committee (LCDC) and to the Board of Breffni Integrated Ltd. The presentations were subject to consideration and debate before a final agreed set of priorities emerged with the endorsement of both the Board of Breffni Integrated Ltd and Co Cavan LCDC.

###### Rationale for proposed themes/sub themes and priorities which the LDS is focusing on.

1. ***Economic Development, Enterprise Development & Job Creation***
	1. ***Rural Tourism***

**Local Objective 1.1**

**Building on the strengths of local rural tourism for a sustainable future.**

Rationale:

County Cavan has a vast area of waterways and lakes, an unspoilt natural landscape and under developed historical/cultural assets, which make it an ideal tourism destination for Irish and foreign visitors. It was highlighted during our public consultation and is detailed in the area profile that tourism accommodation, angling, water based and other outdoor recreational activities, require further development in the County and have the potential to create increased tourism numbers. These issues were further highlighted by the findings of the Cavan draft LECP and when addressed have the potential to increase development and support further employment.

This objective will seek to enhance the economic and social contribution of tourism to County Cavan with a key focus on developing the County as a leading destination for angling, water based and other outdoor recreational activities and to promote and develop the significant heritage assets within the area through the development and upgrading of new and existing tourist facilities and activities, over the period of 2016-2020. This local objective will seek to link with the “Ireland’s Ancient East” tourism branding initiative of which Co. Cavan is a part.

Strategic Actions for 1.1

* + 1. *Sustainable development of new & existing outdoor/indoor recreation/leisure tourism.* Sustainable development of new & existing outdoor/indoor recreation/leisure tourism activities and equipment, including water based, blueways, equestrian, walkway/greenway projects. This strategic action will support the development and marketing of a number of new and existing additional tourist attractions and activities in the outdoor/indoor recreation and leisure tourism area through supporting projects to enhance the Cavan Burren Geo Park, water based activities, equestrian, cycle/walking routes and analysis and development for these projects. Projects in the context of the Ireland’s Ancient East branding initiative will be particularly relevant. Potential

promoters may receive animation support and can apply for funding to support and develop their project ideas.

* + 1. *Heritage site preservation renovation & support for events with a tourism/cultural/ heritage focus*

Support the preservation & renovation of heritage attractions & amenities in County Cavan (Ireland’s Ancient East) along with new & existing events with a tourism/cultural/heritage focus. This strategic action will support the preservation and renovation of tourism, cultural/heritage attractions and amenities, including analysis and development funding to support these projects along with marketing and promotion of heritage attractions in the county generally. Marketing and capital support for festivals, local tourism, cultural, heritage, craft and food attractions and events or projects in the context of the Ireland’s Ancient East branding initiative will be particularly relevant. Potential promoters may receive animation support and can apply for funding including analysis and development funding to support and develop their project ideas.

* + 1. *Support for specialised tourism initiatives including capital, marketing and equipment.*

This strategic action will support specialised tourism initiatives around such areas as arts and crafts, eco-tourism, food and cultural/heritage in order to attract visitors to the Co. Cavan area, projects in the context of the Ireland’s Ancient East branding initiative will be particularly relevant. This action will also include analysis and development funding. Potential promoters may receive animation support and can apply for funding to support and develop their project ideas.

* + 1. *Support the development of new and existing angling facilities*

This strategic action will support the development of angling facilities including festivals or special/promotional events in order to develop County Cavan as a leading angling centre in Ireland by supporting access to lakes and rivers, parking, fishing stands, boat hire, bi-multi-lingual signage, marketing and promotional initiatives and analysis and development funding for these projects. Projects in the context of the Ireland’s Ancient East branding initiative will be particularly relevant.

Potential promoters may receive animation support and can apply for funding to support and develop their project ideas.

* + 1. *Support for sustainable tourism accommodation units & facilities.*

This strategic action will support the development of tourism accommodation to increase bed nights by funding caravan/camping parks, hostel, glamping/boutique camping, self-catering, B&Bs and analysis and development funding for these projects. This will be a fully inclusive programme which will also support the marketing development of these businesses. Marketing will be supported in a joined up manner taking into account as many linkages as appropriate. Accommodation provision will focus on areas of deficient provision in terms of space and type together with opportunities to enhance other tourism products e.g. providing accommodation to support the sustainability of other tourist attractions or facilities. Potential promoters may receive animation support and can apply for funding including analysis and development funding to support and develop their project ideas.

* + 1. *Tourism training initiatives in: ICT, marketing, financial management, E-commerce, tour guides & gillies.*

Support relevant training initiatives in relation to tourism in the areas of IT, marketing, financial management, E-commerce, tour guides & gillies

This strategic action will support tourism providers and others in all relevant training in the areas of IT, marketing, E-commerce, financial management, hospitality, tour guiding and gillie courses. Potential promoters may receive animation support and can apply for funding to support and develop their project ideas.

* 1. ***Enterprise Development***

###### Local Objective 1.2

**Supporting enterprise and entrepreneurs in Co. Cavan.**

Rationale:

Particular areas of County Cavan have been identified as areas of high unemployment; this is supported by the findings of the area profile. Unemployment levels have increased in the recent downturn and remain stubbornly high in comparison with the recent past. Public consultation has identified the potential for increased economic activity, which can be achieved with the assistance of grant support. This is further identified by the Cavan draft LECP.

This objective will seek to enhance the economic profile of County Cavan with a key focus on job creation through the development/upgrading of new and existing enterprises, facilities including enterprise centres / spaces and training initiatives. This local objective will link with the Cavan Local Enterprise Office, The National and Regional Action Plans for Jobs, Enterprise Ireland and other appropriate bodies working in the field of enterprise promotion and development including local community actors.

Strategic Actions for 1.2

* + 1. *Capital, marketing and A&D support for start-up or existing enterprise including the purchase of equipment.*

This strategic action will support the development of start-up/existing businesses in order to create employment opportunities, in the areas of enterprise, food and beverage, crafts, tourism, ICT, hot-desk space, off-farm and environmental/renewable energy. A progressive programme to support marketing and development of these businesses will be available. Potential promoters may receive animation support and can also apply for analysis and development funding to support and develop their project ideas.

* + 1. *Provision of Enterprise Space for Business Development.*

This strategic action will support the development of start-up/existing businesses in order to create employment opportunities, through the provision of enterprise space. Enterprises in the areas of food, crafts, tourism, ICT, hot-desk space, off-farm and environmental/renewable energy will be amongst those to be accommodated. A progressive programme to support the marketing and development of the enterprise space will be available. Potential promoters may receive animation support and can also apply for analysis and development funding to support and develop their project ideas.

* + 1. *Support for relevant training initiatives in relation to enterprise.*

This strategic action will support the enterprise sector in all relevant training requirements in the areas of IT, marketing, E-commerce, financial management and specialised training. Potential promoters may receive animation support and can apply for funding including analysis and development funding to support and develop their project ideas.

#### Rural Towns

###### Local Objective 1.3

**Supporting the sustainable renewal of rural towns in Co. Cavan.**

Rationale:

Rural towns and villages in Co. Cavan have experienced significant changes including loss of traditional established functions in trade, services, production and employment, shifts in population and the emergence of new social issues all of which present challenges to the future sustainability of such towns as attractive places to live, work and do business. This matter was raised at many of the public consultations as an issue that needs to be addressed if revitalisation is to be realised these areas. A concerted approach to planning the redevelopment of the area is essential in order to harness the energy of the community and other relevant contributors. Revitalised areas will become more attractive places to live, re energise the community and will also help attract increased visitors thereby generating increased business.

This objective will seek to regenerate and make rural towns and villages more attractive places in which to live, do business and also attract visitors by supporting the upgrading and creation of community facilities including town and village enhancement projects, development plans, support for festivals and training courses. This local objective will respond to the needs and opportunities identified in the CEDRA Report and the opportunities identified by the REDZ Initiative together with the LECP, the Cavan County Development Plan and the views of local communities.

Strategic Actions for 1.3

* + 1. *To support the enhancement and sustainable renewal of towns in the county.*

This strategic action will support the development of town/village enhancement and renewal actions through the preparation of plans, through analysis and development funding, capital and marketing projects including renewal of public spaces, tidy towns initiatives, enhancement/ upgrading of derelict or disused buildings in community or private ownership where this will lead to clear improvements in the town milieu, crime prevention measures and other local initiatives as appropriate to the needs identified. Potential promoters may receive animation support and can apply for funding to support and develop their project ideas.

* + 1. *Address training needs for communities specific to Rural Towns.*

This strategic action will support the community sector in all relevant training requirements in the areas of organisational development sustaining the organisation, project management, event organisation, Festival Training, Community Gardening and specialised training. Potential promoters may receive animation support and can apply for funding including analysis and development funding to support and develop their project ideas.

* + 1. *Capital, marketing and A&D support for recreational facilities and the purchase of equipment.*

This strategic action will support the development/upgrading of recreational facilities to enhance and provide attractive communal spaces. The support may go towards; playgrounds, outdoor exercise equipment, walkways, lighting, parking, access, green areas, community gardens/vegetable plots. Progressive programme to support marketing and development of these facilities. Potential promoters may receive animation support and can also apply for A&D funding to support and develop their project ideas.

* + 1. *Development & promotion of unique social events, festivals & activities in rural towns.* This strategic action will support the development & promotion of unique social and cultural events, festivals & activities including Farmers markets and other food related events to enhance

the local population and to attract visitors to the area. Potential promoters may receive animation support and can apply for funding including analysis and development funding to support and develop their project ideas.

#### Broadband

###### Local Objective 1.4

**Contributing to the development of access to ICT and high speed connectivity for rural areas of the county.**

Rationale:

During consultation the issue of poor/limited Broadband coverage in parts of the County was raised as having an adverse effect on business and community development and by supporting the purchase of equipment this will help maximise any existing broadband coverage. The ICT training courses will assist targeted groups in developing their computer skills.

This objective will seek to maximise the potential for any existing broadband coverage by providing funding for pieces of equipment for small scale businesses and community centres and providing ICT training courses.

This local objective will be distinctive from and complimentary to the National Broadband Initiative.

Strategic Actions for 1.4

* + 1. *Support for access to reliable and high-speed broadband.*

This strategic action will support the purchase of small scale broadband equipment in order to boost existing broadband connection for communities and local businesses. Potential promoters may receive animation support and can also apply for analysis and development funding to support and develop their project ideas.

* + 1. *Support training programmes in ICT*

This strategic action will support the provision of basic ICT training to target groups such as older people, youth, farm families and communities. Potential promoters may receive animation support and can apply for analysis and development funding to support and develop their project ideas.

1. ***Social Inclusion***

#### Provision of Basic Services targeted at hard to reach communities

###### Local Objective 2.1

**Making Basic Services available to meet community needs.**

Rationale:

Rural isolation has been identified as a source of social exclusion and the provision of facilities, access and transport to them will help reduce this isolation, and this is supported by the findings at consultation and the draft LECP. Training courses will also help with integration and the provision of skills.

This objective will seek to promote greater community participation in local activities by supporting the creation of new community/sporting facilities, upgrading of existing

community/sporting facilities, as well as support for the purchase of equipment, security issues, rural transport initiatives, community rural services and support for training initiatives including employability linked projects.

Transport projects will be complimentary to and distinctive from the Rural Transport Programme.

Strategic Actions for 2.1

* + 1. *Construction and upgrading of new and existing community, sporting & recreational facilities.*

This strategic action will support the construction and upgrading, including access to new and existing community/sporting/recreational facilities, through the purchase of equipment which will include security, thus providing community services for all. Support rural transport initiatives to enable access for all to these facilities and the marketing and development of these facilities. Potential promoters may receive animation support and can also apply for analysis and development funding for potential projects.

* + 1. *Training initiatives to help remove barriers for those in hard to reach communities.*

Training initiatives to allow all members of society gain access to training programmes which will provide them with the necessary skills to secure possible employment, encourage volunteerism, health and well-being and reduce barriers to participation for those in hard to reach communities.

This strategic action will support training initiatives for the wider community while addressing transport, childcare, disability and social access issues.

The training initiatives could include but not be limited to: counselling services, health & safety, ICT training, up skilling, basic English language skills, training to encourage volunteerism, and one off uniquely designed training programmes.

Potential promoters may receive animation support to deliver this service and apply for funding under this sub-theme.

* + 1. *Transport and Access.*

The need for transport and the cost of transport is a key barrier in terms of social exclusion, economic development, rural tourism and education and training. There are likely to be many applications in to the Leader programme to address these particular areas from organisations targeting the core of the theme, transport then becomes the barrier and may not always be accounted for in their strategies or project proposals.

During the previous Leader programme community transport services received many calls from organisations looking for specific transport to be organised around training or tourism, whilst organising it was straight forward, budget was an issue for these entities and the community transport services could not provide the funding.

In town areas it can be difficult for small buses to stop to allow passengers disembark and there is a need to provide bus parking areas in car parks.

Distinctiveness from RTI: This Action will provide support for rural transport solutions where transport is required to access services and training.

In addition to transport issues other barriers to participation such as availability of childcare and other social supports require to be included in the programme.

* + 1. *Rural Services.*

Rural communities including villages and smaller towns have experienced a progressive withdrawal of services and a centralisation of these in locations away from communities while this is a trend driven by many different factors and will not necessarily be reversed there may still be a case for the provision of certain services on a community, not for profit or self-help basis where

the alternative would be a loss of access to a service particularly for more isolated and or disadvantaged individuals or groups. This strategic action will respond to needs in this area and potential promoters may receive animation support to develop their proposals. This strategic action will support services development initiatives for communities while also addressing transport, childcare, disability and social access issues.

#### Rural Youth

###### Local Objective 2.2

**Enhancing the life chances for Rural Youth.**

Rationale:

The successful integration of youth in their area will help them become involved and contribute more to their local community and society in general. By involvement in the various activities this will increase a greater level of self-worth and 'can do' attitude. The training programmes will provide for greater skills which may provide for enhanced employment opportunities.

This objective will seek to reach out to young people in order to help them become integrated into and take an active role in the community. Support will be provided for; sports/arts based facilities, drama/music projects including purchase of equipment and provide support for training initiatives including employability linked projects tailored for youth needs. This local objective will have regard for initiatives underway under the Youth Employment Initiative (YEI) of the European Social Fund (ESF) and will be complimentary to and distinctive from this initiative.

Strategic Actions for 2.2

* + 1. *Support new & existing youth sports & recreation facilities including the purchase of new equipment.*

This strategic action will support the creation and upgrading of facilities specifically target at young people, such as sports, arts based, drama/music; this can also include the purchase of equipment. Support marketing and the development of these facilities. Potential promoters will be animated and can also apply for analysis and development funding for potential projects. This strategic action will support development initiatives for youth while also addressing transport, childcare, disability and social access issues.

* + 1. *Youth specific training programmes.*

Support youth specific training programmes to enable young people to take a greater part in society and reach their full potential. This strategic action will support training initiatives for young people. The training initiatives could include; ICT skills, health/farm/road safety training and one off uniquely designed training courses for youth organisations. Potential promoters will be animated to deliver this service and apply for funding under this sub-theme. This strategic action will support training initiatives for youth while also addressing transport, childcare, disability and social access issues.

* + 1. *Youth Development Initiatives*

This strategic action will enhance and compliment the facilities and training initiatives by focussing on more broadly based youth development initiatives which can be undertaken by the range of community based youth organisations which are often under resourced in terms of being able to maximise their impact on those young people who most need and could most benefit from youth development initiatives if available. This strategic action will support development initiatives for youth while also addressing transport, childcare, disability and social access issues.

## Rural Environment

#### Protection and sustainable use of water resources

###### Local Objective 3.1

**Maintaining the integrity of local water sources into the future**.

Rationale:

As our population continues to increase there is an ever increasing need to conserve and protect our drinking water sources and supplies. The harvesting of rain water for re-use in communities, sports facilities and farms will reduce the amount of treated drinking water used in non- consumption activities in these facilities. The provision of protection to vulnerable water sources will help reduce contamination and bank/shore erosion. Training programmes will help raise awareness of the value of safe drinking water and the need for greater savings.

This objective will seek to promote a greater awareness and encourage communities including community facilities, housing associations, sports clubs, farmers, local group water organisations and others for the need to conserve water. Support for water harvesting initiatives and the completion of water audit and conservation plans. Provide training programmes on water conservation.

This local objective will have regard for the provisions of Article 45 of E.U. regulation 1305/2013, Article 6 of the Habitats Directive along with the Planning Acts and related regulations.

Strategic Actions for 3.1

* + 1. *Rain water harvesting projects.*

This strategic action will support community groups, housing associations, sporting clubs and farmers to harvest rain water for use in their facilities or farm. Potential promoters will be animated and can also apply for analysis and development funding to support and develop their project idea, e.g. carry out water audits and conservation plans.

* + 1. *Water Source Protection Projects.*

By providing funding this strategic action will encourage land owners to fence off vulnerable waterways and install an alternative drinking source for cattle, e.g. installation of a solar panel pump connected to a drinker, thus protecting our rivers and lakes and resulting in natural bank restoration. Potential promoters will be animated and can also apply for analysis and development funding to support and develop their project idea.

* + 1. *Training in water resource conservation and protection.*

Training initiatives to raise awareness of the importance of conservation and protection of water resources. This strategic action will support training initiatives on ways to address and raise awareness of the importance of conserving and protecting water resources for the whole community.

#### Protection and improvement of local biodiversity

###### Local Objective 3.2

**Valuing and protecting local biodiversity.**

Rationale:

With the loss of various species of wildlife, flora and fauna it is becoming increasingly important to protect and conserve areas of natural habitat. This will help inform and educate people of the

need to protect and increase the areas of biodiversity in their communities. The protection and enhancement of fisheries will also have a knock on effect by providing increased fishing stocks and thereby attracting greater numbers of angling visitors to the County.

This objective will seek to promote the need for the protection of biodiversity in local communities. This will support the creation of biodiversity areas, the provision of information/publication initiatives and also provide support for the upgrading of existing parks and walkways. Provide support to angling clubs in order to protect and enhance fisheries habitats and provide support for initiatives regarding the protection of nesting sites for endangered species. Provide funding for training programmes and the development of biodiversity plans.

This local objective will have regard for the Cavan Burren/Marble Arch Geopark designation and the provisions of Article 45 of E.U. regulation 1305/2013, Article 6 of the Habitats Directive along with the Planning Acts and related regulations.

Strategic Actions for 3.2

* + 1. *Support for the creation of biodiversity projects.*

Activities supported under this action will include: education, awareness, analysis and development resulting in biodiversity and environmental improvements and promoting a sense of community ownership

This strategic action will support the upgrading of parks and river walks, the establishment of nature corridors/biodiversity area/habitat creation also the reintroduction of native plants and flowers.

This action will also support the provision of information points/signage, publications, mobile device applications in order to educate and highlight the areas of local biodiversity.

Potential promoters will be animated and can also apply for analysis and development funding to support and develop their project idea, e.g. town/village/biodiversity plans, surveys, and the identification of possible biodiversity projects in their area.

* + 1. *Protection and enhancement of natural habitats.*

This strategic action will support the development & improvement of fisheries and endangered species habitats.

Support may be provided to angling clubs to develop and protect fisheries habitats by completing enhancement work such as; spawning gravel beds, weirs, clearance work, protective fencing, river bank improvements,

This action will also support the provision/protection of nesting sites for endangered species.

Protection initiatives for rare protected or endangered plant life including initiatives to control invasive species can also be considered for funding.

Support may be provided for analysis and development, e.g. a comprehensive management plan or other appropriate environmental studies or research.

Potential promoters will be animated and can apply for funding to support and develop their project ideas.

* + 1. *Support the development of bio-diversity training initiatives.*

This strategic action will support training initiatives on creating greater awareness of the importance of biodiversity for the whole community by supporting basic training in botany, flora and fauna habitat management and conservation initiatives.

#### Development of renewable energy

###### Local Objective 3.3

**Promoting sustainable responses to energy needs.**

Rationale:

The burning of fossil fuel has a detrimental effect on the atmosphere and any reduction in this will help realise our national and EU environmental targets. The instillation of alternative renewable energy sources will also help reduce the running costs in community/sports organisations. The training programmes will help educate people on the advantages of renewable energy and give them a greater understanding of the benefits to the environment of renewable energy.

This objective will seek to encourage communities, sports organisations, businesses and farmers to install renewable energy equipment also provide funding for energy saving initiatives. Provide funding for waste, recycling and upcycling initiatives. Provide funding for training programmes on renewable energy.

This local objective will have regard for the provisions of Article 45 of E.U. regulation 1305/2013, Article 6 of the Habitats Directive along with the Planning Acts and related regulations.

Strategic Actions for 3.3

* + 1. *Support for renewable energy projects*

This strategic action will support community/sporting/recreational organisations, housing associations, businesses and farmers in order to reduce their energy costs. This action will support the purchase and installation of equipment such as solar panels, heat pumps, biomass heating, energy generating turbines, also support for the insulation of buildings, energy efficient windows and lighting. As litter is a visible major and costly problem the action will also support waste recycling initiatives. Potential promoters will be animated and can also apply for funding for analysis and development, e.g. energy audits in order to support and develop their project idea.

* + 1. *Training in energy awareness and alternative energy methods*.

This strategic action will support training initiatives by creating greater awareness on how to conserve energy and reduce costs by supporting basic training in alternative energy, energy reduction initiatives and recycling.

# Section 4 LDS Action Plan

### LDS Vision

***Vision for Rural Development Programme***

*To develop sustainable rural communities throughout County Cavan, through the provision of a programme that will enhance the social, natural, human, physical and financial resources available to individuals and communities and thereby make Cavan 2020 a place that we can be proud of a place where people can have a good quality of life; a better place to live work and to enjoy.*

* 1. **Local Objectives & Strategic Actions (Programme Themes & Sub Themes)**

Job Creation and Employment Opportunities

Within each action there is a note of the number of longer term job opportunities expected to be created as a result of the activities of the programme and in addition to this there is a reference to the number of jobs expected to be created or sustained during the period of construction or installation work. The calculation for these shorter term construction capital related jobs is based upon research by the Association of Researchers in Construction Management (ARCON) their research can be viewed at [www.arcon.ac.uk](http://www.arcon.ac.uk/) and they conclude that for every £75,000-00 sterling expended one full time job equivalent is created for the duration of the works being undertaken. Taking the euro equivalent to be approximately €100,000-00 at current rates of exchange and limiting the application to the expected construction type works envisaged this would mean that this programme would create a further additional forty five construction related jobs for the duration of the particular works over the lifetime of the strategy. However in the absence of the relevant social clauses which while available under European Law have not been adopted by Ireland at this time it is more difficult to be certain as to the extent that this will contribute to employment and job opportunities in the local area.

1. ***Economic Development, Enterprise Development & Job Creation***
	1. Rural Tourism

**Table 4.1**

|  |
| --- |
| **Local Objective 1.1** |
| **Title of Local Objective** | Building on the strengths of local rural tourism for a sustainable future. |
| **LEADER Theme/ Sub- Theme** | Economic Development, Enterprise Development and Job CreationRural Tourism |
| **Brief Rationale for the Objective** | County Cavan has a vast area of waterways and lakes, an unspoilt natural landscape and under developed historical/cultural assets, which make it an ideal tourism destination for Irish and foreign visitors. This objective will seek to enhance the economic and social contribution of tourism to County Cavan |
| **Financial Allocation (€)** | €1,000,000-00 |
| **No. of Strategic Actions for the Objective** | 6 |

**Table 4.2**

|  |
| --- |
| **Strategic Action 1.1.1** |
| **Title of Strategic Action 1.1.1:** | Sustainable development of new & existing outdoor/indoor recreation/leisure tourism. |
| **Brief Description of Strategic Action 1.1.1:** | Sustainable development of new & existing outdoor/indoor recreation/leisure tourism activities and equipment, including water based, blueways, equestrian, walkway/greenway projects. |
| **Primary Target Group(s):** | Tourism /Leisure Facility providers. |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | Fáilte Ireland. Local Authority Tourism Officer. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 5 new/existing outdoor/indoor recreation/leisure tourism facilities Number of jobs created 2 F/T and 3 P/TShort-term Construction Jobs 2 FTE Number of visitors 4,000- |

**Table 4.3**

|  |
| --- |
| **Strategic Action 1.1.2** |
| **Title of Strategic Action 1.1.2:** | Heritage site preservation renovation & support for events with a tourism/cultural/heritage focus |
| **Brief Description of Strategic Action 1.1.2:** | Support the preservation, renovation & promotion of heritage attractions & amenities in County Cavan (Ireland’s Ancient East) and new & existing events with a tourism/cultural/heritage focus. |
| **Primary Target Group(s):** | Heritage Groups, Individuals, Community Organisations, Accommodation Providers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | Heritage Council, LA Heritage Officer, LA Planning Office, Coillte |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 5 heritage site preservation/renovation and support for events with a tourism/cultural/heritage focusNumber of jobs created 0 F/T and 2 P/T Short-term Construction Jobs 2 FTE Number of visitors 3,000- |

**Table.4 4**

|  |
| --- |
| **Strategic Action 1.1.3** |
| **Title of Strategic Action 1.1.3:** | Support for specialised tourism initiatives including capital, marketing and equipment. |
| **Brief Description of Strategic Action 1.1.3:** | To support specialised tourism initiatives in order to attract visitors to the Cavan This action will also include analysis and development funding. |
| **Primary Target Group(s):** | Tourism/Heritage/Community Organisations, Accommodation Providers, Private Tourism Promoters, Tour Guides, Angling organisations. |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | Fáilte Ireland, LA Tourism Officer, LA Heritage Officer, Local Angling clubs, Inland Fisheries Ireland, Heritage Council |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 2 specialised tourism initiativesNumber of jobs created 0 F/T and 2 P/T Short-term Construction Jobs 2 FTE Number of visitors 500 |

**Table 4.5**

|  |
| --- |
| **Strategic Action 1.1.4** |
| **Title of Strategic Action 1.1.4:** | Support the development of new and existing angling facilities (including marketing, fishing festivals and branding.) |
| **Brief Description of Strategic Action 1.1.4:** | To support the development of angling facilities including festivals or special/promotional events, facilities, marketing and promotional initiatives and analysis and development funding |
| **Primary Target Group(s):** | Angling Clubs, Tourism Providers, Anglers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | Fáilte Ireland, LA Tourism Officer, Local Angling Clubs, Inland Fisheries Ireland |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 4 new/existing angling facilities developed Number of jobs created 0 x F/T and 2 P/T Number of visitors 600 - 700 |

**Table 4.6**

|  |
| --- |
| **Strategic Action 1.1.5** |
| **Title of Strategic Action 1.1.5:** | Support for sustainable tourism accommodation units & facilities. |
| **Brief Description of Strategic Action 1.1.5:** | This strategic action will support the development of tourism accommodation to increase bed nights by funding caravan/camping parks, hostel, glamping/boutique camping, self-catering, B&Bs, marketing/promotion and analysis and development funding for these projects. |
| **Primary Target Group(s):** | Accommodation providers, Tourism/Leisure facility owners |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | Fáilte Ireland, Local Authority Tourism Officer, Cavan LEO. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 5 new/existing tourism accommodation facilities Number of jobs created 2 x F/T and 6 P/T Short-term Construction Jobs 2 FTENumber of visitors 1,200- |

**Table 4.7**

|  |
| --- |
| **Strategic Action 1.1.6** |
| **Title of Strategic Action 1.1.6:** | Tourism training initiatives in: ICT, marketing, financial management, E-commerce, tour guides & gillies. |
| **Brief Description of Strategic Action 1.1.6:** | To support relevant training initiatives in relation to tourism in the areas of IT, marketing, financial management, E-commerce, tour guides & gillies. |
| **Primary Target Group(s):** | Tourism/Heritage/Community Organisations, Accommodation Providers, Private Tourism Promoters, Tour Guides, Angling Organisations |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Fáilte Ireland, LA Tourism Officer, LA Heritage Officer, Local Angling Clubs, Inland Fisheries Ireland, Heritage Council |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 4 tourism training initiatives Number of trainees – 60 Number of jobs created and 1 P/T |

* 1. ***Enterprise Development***

**Table 4.8**

|  |
| --- |
| **Local Objective 1.2** |
| **Title of Local Objective** | Supporting enterprise and entrepreneurs in County Cavan**.** |
| **LEADER Theme/ Sub-Theme** | Economic Development, Enterprise Development and Job Creation Enterprise |
| **Brief Rationale for the Objective** | Particular areas of County Cavan have been identified as areas of high unemployment; this is supported by the findings of the area profile. Public consultation has identified the potential for increased economic activity, which can be achieved with the assistance of grant support. |
| **Financial Allocation (€)** | €782,800-00 |
| **No. of Strategic Actions for the Objective** | 3 |

**Table 4.9**

|  |
| --- |
| **Strategic Action 1.2.1** |
| **Title of Strategic Action 1.2.1:** | Capital, marketing and A&D support for start-up or existing enterprise including the purchase of equipment. |
| **Brief Description of Strategic Action 1.2.1:** | This strategic action will support the development of start- up/existing businesses in order to create employment opportunities, in a range of economic sectors. |
| **Primary Target Group(s):** | SME's/Micro Enterprises, Community Organisations, Farmers, Food Producers, Artists & Craft workers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | LEO, Enterprise Ireland, Design & Craft Council of Ireland, Teagasc, IFA, Bórd Bia, LA Arts Officer, Arts Council |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 10 start-up or existing enterprisesNumber of jobs created 10 x F/T and 5 x P/T |

**Table 4.10**

|  |
| --- |
| **Strategic Action 1.2.2** |
| **Title of Strategic Action 1.2.2:** | Provision of Enterprise Space for Business Development. |
| **Brief Description of Strategic Action 1.2.2:** | This strategic action will support the development of start- up/existing businesses in order to create employment opportunities through the provision of enterprise space. |
| **Primary Target Group(s):** | Community Organisations and other promoters. |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | LEO, Enterprise Ireland, |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 3 Enterprise/Business units developed Short-term Construction Jobs 2.5 FTEThe space will provide for future jobs growth. |

**Table 4.11**

|  |
| --- |
| **Strategic Action 1.2.3** |
| **Title of Strategic Action 1.2.3:** | Support for relevant training initiatives in relation to enterprise. |
| **Brief Description of Strategic Action 1.2.3:** | To support the enterprise sector in all relevant training requirements in the areas of IT, marketing, E-commerce, financial management and specialised training. Potential promoters will be animated and can apply for funding including analysis and development funding to support and develop their project ideas. |
| **Primary Target Group(s):** | SME's/Micro Enterprises, Community Organisations, Farmers, Food Producers, Artists & Craft workers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | CMETB, Design & Craft Council of Ireland, Bórd Bia, Teagasc, IFA, LA Arts Officer, Arts Council |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 3 business training initiativesNumber of jobs created 0 x F/T and 1 x P/T Number of Trainees - 30 |

* 1. ***Rural Towns***

**Table 4.12**

|  |
| --- |
| **Local Objective 1.3** |
| **Title of Local Objective** | To support the sustainable renewal of rural towns in County Cavan. |
| **LEADER Theme/ Sub-Theme** | Economic Development, Enterprise Development and Job Creation Rural Towns |
| **Brief Rationale for the Objective** | This objective will seek to regenerate and make rural towns and villages more attractive places in which to live, do business and also attract visitors by supporting the upgrading and creation of facilities including town and village enhancement projects, development plans, support for festivals and training courses. |
| **Financial Allocation (€)** | €1,000,000-00 |
| **No. of Strategic Actions for the Objective** | 4 |

**Table 4.13**

|  |
| --- |
| **Strategic Action 1.3.1** |
| **Title of Strategic Action 1.3.1:** | To support the enhancement and sustainable renewal of towns in the County |
| **Brief Description of Strategic Action 1.3.1:** | This strategic action will support the development of town/village enhancement and renewal actions through the preparation of plans, through animation, analysis and development funding, capital and marketing projects as required. |
| **Primary Target Group(s):** | Community Groups, Tidy Towns Groups, Chambers of Commerce, Sporting Organisations, Farmers Markets, Local Businesses, Garda, LA |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | LA Planning Office, LA Heritage Officer, LA Economic Development Officer and Cavan LEO. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 6 town renewal projects Population benefiting: 25,000-Short-term Construction Jobs 8 FTE |

**Table 4.14**

|  |
| --- |
| **Strategic Action 1.3.2** |
| **Title of Strategic Action 1.3.2:** | Address training needs for communities specific to Rural Towns. |
| **Brief Description of Strategic Action 1.3.2:** | To support the community sector in all relevant training requirements in the areas of organisational development sustaining the organisation, project management, event organisation, Festival Training, Community Gardening and specialised training. |
| **Primary Target Group(s):** | Community groups, Tidy Towns Organisations, Chambers of Commerce, Sporting Organisations, Farmers Markets, SME/Micro Enterprises |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | CMETB, LEO, Sports Partnership, Irish Country Markets |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 3 training initiativesNumber of jobs created 0 x F/T and 2 x P/T Number of trainees: 75 |

**Table 4.15**

|  |
| --- |
| **Strategic Action 1.3.3** |
| **Title of Strategic Action 1.3.3:** | Capital, marketing and analysis and development support for recreational facilities and the purchase of equipment. |
| **Brief Description of Strategic Action 1.3.3:** | This strategic action will support the development/upgrading of recreational facilities to enhance and provide attractive communal spaces. |
| **Primary Target Group(s):** | Community Groups, Tidy towns groups, Chambers of Commerce, Sporting organisations, Farmers Markets, Local businesses, LA |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Tourism Ireland, Cavan Sports Partnership, Irish Country Markets, Local Authority |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 7 recreational projectsPopulation benefiting: 25,000- |

**Table 4.16**

|  |
| --- |
| **Strategic Action 1.3.4** |
| **Title of Strategic Action 1.3.4:** | Development & promotion of unique social events, festivals & activities in rural towns. |
| **Brief Description of Strategic Action 1.3.4:** | To support the development & promotion of unique social and cultural events, festivals & activities including food related events to enhance the local milieu and attract visitors to the area |
| **Primary Target Group(s):** | Community Groups, Tidy Towns Organisations, Chambers of Commerce, Irish Country Markets, Locally based performing groups (dramatic, musical etc.) Food Producers, Sporting Organisations, Local Businesses, LA |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Fáilte Ireland, LA Tourism Officer |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 8 events/festivalsPopulation benefiting: 25,000- |

* 1. ***Broadband***

**Table 4.17**

|  |
| --- |
| **Local Objective 1.4** |
| **Title of Local Objective** | To contribute to the development of access to ICT and high speed connectivity for rural areas of the County. |
| **LEADER Theme/ Sub-Theme** | Economic Development, Enterprise Development and Job Creation Broadband |
| **Brief Rationale for the Objective** | Limited Broadband coverage in parts of the County is having an adverse effect on business and community development and by supporting the purchase of equipment this will help maximise any existing broadband coverage. ICT training courses will assist target groups in developing their computer skills. |
| **Financial Allocation (€)** | €200,000-00 |
| **No. of Strategic Actions for the Objective** | 2 |

**Table 4.18**

|  |
| --- |
| **Strategic Action 1.4.1** |
| **Title of Strategic Action 1.4.1:** | Support for access to reliable and high-speed broadband. |
| **Brief Description of Strategic Action 1.4.1:** | This strategic action will support the purchase of small scale broadband equipment in order to boost existing broadband connection for communities and local businesses. Potential promoters will be animated and can also apply for analysis and development funding to support and develop their project ideas. |
| **Primary Target Group(s):** | Community Organisations, SME/Micro Enterprises |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Department of Communications Energy and National Resources, National Broadband Plan |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 8 broadband enhancement initiatives Population benefiting: 8,000-Short-term Construction Jobs 1.5 FTE |

**Table 4.19**

|  |
| --- |
| **Strategic Action 1.4.2** |
| **Title of Strategic Action 1.4.2:** | Support training programmes in ICT |
| **Brief Description of Strategic Action 1.4.2:** | This strategic action will support the provision of basic ICT training to target groups such as older people, youth, farm families and communities. Potential promoters will be animated and can apply for analysis and development funding to support and develop their project ideas. |
| **Primary Target Group(s):** | Community Groups, Older & Young people, Farm Families and hard to Reach Groups |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | CMETB, Teagasc, Foróige, Mácra, Comhairle na nÓg, Older Peoples Network, Community ICT Services. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 3 training initiatives Population benefiting: 45 Number of jobs created 0 x F/T and 1 x P/T |

1. ***Social Inclusion***
	1. ***Provision of Basic Services targeted at hard to reach communities***

**Table 4.20**

|  |
| --- |
| **Local Objective 2.1** |
| **Title of Local Objective** | Making Basic Services available to meet community needs. |
| **LEADER Theme/ Sub-Theme** | Social InclusionBasic Services Targeted at Hard to Reach Communities |
| **Brief Rationale for the Objective** | Rural isolation has been identified as a source of social exclusion and the provision of facilities, access and transport will help reduce this isolation. Training courses will also help with integration and the provision of skills. |
| **Financial Allocation (€)** | €1,597,930-00 |
| **No. of Strategic Actions for the Objective** | 4 |

**Table 4.21**

|  |
| --- |
| **Strategic Action 2.1.1** |
| **Title of Strategic Action 2.1.1:** | Construction and upgrading of new and existing community, sporting & recreational facilities. |
| **Brief Description of Strategic Action 2.1.1:** | To support the construction and upgrading, including access to new and existing community/sporting/recreational facilities, and the purchase of equipment which will include security/crime prevention equipment, thus providing community services for all. |
| **Primary Target Group(s):** | Community Groups, Sports/Community/Recreational Organisations, Older People’s Groups, Disability Support Groups, Sports Clubs & Organisations, SME/Micro Enterprises |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Local Authority, Cavan Sports Partnership, LA Planning Office, Age Action Ireland, County Cavan Access Association |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 10 new/existing community facilities Population benefiting: 15,000-Short-term Construction Jobs 13 FTE |

**Table 4.22**

|  |
| --- |
| **Strategic Action 2.1.2** |
| **Title of Strategic Action 2.1.2:** | Training initiatives to help remove barriers for those in hard to reach communities. |
| **Brief Description of Strategic Action 2.1.2:** | Training initiatives to allow all members of society gain access to training programmes through a wide variety of training which will provide them with the necessary skills to secure possible employment, encourage volunteerism, health and well-being and remove barriers for those in hard to reach communities. |
| **Primary Target Group(s):** | Disability Support Groups, Community Organisations, Community Groups, Counselling Service Providers, Youth Organisations, Farmers, Elderly Support Groups |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Disability Support Groups, Rehab Ireland, CMETB, CPPN, Community & Voluntary sector, Volunteer Ireland, IFA, Cavan Traveller Movement. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 5 training initiatives Population benefiting: 75 Number of jobs created 0 x F/T and 2 x P/T |

**Table 4.23**

|  |
| --- |
| **Strategic Action 2.1.3** |
| **Title of Strategic Action 2.1.3:** | Transport and Access. |
| **Brief Description of Strategic Action 2.1.3:** | The need for transport and the cost of transport is a key barrier in terms of social exclusion, economic development, rural tourism, access to services education and training. Transport becomes the barrier to access and may not always be accounted for in strategies or project proposals. |
| **Primary Target Group(s):** | Disability Support Groups, Community Organisations, Community Groups, Counselling Service Providers, Youth Organisations, Farmers, Elderly Support Groups |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Cavan Monaghan Transport Coordination Unit, Community & Voluntary sector & service providers. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 4 Transport Projects Population benefiting – 50 Number of jobs created 0 x F/T and 1 x P/T |

**Table 4.24**

|  |
| --- |
| **Strategic Action 2.1.4** |
| **Title of Strategic Action 2.1.4:** | Rural Services. |
| **Brief Description of Strategic Action 2.1.4:** | Support the provision of community based rural services for isolated & disadvantaged individuals & groups affected by withdrawal of or lack of services. |
| **Primary Target Group(s):** | Disability Support Groups, Community Organisations, Community Groups, Counselling Service Providers, Youth Organisations, Farmers, Elderly Support Groups |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Disability Support Groups, Rehab Ireland, CMETB, CPPN, Community & Voluntary sector, Volunteer Ireland, IFA |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | Number of jobs created 0 x F/T and 2 x P/TPopulation benefiting – isolated and rural dwellers with limited mobility. |

* 1. ***Rural Youth***

**Table 4.25**

|  |
| --- |
| **Local Objective 2.2** |
| **Title of Local Objective** | Enhancing the life chances for Rural Youth. |
| **LEADER Theme/ Sub-Theme** | Social Inclusion |
| **Brief Rationale for the Objective** | This objective will seek to reach out to young people in order to help them become integrated into and take an active role in the community. Support will be provided for; sports/arts based facilities, drama/music projects including purchase of equipment and provide support for training initiatives including employability linked projects tailored for youth needs. |
| **Financial Allocation (€)** | €426,115-00 |
| **No. of Strategic Actions for the Objective** | 3 |

**Table 4.26**

|  |
| --- |
| **Strategic Action 2.2.1** |
| **Title of Strategic Action 2.2.1:** | Support new & existing community youth sports & recreation facilities including the purchase of new equipment. |
| **Brief Description of Strategic Action 2.2.1:** | This strategic action will support the creation and upgrading of facilities specifically targeted at young people, such as sports, arts based, drama/music, this can also include the purchase of equipment. Services for younger children will also be included. |
| **Primary Target Group(s):** | Sports Organisations, Youth Organisations, Community Organisations, Community Childcare Services. |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Sports Partnership, CMETB, Mácra na Féirme, Foróige, Youthreach, Comhairle na nÓg, County Childcare Committee. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 7 youth projects Youth participating: 140 Short-term Construction Jobs 3 FTE |

**Table 4.27**

|  |
| --- |
| **Strategic Action 2.2.2** |
| **Title of Strategic Action 2.2.2:** | Youth specific training programmes. |
| **Brief Description of Strategic Action 2.2.2:** | Support youth specific training programmes to enable young people to take a greater part in society and reach their full potential. The training initiatives could include; ICT skills, health/farm/road safety training and one off uniquely designed training courses for youth organisations. Potential promoters will be animated to deliver this service and apply for funding under this sub-theme. |
| **Primary Target Group(s):** | Community Organisations, Sports Groups, Youth Organisations, Volunteers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | CMETB. Sports Partnerships. Foróige. Mácra na Féirme. IFA. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 4 training initiatives Youth participating: 60 Number of jobs created 0 x F/T and 2 x P/T |

**Table 4.28**

|  |
| --- |
| **Strategic Action 2.2.3** |
| **Title of Strategic Action 2.2.3:** | Youth Development Initiatives. |
| **Brief Description of Strategic Action 2.2.3:** | Promotion of youth development complimentary to other youth work actions to address gaps in service provision. |
| **Primary Target Group(s):** | Community Organisations, Sports Groups, Youth Organisations, Volunteers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | CMETB. Sports Partnerships. Foróige. Mácra na Féirme. IFA. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | Youth participating - 40 |

1. ***Rural Environment***
	1. ***Protection and sustainable use of water resources***

**Table 4.29**

|  |
| --- |
| **Local Objective 3.1** |
| **Title of Local Objective** | Maintaining the integrity of local water sources into the future. |
| **LEADER Theme/ Sub-Theme** | Rural EnvironmentProtection and Sustainable use of Water Resources |
| **Brief Rationale for the Objective** | As our population continues to increase there is an ever increasing need to conserve and protect our drinking water sources and supplies. The provision of protection to vulnerable water sources will help reduce contamination and bank/shore erosion. Training programmes will help raise awareness of the value of safe drinking water and the need for greater savings. |
| **Financial Allocation (€)** | €426,115-00 |
| **No. of Strategic Actions for the Objective** | 3 |

**Table 4.30**

|  |
| --- |
| **Strategic Action 3.1.1** |
| **Title of Strategic Action 3.1.1:** | Rain water harvesting projects. |
| **Brief Description of Strategic Action 3.1.1:** | This strategic action will support community groups, housing associations, sporting clubs and farmers to harvest rain water for use in their facilities or farm. Potential promoters will be animated and can also apply for analysis and development funding to support and develop their project idea, e.g. carry out water audits and conservation plans. |
| **Primary Target Group(s):** | Community Groups, Housing Organisations, Sporting Clubs, Farmers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | LA Planning Office, Sports Partnership, Teagasc |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 4 rainwater harvesting initiatives Short-term Construction Jobs 1 FTENumber of jobs created 0 x F/T and 2 x P/T |

**Table 4.31**

|  |
| --- |
| **Strategic Action 3.1.2** |
| **Title of Strategic Action 3.1.2:** | Water Source Protection Projects. |
| **Brief Description of Strategic Action 3.1.2:** | This strategic action will encourage land owners and others to fence off vulnerable waterways thus protecting our rivers and lakes and resulting in natural bank restoration. |
| **Primary Target Group(s):** | Farmers, Rural Dwellers and all those working in or using the countryside/water source catchment areas, community based Group Water Schemes. |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | Teagasc, IFA, LA, community group water schemes & members. |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 2 water source protection projects Short-term Construction Jobs 2 FTE |

**Table 4.32**

|  |
| --- |
| **Strategic Action 3.1.3** |
| **Title of Strategic Action 3.1.3:** | Training in water resource conservation and protection. |
| **Brief Description of Strategic Action 3.1.3:** | Training initiatives to raise awareness of the importance of conservation and protection of water resources.This strategic action will support training initiatives on ways to address and raise awareness of the importance of conserving and protecting water resources for the whole community. |
| **Primary Target Group(s):** | Community Groups, Sporting Clubs, Housing Organisations, Farmers, Tidy Towns Groups, Anglers, School Children, Young People |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | Inland Fisheries Ireland, Local Authority, CMETB, IFA, Angling Groups |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 2 training initiativesNumber of jobs created 0 x F/T and 2 x P/T |

* 1. ***Protection and improvement of local biodiversity***

**Table 4.33**

|  |
| --- |
| **Local Objective 3.2** |
| **Title of Local Objective** | Valuing and protecting local biodiversity. |
| **LEADER Theme/ Sub-Theme** | Rural EnvironmentProtection and Improvement of Local Biodiversity |
| **Brief Rationale for the Objective** | With the loss of various species of wildlife, flora and fauna it is becoming increasingly important to protect and conserve areas of natural habitat. The protection and enhancement of fisheries will also have a knock on effect by providing increased fishing stocks and thereby attracting greater numbers of angling visitors to the County. Support to protect and enhance fisheries habitats and for initiatives regarding the protection of nesting sites for endangered species, funding for training programmes and for the development of biodiversity plans. |
| **Financial Allocation (€)** | €639,170-00 |
| **No. of Strategic Actions for the Objective** | 3 |

**Table 4.34**

|  |
| --- |
| **Strategic Action 3.2.1** |
| **Title of Strategic Action 3.2.1:** | Support for the creation of biodiversity projects. |
| **Brief Description of Strategic Action 3.2.1:** | Education, awareness, analysis and development resulting in biodiversity and environmental improvements and promoting a sense of community ownership, upgrading of parks and river walks, establishment of nature corridors/biodiversity area/habitat creation, reintroduction of native plants and flowers, provision of information points/signage, publications & mobile device applications in order to highlight areas of local biodiversity. |
| **Primary Target Group(s):** | Community Organisations, Housing Associations, Tidy Towns Organisations, Heritage Groups, Chambers of Commerce |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | LA Heritage Officer, Heritage Council, LA Planning Office |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 5 biodiversity initiativesNumber of jobs created 0 x F/T and 3 x P/T |

**Table 4.35**

|  |
| --- |
| **Strategic Action 3.2.2** |
| **Title of Strategic Action 3.2.2:** | Protection and enhancement of natural habitats. |
| **Brief Description of Strategic Action 3.2.2:** | Development & improvement of fisheries and endangered species habitats. Protection of fisheries habitats by completing enhancement work such as; spawning gravel beds, weirs, clearance work, protective fencing, river bank improvements, Provision/protection of nesting sites for endangered species.Protection initiatives for rare protected or endangered plant life including initiatives to control invasive species. Analysis, development and animation funding |
| **Primary Target Group(s):** | Angling Organisations, Tourism Accommodation Providers |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd |
| **Any collaborating Organisations:** | Inland Fisheries Ireland, LA Tourism Officer, LA Heritage Officer |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 3 natural habitat projects Short-term Construction Jobs 4 FTE Number of jobs created 0 x F/T and 1 x P/T |

**Table 4.36**

|  |
| --- |
| **Strategic Action 3.2.3** |
| **Title of Strategic Action 3.2.3:** | Support the development of bio-diversity training initiatives. |
| **Brief Description of Strategic Action 3.2.3:** | To support training initiatives on creating greater awareness of the importance of biodiversity for the whole community by supporting basic training in botany, flora and fauna, habitat management and conservation initiatives. |
| **Primary Target Group(s):** | Community Groups, Heritage Groups, Tourism Providers, Tidy Towns Organisations, Schools and Youth Organisations |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | CMETB. Local Authority Heritage Officer. CPPN |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 2 training initiativesNumber of jobs created 0 x F/T and 1 x P/T |

* 1. ***Development of renewable energy***

**Table 4.37**

|  |
| --- |
| **Local Objective 3.3** |
| **Title of Local Objective** | Promoting sustainable responses to energy needs. |
| **LEADER Theme/ Sub-Theme** | Rural EnvironmentDevelopment of Renewable Energy |
| **Brief Rationale for the Objective** | This objective will seek to encourage communities, sports organisations, businesses and farmers to install renewable energy equipment also provide funding for energy saving initiatives. Provide funding for waste, recycling and upcycling initiatives and provide funding for training programmes on renewable energy. |
| **Financial Allocation (€)** | €319,585-00 |
| **No. of Strategic Actions for the Objective** | 2 |

**Table 4.38**

|  |
| --- |
| **Strategic Action 3.3.1** |
| **Title of Strategic Action 3.3.1:** | Support for renewable energy projects. |
| **Brief Description of Strategic Action 3.3.1:** | This strategic action will support community/sporting/recreational organisations, housing associations, businesses and farmers in projects to reduce their energy costs. This action will support the purchase and installation of equipment promoters will be animated and can also apply for funding for analysis and development, e.g. energy audits in order to support and develop their project idea. |
| **Primary Target Group(s):** | Community Groups, Housing Organisations, Sporting Clubs, Farmers, Business Promoters |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | SEAI, Sports Partnership, Inland Fisheries Ireland, LA Heritage Officer, LA Planning Office |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 5 renewable energy projectsShort-term Construction Jobs 2 FTE Number of jobs created 1 x F/T and 1 x P/T |

**Table 4.39**

|  |
| --- |
| **Strategic Action 3.3.2** |
| **Title of Strategic Action 3.3.2:** | Training in energy awareness and alternative energy methods. |
| **Brief Description of Strategic Action 3.3.2:** | This strategic action will support training initiatives by creating greater awareness on how to conserve energy and reduce costs by supporting basic training in alternative energy, energy reduction initiatives and recycling. |
| **Primary Target Group(s):** | Community Groups, Housing Organisations, Sporting Clubs, Farmers, Business Promoters |
| **Geographic Area:** | Projects throughout County Cavan will be considered for funding including the identified disadvantaged urban and rural locations. |
| **Organisation who will deliver the Action:** | Breffni Integrated Ltd. |
| **Any collaborating Organisations:** | CMETB, SEAI, CPPN |
| **Timeframe for Delivery of Action:** | Q1/2016 – Q4/2020. |
| **Anticipated Outputs/ Indicators & Targets:** | 2 training initiativesNumber of jobs created 0 x F/T and 2 x P/T |

# Section 5 Strategic Integration

* 1. **Cross Cutting Objectives**

During the public consultation and as part of the LEADER ‘bottom-up approach’ individuals and communities were facilitated to discuss the three themes in the Rural Development Programme and how the cross cutting objectives of Innovation, Environment and Climate Change could and should be integrated into the Local Development Strategy (LDS).

The public consultation list of potential project ideas gathered during this process highlighted that the cross cutting objectives are at the forefront of the minds of the population of County Cavan as examples of potential project ideas raised were; community energy audits, upgrading community facilities for energy efficiency, community/housing associations/businesses rain water harvesting projects and the development of town plans incorporating biodiversity.

The Cavan LDS objectives and actions are targeted at creating a greater capacity for research and development as well as innovation across all sectors of the local economy, combined with increased resource efficiency which will improve competitiveness and foster job creation. The LDS is designed with the aim of animating and supporting projects that can invest in cleaner, low carbon technologies which will help the environment contribute to combating climate change and create potential new businesses and employment opportunities as an objective.

The Cavan LDS encourages the decoupling of economic growth from the use of current resources by supporting the shift towards a low carbon economy, increasing the use of renewable energy sources and promoting energy efficiency.

In the drawing up of the Cavan LDS the need for Analysis and Development (A&D) in the themes and sub-themes was highlighted as an essential element in ensuring that innovation features strongly in all projects where relevant. Cavan LDS will actively encourage potential project promoters to undertake A&D before embarking on any major project requiring funding.

Cavan LEADER Local Action Group have identified a number of successful and experienced local organisations which will be encouraged and supported to undertake innovative pilot schemes which address some or all of the cross-cutting objectives and which if successful could be rolled out in a more broader context throughout the county. This method will also be available to private individuals and all other applicants.

A minimum of one specific workshop/training event of all the relevant decision makers, LCDC, Evaluation Committee, BIL and front line staff from these organisations, will be held on a yearly basis in order to ensure that the cross-cutting objectives are fully understood, agreed, implemented and is the shared vision of all stakeholders for the lifetime of the programme.

To further ensure that the stimulation of actions that promote the three cross cutting objectives are achieved an individual with recognised expertise will be appointed onto the Evaluation Committee. This will ensure that projects are also evaluated with the three cross cutting objectives in mind in order to ensure a well-balanced, sustainable and innovative economy for County Cavan.

**Innovation:** Funding may be provided to pilot new production methods that enhance the competitiveness of SMEs (Small and Medium Enterprises). The LAG can also act as a platform for social innovations to provide basic services for hard to reach communities. As CLLD strategies by definition are relatively small-scale, innovation does not necessarily relate to high- level technological development. The scope of innovation is deliberately broad so that it does not restrict local creative solutions.

**Environment:** Funding can be provided to protect the environment through greater awareness of environmental issues, efficient use of natural resources and heritage preservation. The local environment can also be promoted through rural tourism and local job creation afforded by demand for environmental goods/services.

**Climate Change:** Funding can be provided to promote actions that reduce the carbon footprint of the community and local industry.

* 1. **Policy Context**

###### LECP

The LECP will provide the strategic framework guiding local economic and community development in County Cavan for the next six years. It is the central strategy that will set the agenda for statutory agencies, elected representatives, community and voluntary groups and business interests to work collaboratively over the life of the plan for the betterment of County Cavan. It will ensure that organisations in Cavan work in partnership to achieve a vision for County Cavan; **“That Cavan 2021 will be a place that we can be proud of; a place where people can have a good quality of life; a better place to live, to work and to enjoy”.**

The priorities in this plan focus on developing an innovative local economy that supports and generates business, jobs and enterprise, delivering a county with a quality natural and built environment with vibrant, sustainable, inclusive, healthy and active communities who have a high quality of life and wellbeing.

The content of the Cavan LDS has been designed in order to ensure that its objectives and actions are complimentary to the LECP by focusing on fully inclusion community development initiatives, enterprise development for job creation and the rejuvenation and development of rural towns in the county.

###### Cavan County Development Plan 2014-2020

The Cavan County Development Plan 2014-2020 sets out to facilitate the sustainable physical, economic and social development of the county.

The Vision for the County was created through consultation with the general public at workshops held in four locations between the 6th and the 20th of November 2012. This Vision is;

*“That Cavan in 2020 will be a place that we all can be proud of; a place where people can have a good quality of life; a better place to live, work and enjoy.”*

This vision emphasises the important link between the sustainable development of the County and the quality of life of the people who live here.

The LDS aligns with a number of strategic aims that emerge from this vision including;

* + - * Protect and enhance the cultural, built and natural heritage of the County, including water quality and environmental quality.
			* Encourage the development of employment opportunities throughout the county.
			* Ensure equal access to services and amenities.
			* Provide good quality, accessible leisure, social and amenity services and spaces in an equal manner across the county.
			* Ensure that the principle of quality of life and sustainable development informs all decisions which relate to development within the county.
			* To provide good quality services infrastructure including adequate and appropriate drinking water and waste water treatment

###### National Action Plan for Jobs 2015

The objectives and actions set out in the National action Plan for Jobs are designed to achieve specific impacts in terms of jobs, exports and start-ups, market penetration and innovation. The Government will maintain its strong commitment to ensuring jobs are created and sustained in local businesses as essential elements of our communities and domestic economy whether operating in agri-food, tourism, retail or construction.

The Rural Development Programme 2014-2020 will be a key support in enhancing the competitiveness of the agri-food sector, achieving more sustainable management of natural resources and ensuring a more balanced development of rural areas.

The Cavan LDS in its implementation will help deliver some of the objectives and actions that will support the ideals of the National Action Plan for Jobs by providing support for training, analysis & development and capital expenditure to suitably eligible projects.

###### Action Plan for Jobs: Border Region 2015-2017.

The objective of the Action Plan is to ensure that the region develops to its full potential through enhanced cooperation and collaboration between public and private sector stakeholders to support enterprise to start up, survive and thrive in the region.

In addition to strong clusters of activity in the North East and North West areas of the region, the border as a whole possesses a number of inherent advantages and emerging opportunities, in particular; renewal energy, agri-food industries, clean energy, tourism and services. The strong food sector in the region offers potential for further growth, with added value and increased productivity being key opportunities. Similarly, tourism offers significant potential growth in all areas of the region.

The Cavan LDS will complement the Action Plan for Jobs: Border Region in its objectives by providing support to existing and start up Micro Enterprises and SME’s including analysis & development. The LDS will also focus heavily on the development of tourism initiatives within the county including angling and water based activities.

###### Pathways to Work 2013 and Pathways to Work 2015.

The scourge of long-term unemployment represents one of the biggest threats to Ireland’s recovery. The updated 2013 Pathways to Work strategy is a 50 point action plan to fight back against long-term unemployment. The Irish Government have to make sure economic recovery does not bypass jobless households. To this end this updated Pathways to Work strategy has been devised to ensure new jobs go to people on the Live Register. The Government must do all it can to stimulate the demand for labour, whilst simultaneously readying jobseekers for work, and ensuring that working always pays, no matter the nature of that work. The Government has therefore mandated this 50 point action plan to be delivered by each of the main Departments and agencies of State involved in the fight against unemployment. Taken together these actions are designed to ultimately deliver:

* + - * A greater number of places on employment and training schemes for long-term unemployed people in the second half of 2013, with the long-term unemployed to remain a priority for available resources in 2014.
			* An improved progression from these schemes into employment for long-term unemployed people.
			* A set of more attractive incentives for employers to recruit long-term unemployed people.
			* A faster roll-out of the full *Intreo* work activation service nationwide.
			* Much greater engagement by the private, community, voluntary and not for profit sectors in the delivery of employment services.
			* A more effective interplay between welfare payments, tax and in-work payments to reduce welfare traps and make work pay. Pathways to Work 2013
			* A new Housing Assistance Payment to replace payment of rent supplements via the welfare system to people with a long-term requirement for subsidised accommodation.
			* A staged roll-out of a Youth Guarantee so young unemployed people will, when the guarantee is fully rolled out, receive a good-quality offer of employment, continued education, an apprenticeship or a traineeship within a period of four months of becoming unemployed or leaving formal education.

As Ireland has taken its first steps on the path to economic recovery the Government is therefore determined not to ‘let up’ in its ambitious programme of change as set out in the *Action Plan for Jobs* and *Pathways to Work*. In framing *Pathways to Work 2015* the Government is acutely aware that experience of past recessions show that young unemployed people and people who are long term unemployed can find it harder than others to gain employment and are in danger of getting left behind even in a recovering economy. Accordingly, *Pathways to Work 2015* places a particular emphasis on measures to help long-term and young unemployed people find a route back into employment. These measures include the implementation of the *JobPath* programme for people who are long term unemployed and the implementation of an enhanced version of the *JobsPlus* employment subsidy specifically for young unemployed people.

The Cavan LDS will complement the Pathways to Work Action Plan by providing support to young unemployed people through training initiatives, youth development initiatives and help with transport and access to participant.

###### Commission for the Economic Development of Rural Areas (CEDRA) Report 2014.

The CEDRA Vision Statement report says that ‘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’.

The plan also states that there is a need for a more integrated approach to the management of Rural Development in Ireland and this will require the development of systems that will support a more coordinated approach to the design, development and implementation of all policies that have an impact on the economic development of rural areas.

The Cavan LDS commits to ensuring that there is a high level of cooperation in the delivery of the Themes and Sub-Themes contained in the LEADER Rural Development Programme 2014-2020 many of which feature in the CEDRA report. This is evident by the meetings and discussions that were undertaken with the various agencies and individuals prior to the completion of the LDS.

###### Europe 2020 Strategy

Europe 2020 A European strategy for smart, sustainable and inclusive growth in its Overview outlines Innovation, Education, Digital Society, Climate, Energy and Mobility, Competitiveness, Employment and Skills and Fighting Poverty as its main areas of focus in order to allow Europe stronger from the economic and financial crisis and also achieve a sustainable future.

Many of the areas of focus are included in the Cavan LDS and Cavan LEADER Local Action Group will work closely with all relevant partners to ensure that progress can be achieved in all sectors.

###### Border Regional Planning Guidelines 2010-2022.

The Regional Planning Guidelines are a long time strategic planning document which aims to direct the future growth of the Border Region, and seeks to implement the planning framework set out in the National Spatial Strategy (NSS) published in 2002. It achieves this through appraisal of the critical elements involved in ensuring proper planning and sustainable development, and through the protection of sensitive and environmental important locations. The RPGs inform and provide direction to County Development Plans of constituent councils within the Border Region. In its Vision the Planning Guidelines states that ‘By 2022 the Border Region will be a competitive area recognised as, and prospering from, its unique interface between two economies, where economic success will benefit all, through the implementation of the balanced model, which will provide an outstanding natural environment, innovative people, which in themselves, will be our most valuable asset’.

The Cavan LDS supports this vision by its commitment to supporting initiatives that will help the protection and improvement of local biodiversity, also the regeneration of rural towns and the development of rural tourism and enterprise projects.

###### 5.2.9. Ireland’s National Biodiversity Plan. Actions for Biodiversity 2011-2016.

The Trends and Threats section of the Biodiversity Plan states that ‘The vastly improved collection of data on biodiversity has allowed us to build up a more accurate picture of the major pressures and threats to Ireland’s biodiversity. These are similar to those faced by many other European countries and comprise direct damage, over-grazing, unsustainable exploitation (such as over-fishing), pollution and invasion of alien species. Pressures from agriculture and commercial afforestation have reduced slightly in the last few years, and pressures from housing and infrastructural development have also declined since the economic recession began in 2008’. According to research published by the Heritage Council in 2010, public awareness levels of biodiversity have not improved since 2007.

The Cavan LDS proposes to raise the level of biodiversity awareness within the county by supporting projects such as education/ training programmes, the establishment of nature corridors/biodiversity areas and habitat creation also the upgrading of parks and river walks thereby promoting a sense of community ownership.

# Section 6 Networking and Co-operation

### Networking

* + 1. *Local Networks*

Cavan LEADER Local Action Group recognises the valuable role which the well-developed County Cavan Public Participation Network (PPN) plays in engaging and promoting participation by community actors in the county both in respect of the forthcoming Cavan LEADER Programme and in the wider field of community development in the county. The PPN has a role in nominating persons to the LCDC to the LEADER evaluation committee and to the Board of Breffni Integrated Ltd amongst other functions. It is an important conduit for the exchange of information around programmes and services especially with regard to the LEADER Programme.

* + 1. *National Rural Network NRN*

A separate National Rural Network is established for each round of the Rural Development Programme. The provision of a NRN for the next round is currently being tendered and whenever it is commenced Cavan LEADER Local Action Group will participate fully and appropriately in the new network. The implementation partner Breffni Integrated has experience of having participated in the previous round of the NRN.

* + 1. *European Network for Rural Development ENRD*

ENRD serves as a platform for the exchange of ideas around the operation of Rural Development Programmes. Established by the European Commission stake holders include Local Action Groups together with the other actors in the delivery of Rural Development programmes.

* + 1. *Operating Rules Focus Group*

The Department of Environment, Community and Local Government has established an Operating Rules Focus Group to support the sharing of information and the further development of the programme rules with input from the Local Action Groups being of paramount importance to its effective operation. Cavan LEADER Local Action Group participates in this focus group and is represented on the Operating Rules Focus Group by a member of staff of the Implementing Partner who has previous experience of the LEADER Programme.

* + 1. *Chief Officers Network*

The chief Officers of the various Local Community Development Committees have established a network which holds regular meetings which are a channel for cross communication and information sharing this network also provides a conduit for the dissemination of information on programme development and progress with the Department of Environment, Community and Local Government (DECLG).

* + 1. *Irish Local Development Network ILDN National and Regional*

Breffni Integrated Ltd the implementation partner is a member of the Irish Local Development Network this provides for a working relationship between the various implementers through which information and experiences can be shared and ideas can be disseminated. This is also a channel through which communication can take place with government departments, officials and other players. Breffni Integrated Ltd is also a member and active participant in the more local Border Regional Network of local development companies along with the other companies in the region. Regular meetings are held which enable discussion and information ideas sharing in terms of the sector.

### Cooperation (Inter-Territorial and International)

###### How cooperation activity fits into the broader LDS vision

A ring-fenced budget of €10 million is available for trans-national and inter-territorial (within Ireland) co-operation projects. A system of time-limited calls for applications will be facilitated by the Department and a financial allocation, which is additional to that allotted to each LDS, will be made available for such co-operation projects. All proposed co-operation projects shall be submitted to the Department for consideration and approval. Funding will be made available for co-operation projects involving partners in EU Member States, EU candidate states and EEA states. Projects outside of these areas may also be eligible subject to authorisation by the Department. Cavan LEADER LAG will seek to maximise the opportunities offered by cooperation projects generally and will seek to pursue both national and transnational cooperation opportunities. Section 6.2.2 details a number of current proposals for cooperation projects.

###### Proposals for co-operation projects

* + - 1. *Cavan as a tourism destination on the Border*

The border area comprises a number of counties including Cavan which are often not to the forefront of the national tourism agencies overseas offerings. In addition to this, because of the fact that there are two jurisdictions involved, it is more challenging for the relevant tourism agencies to undertake a coordinated approach to the development and promotion of marketing in the region. A proposal will be developed to cooperate with other LAGs in neighbouring counties in NI and ROI to highlight the wealth of culture, heritage landscape attractions and activities in the region, identify gaps and build on the existing product offer, all the time working to create a tourism product offering that would tie in with existing tourism marketing strategies such as Ireland’s Ancient East and the Wild Atlantic Way and that will appeal to the overseas market. Initiatives to further promote the Marble Arch Caves Global Geopark, which covers counties Cavan and Fermanagh, will be pursued jointly with Fermanagh and Omagh District Council and the LEADER Local Action Group for that LEADER Territory.

This cooperation proposal would enhance the development of rural tourism in keeping with the natural and built environment of Cavan as set out in the LDS action plan. The proposal would seek to develop the cooperation project with LAG’s in neighbouring counties in Northern Ireland and in Ireland.

* + - 1. *Cavan and Leitrim Joint Promotion of Angling Facilities*

In order on build on and derive further economic benefit from the excellent angling facilities which are available in both Cavan and Leitrim, we will work in a collaborative manner with Leitrim County Council. We will do this by developing and marketing fishing festivals in both counties with a particular emphasis on game and coarse angling festivals as both counties have a reputation for quality waters for both game and coarse angling. We will also examine the possibility of creating a unique branding strategy to market the region as an attractive location for angling festivals. Cavan County Council and Leitrim County Council have committed to working together to jointly secure funding for the marketing of fishing festivals”

* + - 1. *The Upper Shannon Erne Future Economy Project.*

‘The Upper Shannon Erne Future Economy Project is a joint initiative between Bórd Na Mona, the ESB and Cavan, Leitrim, Longford and Roscommon Local Authorities. The purpose of this initiative is to show how business led regional development can lead to economic growth and job creation across counties Cavan, Leitrim, Longford and Roscommon. This is viewed as an important mechanism to pursue funding on a regional collaborative basis and should be acknowledged as same, particularly in relation to the co-operation measure of the LEADER Strategy’.

# Section 7 Monitoring Review and Evaluation

### Monitoring and Review

###### Overview of Monitoring Framework

The monitoring framework for LEADER is outlined below. The LDS is centred on the three LEADER themes (each of which has a number of sub-themes).

The Cavan LAG has set out local objectives in this LDS. Each local objective is linked to the most relevant LEADER sub-theme with strategic actions and local projects linked in turn to specific local objectives. All projects will have common performance indicators relating to their particular sub-theme. These performance indicators will facilitate monitoring and measuring programme effectiveness.

The two levels at which programme monitoring will be carried out are:

1. Project Level Monitoring
2. Monitoring of the LAG (i.e. of Cavan LEADER)

###### Project Level Monitoring

The appropriate LDS monitoring data (e.g. subthemes, local objectives and performance indicators) will be uploaded to the ICT system once the LDS is approved and the Agreement is finalised. Outputs and outcomes of projects will be reported in the context of these objectives and performance indicators. Information at project level will be captured at the following stages:

*Application Stage*

Most of the basic project information will be captured on the LEADER ICT system at the point of application (type of funding applied for, is it a new/existing project, how many (if any) are currently employed, and so on).

*LAG Assessment of Application*

Cavan LEADER LAG shall complete a small number of fields on the ICT system as part of the assessment process and link the proposed project to one of its LDS local objectives which, in turn, is related to one of the overarching LEADER sub-themes. A relevant set of indicators will be automatically associated with each project depending on the LEADER sub theme concerned. The list of indicators associated with each Local Objective and LEADER sub-theme is detailed in 4.3.

*Reporting on outputs/outcomes*

Each project will provide information on the results delivered for the various indicators mentioned above. Reporting will also contain a qualitative element in which projects will briefly describe the progress, achievements, and any key learning. Cavan LEADER LAG shall ensure that the funded projects comply with the LEADER reporting requirements and that the data is quality checked i.e. the data is accurate, consistent, realistic etc.

The Department will collate the data reported by funded projects and provide analysis on the progress, outputs and outcomes achieved.

The timing of the reporting (on outputs) will depend on the project type. In most cases, reporting will take place at the final payment stage; final payment will only issue when all of the required data has been entered on the ICT system. Information related to some outputs will not be available immediately upon completion of the project (e.g. a capital project for the opening of a new service, where funding has been spent and reported before the facility has opened); in these cases, the outputs from the project will be entered no later than 12 months from the date of final

payment. Cavan LEADER LAG shall ensure that all projects comply fully with these requirements.

*Annual Planning & Reporting*

LAGs will be required to submit an annual report to the Department by the end of February each year. This short report should include:

An outline of the achievements in the previous year relative to the priority actions identified and includes:

* + Information on the organisational structure, operations and decision-making within the LAG;
	+ Issues or challenges encountered in implementation during the year;
	+ Particular successes to be highlighted;
	+ Progress made in contributing to LEADER’s cross cutting objectives.

The Department and/or its agents will:

* + Review the Annual report and engage with individual LAGs as appropriate
	+ summarise any patterns, trends or key issues emerging from the Annual reports.
	+ make data from the Annual reports available to contribute to an overall framework for evaluating the LEADER programme as a whole, and more specifically, the performance of the LAGs within that.

Cavan LEADER LAG acknowledges the requirement to contribute, as appropriate, to any other reviews or evaluations as designated by the Department.

### Evaluation

*Objectives*

The primary objective of the evaluation will be to compare the outcome of the implementation of the programme with the original proposals set out in the strategy taking into account any changes which may have been decided upon in the lifetime of same with a view to learning from the process about what worked and what did not work and how these approaches could be improved and the improvements built upon for the future in LEADER Post 2020.

*Management of process*

The LCDC LEADER Joint Sub Group and the key staff i.e. Chief Officer of LCDC and CEO of Breffni Integrated Ltd will oversee and coordinate the process.

*Topics or themes for evaluation*

All topics and themes of the programme will be subject to evaluation however as work progresses it may become apparent that some areas of work are more successful and others less so in this scenario a key part of the evaluation will be to determine what have been the underlying reasons for these outcomes and to learn from them for the future.

*Data requirements*

Comprehensive data on projects will be collected during the operation of the programme and Case Studies and a mid-term review will be expected to feed into the data resources available for analysis along with reports on project files and the experiences of the development team.

*Methodology*

Methodologies to be employed in completing the evaluation may include Self-evaluation and the development of Additional indicators as part of the ongoing process. There will be a requirement

in the programme delivery process for the preparation of a series of Case Studies, Local Research is always an important aspect of the programme and consideration shall be given to adding a local research element to the work with certain project promoters. The value of having an External input in terms of validation and demonstrating the robustness of the work is recognised. Qualitative elements although often subjective can also yield valuable information as to how the programme its delivery and impact are perceived by those who are the intended beneficiaries. The data collection process associated with the programme will it is expected yield significant Quantitative data over the programme lifetime and this will have the benefit of the rigour associated with data of this type in terms of measuring the impact of the programme.

*Timelines and Milestones*

The process should start from the commencement of the programme in terms of data collation and completion of case studies. For the evaluation proper this should form a key part of the work in 2020 with the objective of finalising it for the end of 2020 with dissemination of the results to follow in early 2021.

*Communication of findings*

It is important that a programme such as this remains in contact with the public and the community which it serves accordingly the evaluation should be published in some appropriate format there should be a launch with appropriate publicity and communication of the information to society through diverse media.

*Resources Required*

While an exercise such as this will have a significant input from staff the benefits of engaging an external evaluator in terms of adding rigour and objectivity to the findings should not be overlooked therefore it is expected that an external input shall be sought. As this will be tendered it is not possible to confirm a cost at this early stage however a provision of €10,000-00 to

€15,000-00 would seem prudent.

### Data Protection

###### Eight Principles of Data Protection

The personal data plan of Breffni Integrated Ltd is guided by the eight principles of data protection as set out by the Data Protection Commissioner these are:

###### Obtain and process information fairly.

Data collected from programme participants is collected with their knowledge and consent participants are asked to sign a standard consent form as part of the registration process. Standardised data is collected with set criteria in terms of the IRIS System. Beyond that the data and information collected is determined by the service which the person is seeking. It is explained to the participant why any data may be required and in cases of referral to other bodies this is explained to participants before being proceeded with.

###### Keep it only for one or more specified, explicit and lawful purposes.

Data is kept for the purposes of the particular programme and or service sought and provided by the company to the participant and any referral to other programmes with participant consent. The data collected is limited to that required for the efficient administration of the programme and the service being provided to and for the participant with their consent.

###### Use and disclose it only in ways compatible with these purposes.

Where in the course of the provision of services it is necessary to disclose data to other bodies this is explained to the participants as part of their engagement with the service. An example of

this would be where a an applicant wishes to apply for funding in relation to an enterprise and the provisions relating to work with the Local Enterprise Office will apply the applicant is made aware that data sharing is necessary for the purpose of obtaining the service which the participant is seeking. Ending of programmes, contracts or company/business restructuring may require the transfer of data in such event the same data protection standards as apply in Cavan LEADER LAG will be required to be observed by the incoming body.

As part of the provisions of the Rural Development Programme certain details pertaining to programme beneficiaries are required to be published.

Under Article 111 of Commission Regulation (EC) No. 1306/2013 it is a requirement that details of CAP beneficiaries are published on the Department of Agriculture, Food and Marine’s website. In addition, projects and project promoter details may be published on the Department and/or the Cavan LEADER LAG or implementation partner’s website. Cavan LEADER LAG are required to inform all beneficiaries of this and to retain evidence of same on the project file.

The CAP beneficiaries’ details will include the name of the project promoter/beneficiary, the town where the beneficiary resides or is registered (including postal code if available) and the total amount of public funding received by the beneficiary for the particular year.

Cavan LEADER LAG must inform beneficiaries that their data will be made public and that the data may be processed by auditing and investigating bodies of the European Union and the Member States for the purpose of safeguarding the Union’s financial interests. Cavan LEADER LAG must also inform the beneficiaries of their rights under data protection legislation and of the procedures applicable for exercising those rules. The legal basis for the publication is Regulation 1306/2013.

###### Keep it safe and secure.

A range of provisions are in place to ensure that client data is kept safe including provision of access controls to areas where data is located. Public areas are separated from private office areas and lockable storage facilities are provided. Computers are password protected and there is a separate password and log on in place for the programme IT System with restrictions on the numbers of persons having access to that system.

###### Keep it accurate, complete and up-to-date.

Participant data is kept under review by the company and the personnel dealing with the participant, where changes occur the data is updated.

###### Ensure that it is adequate, relevant and not excessive.

Cavan LEADER LAG seeks to limit the collection of personal data to that which is either required by the programme administrative requirements around registration and recording or that which is required to provide the service to the client in question under the programme.

###### Retain it for no longer than is necessary for the purpose or purposes.

Data collected is related to the requirements of the good administration and effective delivery of programmes of value to the participants with their consent to participate. Programmes may require the retention of data beyond the date of programme completion in order to enable verification of programme delivery compliance. Retention rules are set by the various programmes for this purpose.

###### Give a copy of his/her personal data to that individual, on request.

Cavan LEADER LAG recognises and complies with the legal requirement to furnish a copy of a person’s personal data to them on request and will continue to do so.

# Section 8 Financial Plan

The Financial Plan is appended as an excel workbook in electronic format and is appended to the end of the hard copy document.

*Provision for Article 48 Checks and related matters.*

Within the general administration costs provision has been made for up to 5% of the overall programme costs to be allocated to meet the cost providing for the conduct of Article 48 Checks and related matters. As the methodology of this provision is currently under review on a collective basis by the local authorities who would provide this element of the programme and a Public Procurement Tendering Process is under consideration at present it is not possible to anticipate the costs or breakdown ahead of this process thus a flat provision of 5% has been made at this time which has been amortised over the programme budget span and shown in the administration budget under the heading of “Other” as there is not a specific heading provided for this area of work. The annual cost provided for is €85,223-00 over five years giving a total of

€426,115-00 for the programme duration.

# Section 9 Additional Information

A large number of written submissions were received as part of the consultation process and the interests expressed have been included in the plan under the various headings:

|  |  |  |
| --- | --- | --- |
| **Sub Theme** | **Number of Submissions****Received** | **%** |
| 1.1 Rural Tourism | 97 | 26.57 |
| 1.2 Enterprise Development | 43 | 11.78 |
| 1.3 Rural Towns | 47 | 12.88 |
| 1.4 Broadband | 6 | 1.64 |
| 2.1 Basic Services | 83 | 22.74 |
| 2.2 Rural Youth | 39 | 10.68 |
| 3.1 Water Resources | 7 | 1.92 |
| 3.2 Biodiversity | 29 | 7.95 |
| 3.3 Renewable Energy | 14 | 3.84 |
| **TOTAL** | **365** | **100.00** |

# Section 10 Declaration and Disclaimer

The Declaration and disclaimer along with a copy of the minutes wherein the strategy was authorised for submission are provided as an appendix.

# Section 11 Appendices

### Appendix 1.1 Sample Evaluation Scoring Framework

**Cavan LEADER – Evaluation Scoring Framework**

##### Project Title: Project Reference no:

**Applicable LDS Local Objective No: Date:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Assessment Criteria** | **Objective** | **Max Score** | **Weig hting** | **Final Score** |
| **Compatibility with Cavan Local Development Strategy** (LDS) | Is project application compatible with Local Objectives in Cavan LEADER Local Development Strategy. | **20** | **x 1** | **20** |
| **Promoters Capability / Experience** | Does the project promoter have the necessary skills, track record and/or experience necessary to deliver this project successfully | **20** | **x 3** | **60** |
| **Evidence of need** | Is there a need for the proposed project? Has the proposed applicant described in detail the need for this project? | **20** | **x 3** | **60** |
| **Viability / Sustainability** | Is the project viable? Does the proposed project have the potential to succeed and continue to deliver its stated aims and objectives over a minimum of 5 years? Does the proposed project applicationrepresent value for money / added value? | **20** | **x 1** | **20** |
| **Deadweight & Displacement** | Has the proposed applicant clearly outlined that this project cannot proceed without LEADER funding?Is there any issue of displacement and if so, has this issue been fully addressed? | **20** | **x 1** | **20** |
| **Cross Cutting Objectives**Climate Change InnovationThe Environment | Are there any of the cross cutting objectives detailed in the Cavan LDS incorporated in this proposed project. | **20** | **x 2** | **40** |
|  | **TOTAL** |  | **220** |  |
|  | **QUAILITY THRESHOLD (65%)** |  | **143** |  |

Signature of Evaluation Committee Member PRINT NAME Date:

### Appendix 1.2 Governing Document of LAG

**Cavan County Local Community Development Committee Standing Orders TABLE OF CONTENTS**

Definitions Preamble

* 1. Function of the Local Community Development Committee
	2. Operations of the Local Community Development Committee
	3. Participation, decision making and procedures
	4. Confidentiality & Conflict of Interest
	5. Partnerships with Other Bodies
	6. Confirmation of Minutes and Record of Attendance
	7. Disorderly Conduct
	8. Business of the Committee
	9. Dissolution of the Committee

***Definitions***

***Chief Officer*** means the person designated as such by the Chief Executive of the Local Authority

***Committee*** means a Local Community Development Committee

***LCDC*** means Local Community Development Committee

***Functional area of a Committee*** means the administrative area of Cavan County Council

***Local and community development programme*** means any action, intervention, programme, scheme or any other support, financial or otherwise, which is concerned with promoting the interests of local communities

***Publicly funded body*** means a body whose funds, directly or indirectly and in whole or in part, come out of funding provided by the Oireachtas for the purpose of performing its functions

***Representatives of local community interests*** in relation to the functional area of a Committee, means persons who are representative of community interests that are concerned with promoting the development of aspects of those interests within that area and such representatives may include representatives of non-governmental organisations, development agencies, community based groups, recognised associations, youth organisations, cultural bodies, sporting bodies and social movements and networks

***Chairperson*** means the Chairperson for the time being of the Local Community Development Committee

***Member*** means a member for the time being of the Local Community Development Committee

The ***Local Government Reform Act 2014*** and any Regulations issued under same and thereafter any Guidelines will be referred to in relation to any matters not covered within these Standing Orders or for the purposes of clarification of any matters.

Preamble

The purpose of these Standing Orders is to ensure the orderly and effective conduct of the meetings of the Committee.

 **1. Function of Local Community Development Committee**

* 1. The work of the LCDC will be carried out on the basis of constructive co-operation between all board members, and active participation based on a partnership approach.
	2. Whilst the LCDC is an official Committee of Cavan County Council it is independent in its function.
	3. All members of the Committee shall have equal standing.

###### Functions

The functions of the LCDC are - (As specified in Section 128B of the Local Government Reform Act, 2014)

* + 1. to prepare and adopt the community elements of a 6 year Local Economic and Community Plan (the Plan) in accordance with section 66C and any regulations made, or general policy guidelines issued, by the Minister for the purposes of that section.
		2. to implement, or to arrange for the implementation of, the community elements of the Plan (as the case may be) as made by the local authority in accordance with section 66C (4).
		3. to undertake a review of the community elements of the Plan at least once within the period of 6 calendar years after the Plan was adopted or last amended for the purposes of this paragraph and, if the LCDC considers it necessary after any such review -
			1. to amend the community elements of the Plan, or
			2. to prepare and adopt new community elements of the Plan to be made by the local authority under section 66C. Any such amendment or adoption shall be in accordance with any regulations made, or general policy guidelines issued, by the Minister for that purpose.
		4. to monitor and review on an ongoing basis the implementation of the community elements of the Plan, including performance against any benchmarks or indicators of performance set out in the community elements of the Plan or other relevant indicators and, if the Committee considers appropriate, to revise the actions and strategies set to achieve the objectives of those elements of the Plan.
		5. In furtherance of paragraph (b), to co-ordinate, manage and oversee the implementation of local and community development programmes that have been either -
			1. approved by resolution from time to time for that purpose by Cavan County Council concerned in respect of all or part of its administrative area, or
			2. agreed for that purpose between the LCDC and a public authority and to ensure that any plans and strategies related to those programmes are implemented in accordance with the community elements of the Plan.
		6. to seek to ensure effectiveness, consistency, co-ordination and avoidance of duplication between the local and community development programmes to which paragraph (e) applies and the functions of the local authority in relation to promoting the interests of local communities or in other related functions under section 66 (as provided for by subsection (2)) or otherwise.
		7. in addition to those programmes to which paragraphs (e) and (f) apply, to pursue the co- ordination generally of all local and community development programmes within the functional area of the LCDC, so as to optimise resources for the benefit of local communities in that area and to improve the efficiency with which publicly-funded local and community development resources are used.
		8. to consider and adopt a statement in respect of the economic elements of a draft of the Plan prepared by the local authority in accordance with section 66C, and
		9. not later than 31 March in each year, to prepare, adopt and submit to the local authority a report in relation to the performance of its functions during the year immediately preceding the year in which the report is submitted.

###### Performance of Functions

The Committee, in performing its functions, shall have regard to –

* + 1. the resources, wherever originating from, that are available or likely to become available to it for the purpose of such performance and the need to secure the most beneficial, effective and efficient use of such resources,
		2. the need for co-operation with, and the co-ordination of its activities with those of local authorities, public authorities and publicly funded bodies, the performance of some of whose functions affect or may affect the Committee, so as to ensure efficiency and economy in the performance by the Committee of its functions,
		3. the need for consultation with public authorities and publicly funded bodies in appropriate cases,
		4. the need for consistency with the policies and objectives of the Government or any Minister of the Government or other public authority in so far as they may affect or relate to the Committee’s functions,
		5. the need to integrate sustainable development considerations into policy development and implementation, and
		6. the need to promote social inclusion.

###### Membership

The Chief Officer, in consultation with the Corporate Policy Group, will determine:

* the number of members, and
* the general composition and the sectoral interests to be represented.

In line with the approach agreed with the CPG, the Chief Officer will formally seek nominations from the relevant sectoral interests and the local authority will nominate the local authority member representatives.

When the local authority members have been nominated and nominations have been received from the relevant sectoral interests, the Chief Officer will prepare and submit the list of nominees to the local authority for approval. The local authority is required by the Act to approve the membership, without addition or omission. Except in exceptional circumstances, the membership should be approved at the meeting of the local authority at which it is first presented. In the normal course of events, this should be the first meeting of the local authority following the nomination of local authority members to the LCDC (*Regulation 4*).

**2. Operations of the Local Community Development Committee**

* 1. The Chief Executive of Cavan County Council shall assign an employee or employees of the local authority -
		1. to assist the Committee in performing its functions, and
		2. one of those persons shall be designated by the Chief Executive to be the Chief Officer of the Committee, and shall have responsibility for carrying out, managing and controlling generally the administration and business of the Committee and arranging for the provision of appropriate administrative, secretarial and other support.
	2. In so far as is practicable, the place for holding meetings of the Committee shall be the offices of Cavan County Council and meetings shall normally be held there.
	3. The address of the principal offices for the purposes of these Standing Orders is Cavan County Council, Farnham Centre, Farnham Street, Cavan.
	4. The LCDC shall meet a minimum of 6 times per annum and a schedule of meetings will be agreed in advance for the year. This will include the dates and times of meetings. Meetings will be scheduled where possible after working hours to allow for community participation.
	5. Meetings shall, so far as is possible, end two hours after commencement.
	6. The Committee may decide that additional meetings above those scheduled would be of value, in which case, the date and time will be agreed at a meeting of the LCDC.
	7. Members of the LCDC will be notified via email or post if requested, of the date, time and place of a meeting at least five clear days before the meeting.
	8. Want of service of a notice of a meeting on any member or members shall not affect the validity of the meeting.
	9. All documents associated with the work of the Committee shall be circulated by email or by post if requested.
	10. A meeting, when arranged, shall not be cancelled, save in exceptional circumstances and with the agreement of the Chairperson. When the meeting is cancelled, the date, time and place of the next meeting shall be fixed, with the agreement of the Chairperson.
	11. The quorum to commence a meeting of the LCDC shall be 50% of the members of the total membership, rounded to the nearest whole number, plus one. If a quorum is not present within thirty minutes of the time appointed for the meeting, the meeting will be adjourned to a date to be fixed by the Chairperson.
	12. The Chairperson and Vice-Chairperson of the LCDC will be selected by majority decision from among the members of the LCDC. The Chairperson and Vice-Chairperson shall be appointed for a one year period, whereupon s/he shall retire as Chairperson and Vice-Chairperson. A member may not serve two consecutive terms as Chairperson and may not hold the position again for a period of 3 years after their tenure as Chairperson has ended.
	13. Without prejudice to the generality of the above, the Chairperson or Vice-Chairperson shall cease to hold office where-
		1. they cease to be, or become disqualified from being, a member of the Committee, or
		2. the Committee, by resolution of not less than two-thirds of its members, rounded to the nearest whole number, determine to terminate their appointment as Chairperson or Vice- Chairperson, as the case may be.
	14. Each member shall serve a three year term, serving a minimum three year term in the first instance; following the establishment of the LCDC to allow for the rotation of members.
	15. Arrangements for the rotation of members shall be put in place by the Chief Officer.
	16. Retiring members will be eligible for re-nomination and appointment. However, members of the Committee representing Community and Voluntary interests, Social Inclusion interests,

Environmental interests, Local Community interests and the Social Partners shall serve no more than 2 consecutive 3 year terms.

* 1. In the event of a member of the LCDC failing to attend three consecutive meetings without adequate reason, as determined by the Chairperson, the Chief Officer shall request that member to resign as a member of the Committee, and the member’s nominating body to provide a replacement nominee to the Committee.
	2. A member of the Committee shall cease to be such and shall be disqualified from being a member of the Committee where such member -
		1. on conviction on indictment by a court of competent jurisdiction, is sentenced to a term of imprisonment;
		2. is convicted of an offence involving fraud or dishonesty, or
		3. is disqualified or restricted from being a director of any company.
	3. If considered appropriate by the LCDC, a non-member may be invited to attend a meeting and speak to a specific agenda item.
	4. The Elected Members, Local Authority Officials and representatives of a Public Authority will cease to be members of the LCDC when they cease to hold their respective positions.
	5. A member of the Committee representing Private Sector interests shall cease to be a member where their nominating body withdraws their nomination of that member to the Committee.
	6. Nominating bodies are free to de-select their representatives if circumstances require this. The nominating body must 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.

New members who are joining the LCDC will be given an introductory talk by the Chief Officer. An existing member will be asked to shadow the new member for a six month period to support their participation. Copies of background briefing material will be provided to all new members.

* 1. Alternates for LCDC members are not permitted.
	2. Notwithstanding other provisions relating to membership the Chief Officer shall carry out a regular review of the membership to account for changing LCDC objectives with the option of “standing- down” of member organisations, where this is appropriate e.g. where the strategic need for member organisations has been satisfied or new member organisations are required to meet a specific strategic need or member organisations are not attending on a regular basis.
	3. The Chief Officer shall, in consultation with the Corporate Policy Group and the Chairperson, review the membership of the Committee at least once every 3 years, or upon instruction to do so by the Minister.

In Cavan, a number of representatives hold ‘rotating positions’ and will rotate every two years. These positions are:

* Chamber of Commerce (rotating between Cavan Chamber and Cootehill Chamber).
* Older Persons and Disability Representatives.
	1. Where a member is no longer eligible to hold membership of the Committee in accordance with the provisions of the Standing Orders or the relevant applicable legislation, a member of the Committee shall cease to be such upon their being requested to resign their membership by the Chief Officer.
	2. The Membership shall be advised of any exercise of power by the Chief Officer under 2.26.
	3. The LCDC may establish appropriate sub-committees/task-groups or other sub-structures to assist in the carrying out of their functions. In considering the need for such committees and structures, regard should be had to the following -
* sub-structures should be task-specific with a clear timeframe and wound-up once the task is completed; and
* input or representation from the various sectors should be facilitated.
	1. Any sub-committee so established will normally be chaired by an existing board member of the LCDC.

Any subcommittees of the County Development Board that are still operating automatically come under the aegis of the LCDC. These include the Traveller Interagency Group, the Social Inclusion Measures/Area Implementation Group AIT

* 1. Members of the public and the media shall not be permitted to attend meetings of the LCDC.
	2. The Chairperson may, on their own initiative, or shall upon request to do so by a requisition signed by not less than two thirds of the members of the Committee, rounded to the nearest whole number, request the Chief Officer to convene a special meeting of the Committee.
	3. Where a special meeting is convened, notice must issue at least 3 clear days in advance of the meeting containing the time and place of the meeting and specifying the business to be transacted thereat to every member of the Committee.

**3. Participation, decision making and procedures**

* 1. If present at a meeting of the Committee, the Chairperson shall chair it. If, and for so long as, the Chairperson is not present, or the position of the chair is vacant, the Vice-Chairperson shall chair the meeting, but shall leave the chair upon the arrival at the meeting of the Chairperson, or, in the case of the filling a casual vacancy in the position of Chairperson, following the selection of Chairperson at that meeting.
	2. In the absence of the Chairperson and Vice-Chairperson, the members shall select a member to act as Chairperson for that meeting until and if the Chairperson joins the meeting.
	3. The Chairperson will endeavour to ensure meaningful, focused and inclusive participation by all LCDC members in the decision-making process.
	4. Matters for discussion at meetings will be related to the functions of the LCDC as set out in 1.4.
	5. The Standing Orders issued may be amended by the LCDC from time to time and shall be amended to ensure conformity with the relevant Act and Regulations.
	6. All acts of the Committee, and all questions coming or arising before the Committee, shall be determined by consensus of those members present and eligible to vote, or where consensus cannot be achieved, by a majority of the votes of the members present and eligible to vote.
	7. In decision making neither Public Authorities nor any single interest group shall represent more than 49% of the voting rights of the Committee.

In order to facilitate this, it may be necessary for a public sector member to also absent themselves from deliberations and decision-making. This will be done by invitation to members to self select on a rotating basis.

* 1. Where the Chairperson has not formally declared the result of a vote, or is in doubt as to whether his/her declaration is right or wrong, s/he is entitled if s/he thinks fit to take a second vote on the matter, especially if s/he considers that through some misunderstanding the first vote did not properly represent the sense of the meeting at that time.
	2. Each member present at a meeting of the LCDC shall have a vote unless prohibited by any enactment. A member may abstain from voting, and such abstention shall be recorded in the minutes. Where there is an equality of votes, a matter before a meeting may be determined by a casting vote of the person chairing the meeting.

Members will have an opportunity to appeal a decision, where relevant.

* 1. A proposal to revoke or amend a decision of the LCDC can only be made if submitted in advance for inclusion in the Agenda. The Agenda item shall state the decision to be revoked or amended and detail the terms of the new proposal to be made. No such proposal may appear on the Agenda to revoke or amend any decision of the LCDC within six months of making such decision except with the written assent of not less than three quarters of the members of the LCDC. A decision may not be revoked at the meeting at which it has been adopted.

**4. Confidentiality & Conflict of Interest**

* 1. A person shall not, without the consent of the Committee, disclose any information deemed by the Committee to be of a commercially sensitive or confidential nature obtained by that person while performing, or as a result of having performed, duties as a member of the Committee or any sub-committee or task-group of the Committee, or as an advisor to the Committee, as the case may be.
	2. Upon appointment each member shall provide the Chief Officer with details of all interests including employment and business interests and community involvement that might involve a conflict of interest or might materially influence a member in relation to the performance of his or her functions as a member of the LCDC. Each member must complete and return each year a form setting out his or her interests in accordance with the Ethics in Public Office Acts 1995 & 2001.

LCDC members will be asked to sign a declaration in relation to conflict of interests in any voting matters.

* 1. Each member should declare at the relevant meeting of the LCDC any interest they have in -
		+ an application for funding or other support for decision by the LCDC
		+ any initiative taken by the LCDC
		+ any contract (service level agreement) or proposed contract that the member, or a person connected with the member may be directly or indirectly involved; or
		+ any matter from which the member, or anyone connected with the member, might benefit directly or indirectly from as a member of the LCDC and any such interests shall be recorded in the minutes.
	2. Any member who has actual knowledge that s/he or a connected person2 has a financial or other beneficial interest in a matter arising at an LCDC meeting or any sub-committee or task-group established by the Committee, they must disclose that interest, withdraw from the meeting for so

long as the matter is discussed and take no part in the discussion or consideration of the matter and cannot vote.

* 1. The requirements in respect of Declaration of Interests/ Conflict of Interest shall also apply to any sub-committees, task-groups or advisors to the Committee.
	2. The attached Code of Conduct for members of LCDC provides further detail of the procedures to be applied when a conflict of interest potentially arises.

2 \*Brother, sister, parent, spouse, partner or child of the person or of the spouse/partner.

**5. Partnerships with Other Bodies**

* 1. The LCDC will recognise and respect the important role that other organisations and agencies play in economic and social development. The LCDC will seek to ensure that existing partnership arrangements are maintained with these organisations to ensure collaboration and reduce duplication of effort and resources.
	2. If the LCDC considers it appropriate to co-operate and agree joint action with another LCDC, it may by do so by resolution of each of the LCDCs involved.

**6. Confirmation of Minutes and Record of Attendance**

* 1. Minutes of all LCDC meetings will be drawn up by the Chief Officer and circulated to the Committee, together with the Agenda and all other documentation not less than 5 clear days in advance of the next Committee meeting.
	2. The minutes will include -
		+ date, time and place of the meeting
		+ names of the members present at the meeting
		+ conflicts of interest notified to the meeting and particulars of the steps taken
		+ particulars of all decisions/ votes taken at the meeting, and
		+ other matters considered appropriate.
	3. When the Chairperson asks for confirmation of the minutes a member may object to any part of the minutes as not being an accurate record. The minutes may then be altered by the agreement of those members who were present at the appropriate meeting.
	4. When confirmed with or without amendment, the minutes of a meeting shall be signed by the Chairperson to whom they shall be submitted for confirmation and minutes claiming to be so signed shall be received in evidence without proof.
	5. Appropriate arrangements will be made for safe keeping of the minutes by the Chief Officer.
	6. A record of attendance at meetings shall be maintained by the Chief Officer and members shall, where practicable, notify the Chief Officer in good time in the event that they are unable to attend the meeting of the Committee.

**7. Disorderly Conduct**

* 1. If in the opinion of the Chairperson, any member of the LCDC has been or is disorderly by persistently disregarding the ruling of the chair, or by behaving irregularly, improperly or offensively, or by otherwise obstructing the business of the meeting, and the Chairperson has conveyed his/her opinion to the members present by naming the member concerned, then the

Chairperson, or any member may move “that the member named leave the meeting” and the motion, if seconded, shall be determined without discussion.

Where the LCDC decides in accordance with the above that a member leave a meeting, that member shall immediately leave the meeting and shall not be entitled to speak or to take any further part in that meeting on that day.

Where in the opinion of the Chairperson –

* + 1. there is general disorder which impedes the orderly transaction of the business, or
		2. where a member against whom it was resolved that s/he leave the meeting by virtue of this paragraph refuses to do so

The Chairperson may adjourn the meeting for such period as s/he considers necessary in the interests of order.

**8. Business of the Committee**

* 1. A Member shall not receive any remuneration for acting as a member of the Committee or as a member of any subcommittee or task group of the Committee.
	2. Travelling and subsistence expenses arising from members representing public authorities with responsibility for providing services to or within the administrative area of the Committee or for any private sector member of the Committee shall not be met by the local authority, unless arranged by the Chief Officer in consultation with the local authority.
	3. A person shall not without the consent of the Committee disclose any information deemed by the Committee to be of a commercially sensitive or confidential nature obtained by that person while performing, or as a result of having performed duties as a member of the Committee or any sub- committee.

**9. Dissolution of the Committee**

* 1. Unlike other local authority committees, the membership of the LCDC shall not cease on the ordinary day of retirement of the local authority members. The Committee shall continue to stand on the ordinary day of retirement, with elected members nominated as appropriate following the Local Election.
	2. It may become necessary to dissolve the Committee in exceptional circumstances. These may include:
		+ a proposal to replace a Committee with multiple LCDC’s
		+ a proposal to replace multiple LCDC’s with a single Committee.
	3. In any case, the dissolution of the LCDC may be initiated by the local authority. However, a resolution to dissolve the Committee can only be passed with the prior written approval of the Minister.

### Appendix 1.3 LAG Member Roles and Responsibilities.

Full details of the roles and responsibilities of the Local Action Group members are set out in Section 1 The Local Action Group Governance Model and sub sections 1.5, 1.6 and 1.7 are particularly pertinent in this regard.

### Appendix 1.4 Operational Procedures for Implementer

###### Financial Procedures at Breffni Integrated Ltd

**Company Status**

Breffni Integrated is located at Unit 6A Corlurgan Business Park, Ballinagh Road, Cavan.

It is registered as a Company Limited by Guarantee, Registration Number 462591, with Charitable Status CHY No.18989

###### Funding

Breffni Integrated Ltd receives funding from a number of different sources to operate specific programmes funded by government in the main but on occasions from private philanthropy.

###### Accounts and Audit

Breffni Integrated is a company limited by guarantee. The company submits a set of annual audited financial statements to the Companies Office and will comply with the requirements of the Companies Act generally. The financial year runs from January 1st to 31st December each year.

Breffni Integrated operates on a Receipts and Payments Basis (with the exception of grant allocations) and incorporate the accruals and repayments annually using journal entries and year- end adjustments.

Breffni Integrated shall keep proper Records in relation to: All sums of money received and expended by the Company and all matters in respect of which the receipt and expenditure takes place. All purchases of goods by the Company and also the assets and liabilities of the Company.

###### External Auditors

Hugh Lennon and Associates have been appointed by the Board of Breffni Integrated as external Auditors for the Company. The role of the external Auditor will include the following.

* Auditing of accounts annually. The financial year ends on 31st December each year and it is expected that the annual audit would be carried out as soon as possible following the year end.
* Completion of an annual reconciliation between Returns and financial accounts.
* Reviewing Internal Controls of the Company.
* Preparation of Management Letter in line with the annual audit.

In addition, Company will agree an annual fee with the external auditors, for provision of services.

###### Banking Facilities

Breffni Integrated holds all bank accounts with Allied Irish Bank (AIB) Main St Cavan. The CEO of the Company has been authorised to open Bank Accounts on behalf of the Company. There are two signatories required for each cheque written and two authorisers for online banking. Preparation of cheques or online banking requests are performed by a person other than the authorisers.

###### Computerised Data

All accounting records are maintained on a spreadsheet package; hard copies are filed at month end – signed, dated and approved by the CEO. Any subsequent amendments are approved by the CEO. Backups are taken regularly for all administration data files produced electronically.

###### Returns

The Administrator submits returns in line with programme requirements. The Returns are prepared on a payment basis and are returned within the reporting deadline dates. Returns will be signed by the CEO, Administrator and a Director of the Company.

###### Management Reports

Management reports are presented to the board in respect of the various programmes as required by programme rules.

###### Personnel

All staff appointments and salaries are approved by the Board/HRCommittee. Management will review salaries annually. Staff are paid according to appropriate scales recommended by Pobal and other bodies as appropriate. Management will award pay increases under appropriate national pay agreements, as outlined in those pay agreements, save in exceptional circumstances. All employees are issued with a Contract which includes terms of employment on starting employment outlining terms and conditions of employment. Recruitment and appointment records are kept by the CEO and Personnel files is kept for each staff member.

###### Payroll System

Staff are paid fortnightly or monthly by electronic funds transfer, the company has the right to change method of payment at any time. It is the responsibility of the Administrator to process payroll.

###### PAYE/PRSI Returns

The Company will comply at all times with scales for the paying over of statutory deductions from payroll and completion and submission of end of year returns i.e. P35’s. Returns are filed via ROS by the 14th day of each month and payment is made by the 23rd of each month. Monthly payments are made to the Collector General in respect of Tax and PRSI by cheque.

###### Travel and Subsistence Expenses for Staff and Board

Civil service travel and subsistence rates are paid (according to vehicle engine size). Staff will submit claims for Travel and Subsistence on a company Expenses Claim Form for staff on a monthly basis. The Administrator must check all claims and the CEO/Manager will approve all Travel and Subsistence claims for staff members prior to payment. Claims submitted on behalf of the Administrator may be checked by the Office Assistant and claims submitted from the CEO/Manager may be inspected by a member of the Management Committee.

###### Payments

Payments are made by cheque or credit transfer only. All payments are made on a fortnightly basis. All payments with certain exceptions such as rent, telephone, heat and light and salaries must have an order attached – detailing an analysis code and signed authorisation. The supply and issue of cheques for use by Accounting Staff are controlled and recorded. All cheques require two signatories. Pre-signing of Blank Cheques is prohibited. Cheques issues/Credit Transfers, with the exception of grants, are made only on the strength of requisitions supported by certified documentation:

Invoices from Suppliers Payroll Calculations Official Order Expenses Forms

A record of all issued cheques and all cancelled cheques are recorded in a Cheques Journal. Cheques/Cash received by the Company will be lodged on the same day of receipt or as soon as possible. All monies received by the Company will be lodged to the Bank in total. No payments will be made from these monies prior to lodging of same.

###### Bank Reconciliation

Bank Statements are issued at the end of each month or week for certain accounts by the bank and the Bank Reconciliation is completed on a monthly basis by the Administrator. Both the Bank Statement and Bank Reconciliation are reviewed by the CEO of the Company. The Company holds a separate Bank Account in relation to each project/funder as appropriate. The cheque number and date of payment are marked on each invoice to ensure payment cannot be made twice.

###### Purchasing

Orders made by phone are confirmed in writing. All Purchase Orders are signed by the CEO or by the Administrator following authorisation from the CEO. The Company applies tendering procedures in line with Government and EU Public Contract Guidelines. Invoices are compared with requisitions, copy orders, delivery dockets etc., prior to certification for payment, arithmetical check is also applied. Each invoice is checked by the Company Administrator and approved by the CEO. The Support Staff will check invoices/bills which relate to specific actions and sign off on same. The CEO will then approve payment.

###### V.A.T.

The Company is not registered for VAT as this is not recommended by our funders.

###### Charity Status

Breffni Integrated Limited received revenue charity status in October 2009.

###### Tax Clearance Procedures in relation to payments of Grants and supply of goods and services to the Company

In relation to the payment of grants or supply of goods and services, Breffni Integrated requests a current Tax Clearance Certificate from all suppliers where the value of goods and services being supplied exceeds €10,000-00 (inclusive of VAT) within any 12 month period. Grant or aid recipients receiving less than €10,000-00 under certain programmes may be required to furnish certain additional information.

###### Board Meetings

The minutes of Board Meetings are held in the administration office.

###### Administration and Finance Committee

The company has an administration and finance committee which deals with finance and human resources matters and has written terms of reference approved by the board.

###### Expenses for the Board

Travel expenses incurred by Board members and not reimbursed by any other organisation are paid at the appropriate civil service rate. All travel claims are made on a “Travel Claim Expenses Form for Board Members”.

Board members who travel to board meeting by taxi will be reimbursed on producing of evidence of payment.

###### Funding Agreements – Grants

An **Agreement** will be signed between the Company and the organisation/individual receiving a grant from the Company which will set out the terms and conditions under which the grant is being made. The terms of each grant agreement will be in accordance with the specific requirements of the funder or programme.

###### Accounting Procedures for Projects

The Company is responsible for monitoring/auditing the final beneficiaries and will ensure that monies are spent for the purposes intended. The level of checking required will vary depending

on the amount of money involved. The person who performs the assessment prepares a report (signed & dated) and places it on the project file. This function will be adapted as required to meet the specific requirements of individual programmes. Matters for particular attention in the course of project reviews – depending on the relative size value and complexity of the projects – would include all or some of the following:

* + Compliance with grant conditions
	+ Supervisory access arrangements
	+ Project evaluation including number of beneficiaries/participants numbers trained/employed and level of certification etc.
	+ Matching funding
	+ Sources of income (cash/non-cash)
	+ Objects of expenditure
	+ Procedures in respect of receipts and payments
	+ Books of Account
	+ Purchasing procedures
	+ Employment matters/equipment/insurance
	+ Tax Clearance requirements & other statutory obligations
	+ Records of meetings affecting project(s)
	+ Decisions/approvals from meetings
	+ Audit arrangements

###### Fixed Assets Register

Fixed Assets Register will be maintained with the following details of all fixed assets:

Description of each Asset Identification Mark Location

Date of Purchase and Purchase Price Supplier

Depreciation method/rate Accumulated depreciation Repair information

###### Insurance

The Company has a range of insurances in place and has in place Employers Liability and Public Liability in respect of all employees.

###### Apportionment Policies

The company has apportionment policies in place these are regularly reviewed approved by the board and applied in respect of costs shared between programmes operated by the company.

***Appendix 1.5 Job Descriptions for LAG or LAG Partners***

###### The role of the CEO is to:

* Co-ordinate and manage the day-to-day affairs of the Company.
* Co-ordinate, direct and support other staff including providing for Human Resource functions.
* In co-operation with the Chairperson, organise meetings of the Board, provide all necessary documents for those meetings, ensure that minutes of those meetings are maintained and circulated and carry out the instructions of the Board.
* Maintain overall responsibility for Company and Programme financial affairs, ensuring appropriate financial controls including separation of duties are in place.
* Attend meetings on matters related to or associated with the company’s business. In particular attendance at relevant meetings connected with the LEADER Programme project approval process.
* Take part in, and represent the company on, any such committees, groups or networks as will further the aims of the company.
* Prepare plans, reports and proposals on any matter which may be of interest to the Board for discussion at relevant or appropriate meetings.
* Ensure that programme rules and procedures are applied.
* Delegate any appropriate part of these responsibilities to members of staff or agreed consultants from time to time as may be appropriate. The CEO should maintain overall management responsibility for all of these delegated authorities whether further devolved or not.
* Carry out all reasonable actions to further the aims of the company and carry out the express wishes of the Board.

###### Remuneration:

* Within the range of the Pobal scale for CEO/Managers of integrated companies.

**RURAL DEVELOPMENT MANAGER/COORDINATOR JOB DESCRIPTION**

###### Job Function

To oversee the co-ordination and day-to-day management of Company LEADER activities and to ensure that the RDP Strategic Plan and associated activities are effectively implemented in a timely and efficient manner. To assist in the development of project ideas (both socially and economically based). A key role of the Rural Development Manager/Coordinator will be to animate the Rural Development Programme (RDP) within the LAG territory and to build the capacity of rural dwellers within this area. This role will require working across all themes and sub-themes of the RDP. To support the work of the Company and the LCDC as Local Action Group in the implementation of its objectives.

###### Duties and Responsibilities:

*Programme Management:*

* Ensure ongoing compliance with National and EU regulation and operating rules as laid down by respective funders;
	+ Ensure that the RDP is being delivered in accordance with the strategy as approved.
	+ Manage, monitor, evaluate and review the implementation and performance of the agreed programmes and activities;
	+ Implement an effective performance management system for programme staff, which plans, coordinates & monitors the work of team members on an ongoing basis. Identifying training and development needs of staff of the project; and coordinating staff training and development intervention;
	+ Ensure that all agreed targets and outputs are being met, that staff are in compliance with stated policies, including Health & Safety, and that any issues arising are reported to the CEO of the company;
	+ Support the work of the Evaluation Committee and any working groups
	+ Produce detailed plans, as requested, for the Company the RDP the LCDC as LAG and related activities, including budgets, actions, targets and outputs;
	+ Control budgets and programme spending;
	+ Ensure that effective financial and management information systems are put in place for the proper management of the RDP Team programmes.

*Programme Coordination*

* + Establish links with and between all agencies and personnel working in the area of enterprise creation and local development, rural dwellers through representative voluntary and community groups, relevant statutory bodies and local development entities operating in the local area Relevant Departmental Local Authority and Pobal programme staff and key staff in other relevant local development bodies and initiatives thereby developing effective relationships and local networks while minimising duplication of effort;
	+ Promote effective integration of the range of services available to entrepreneurs e.g. funding sources, advice and mentoring, best practice;
	+ Seek to optimise the level of integration across programmes, resources and staff of the RDP Team and across other thematic functions of the company to maximise impact for clients;
	+ Identify, in conjunction with local stakeholders, opportunities for new enterprise and rural development initiatives to support the development of the target areas;
	+ Support the work of the CEO, the Board of the Company, and the LCDC as LAG in promoting their strategic goals and objectives and to attain the maximum level of effectiveness in serving the needs of the target area;
	+ In consultation with the CEO and the LCDC as appropriate, undertake communication, public relations and promotional activities related to the rural development function, this may include organising information sessions, promotional activities including the updating of the Company website, local media communications, press releases etc.

*Development Work*

* + Animate the RDP within the LAG territory
	+ Work with project promoters in order to build their capacity to participate in the RDP and to access the benefits available.
	+ Undertake the preparation for evaluation and presentation of projects to the LCDC LAG LEADER Evaluation Committee.
	+ Work with project promoters post approval to ensure successful completion of the project.
	+ Upon completion of the project, checking project paperwork is complete prior to handover of project to administration section for administration check.
	+ Conduct research into relevant areas which will animate the region further.
	+ Development and co-ordination of specific targeted training opportunities to enhance the capacity within the region.
	+ Fostering an understanding of good development practice amongst various sectors within the area;
	+ Drawing up action plans around obstacles currently facing the development of such sectors;
	+ Acting as an identifiable contact point for Development in the LAG territory; and
	+ Hosting conferences/workshops on variety of themes.

*Reporting/Feedback*

* + Reporting to the CEO of the Company;
	+ Reporting on a regular and ongoing basis to the Board of the company;
	+ Timely reporting to funding bodies i.e. DECLG/LCDC as LAG Pobal as appropriate
	+ Providing feedback to the Board of the company and the LCDC as LAG;
	+ Produce regular ad-hoc reports, presentations and meets all the reporting requirements of the Board and the LCDC as LAG to the required standard and within deadlines.

*Other Duties*

* + Given the nature of the programme it is envisaged that the post holder will undertake a range of other duties in relation to the delivery of the programme.

###### Remuneration:

* + Within the range of the Pobal scale for Managers.

###### RURAL DEVELOPMENT OFFICER

**Job Function**

The role of Development Officer requires a strong organisational focus with the ability to initiate new ideas, implement relevant training programmes and assist in the development of project ideas (both socially and economically based). The primary role of the Development Officer is to animate the Rural Development Programme (RDP) within the LAG territory and to build the capacity of rural dwellers within this area. This role will require the development officer to work across all themes and sub-themes of the RDP.

###### Duties and Responsibilities

The list of duties and responsibilities outlined below are not intended to be exhaustive, and as such may be supplemented or amended from time to time as considered necessary.

* + Animating the RDP within the LAG territory
	+ Working with project promoters in order to build their capacity to participate in the RDP and to access the benefits available.
	+ Undertaking the preparation for evaluation and presentation of projects to the LCDC LAG LEADER Evaluation Committee.
	+ Working with project promoters post approval to ensure successful completion of the project.
	+ Upon completion of the project, checking project paperwork is complete prior to handover of project to administration section for administration check.
	+ Undertaking communication, P.R. and promotional activities concerning the RDP. This may include organising information sessions, promotional activities etc.
	+ Liaising with range of agencies to put in place integrated programmes of development to maximise benefit from the RDP and avoid duplication.
	+ Conducting research into relevant areas which will animate the region further.
	+ Development and co-ordination of specific targeted training opportunities to enhance the capacity within the region.
	+ Fostering an understanding of good development practice amongst various sectors within the area.
	+ Drawing up action plans around obstacles currently facing the development of such sectors.
	+ Acting as an identifiable contact point for Development in the LAG territory.
	+ Hosting conferences/workshops on variety of themes.
	+ Given the nature of the programme it is envisaged that the post holder will undertake a range of other duties in relation to the delivery of the programme.

###### Reporting:

* + Reporting in the first instance to the Rural Development Manager then the CEO and the Board including any sub group.
	+ Preparing reports and reporting on projects to the LCDC as LAG and the Evaluation Committee established by it as may be required.

###### Remuneration:

* + Within the range of the Pobal scale for Project Workers.

**RURAL DEVELOPMENT ADMINISTRATOR JOB DESCRIPTION**

###### Job Function

The position of Administrator requires a strong organisational focus with attention to detail being of the utmost importance. The primary role of the Administrator is to ensure that procedures in relation to the running of the office and the implementation of project procedures are adhered to. The administrator will be required to work across all aspects of the remit of the RDP.

###### Roles and Responsibilities:

The list of duties and responsibilities outlined below are not intended to be exhaustive, and as such may be supplemented or amended from time to time as considered necessary.

* + Point of contact for general and project enquiries
	+ General office duties
	+ Provision of general secretarial support to the CEO, Manager and Development Staff as required.
	+ Compiling; Access databases and Excel spread sheets for financial information.
	+ General accounts duties, including recording of invoices, drafting of cheques and cheque requisition information and cumulative wage control reconciliation.
	+ Banking duties including Internet Business Banking
	+ Maintenance of monthly payments sheets and reconciliation with Department IT returns
	+ Reporting of monthly expenditure to the Department on the IT website within (monthly) deadlines.
	+ Compile Monthly Financial Statements for all RDP accounts and present at Breffni Integrated Ltd monthly meetings.
	+ Compile necessary documents for Year-End RDP Accounts
	+ Liaise with the CEO the Manager and other Administration staff on administration budgets
	+ Support for Evaluation and Committee meetings as required including compiling information for circulation prior to meetings and minute taking at the meetings.
	+ Implementation of administrator duties in relation to all project applications to include the reviewing of all projects at application stage, updating the project files with required documentation, checking paperwork prior to project payment etc.
	+ Updating all project progress on the Departments IT system.
	+ Any other duties as may be required for the effective administration of the programme.

###### Reporting:

* + Reporting in the first instance to the Rural Development Manager then the CEO and the Board including any sub group.

###### Remuneration:

* + Within the range of the Pobal scale for Administrators.

### Section 2

**Appendix 2.1 Map of LDS Boundary Area**

The Sub Regional area for this Local Development Strategy is the administrative and geographical county of Cavan.

Map of Co. Cavan showing county boundary, Municipal Districts and Electoral Divisions.



Source: Cavan Co. Council.

### Appendix 2.2 List of Electoral Districts (EDs) In Co Cavan LAG Territory.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ED Name** | **ED ID** |  | **ED Name** | **ED ID** |
| Ardue | 32035 | Enniskeen | 32006 |
| Arvagh | 32036 | Eskey | 32085 |
| Ashfield | 32037 | Graddum | 32062 |
| Bailieborough | 32002 | Grilly | 32063 |
| Ballintemple | 32038 | Kilbride | 32031 |
| Ballyconnell | 32015 | Kilcogy | 32090 |
| Ballyhaise | 32039 | Kilconny | 32064 |
| Ballyjamesduff | 32029 | Kilgolagh | 32091 |
| Ballymachugh | 32040 | Kill | 32065 |
| Ballymagauran | 32016 | Killashandra | 32066 |
| Bawnboy | 32017 | Killinagh/Teebane | 32702 |
| Bellananagh | 32041 | Killinkere | 32007 |
| Belturbet Urban | 32042 | Killykeen | 32067 |
| Bilberry | 32019 | Kilnaleck | 32068 |
| Bruce Hall | 32043 | Kinawley | 32023 |
| Butler's Bridge | 32044 | Kingscourt | 32008 |
| Canningstown | 32045 | Knappagh | 32069 |
| Carn | 32020 | Larah North | 32070 |
| Carnagarve | 32003 | Larah South | 32071 |
| Carrafin | 32046 | Lisagoan | 32009 |
| Castlerahan | 32030 | Lissanover | 32024 |
| Castlesaunderson | 32047 | Loughdawan | 32092 |
| Cavan Rural | 32048 | Lurgan | 32032 |
| Cavan Urban | 32001 | Milltown | 32072 |
| Clonervy | 32049 | Moynehall | 32073 |
| Cootehill Rural | 32050 | Mullagh | 32010 |
| Cootehill Urban | 32051 | Munterconnaught | 32033 |
| Corr | 32052 | Pedara Vohers/Tircahan | 32703 |
| Corraneary | 32053 | Rakenny | 32074 |
| Crossbane | 32004 | Redhill | 32075 |
| Crossdoney | 32054 | Scrabby | 32093 |
| Crosskeys | 32055 | Shercock | 32011 |
| Cuttragh | 32056 | Skeagh | 32012 |
| Denn | 32057 | Springfield | 32076 |
| Derrin | 32058 | Stradone | 32077 |
| Derrylahan | 32081 | Swanlinbar | 32026 |
| Diamond | 32021 | Taghart | 32013 |
| Doogary | 32022 | Templeport/Benbrack | 32704 |
| Dowra | 32083 | Termon | 32014 |
| Drumakeever/Derrynananta | 32701 | Tuam | 32088 |
| Drumanespick | 32005 | Tullyvin East | 32078 |
| Drumcarban | 32059 | Tullyvin West | 32079 |
| Drumcarn | 32060 | Virginia | 32034 |
| Drumlumman | 32089 | Waterloo | 32080 |
| Drung | 32061 |  |  |

**Appendix 2.3 Reference to Disadvantaged Areas**

|  |
| --- |
| **MUNICIPALITY OF CAVAN-BELTURBET** |
| Area | No of People in Disadvantaged/Very Disadvantaged Areas. | % of all People living in Disadvantaged/Very Disadvantaged areas in County |
| Ballyconnell | 363 | 3.99 |
| Belturbet | 862 | 9.47 |
| Cavan Town | 1,736 | 19.08 |
| Corlough | 146 | 1.60 |
| Derrylahan | 96 | 1.05 |
| Doogarry | 147 | 1.61 |
| Dunmakeever/ Derrynanta | 152 | 1.67 |
| Killeshandra | 313 | 3.44 |
| Killinagh/ Teebane | 154 | 1.70 |
| **Totals** | **3,969** | **43.61** |

Source CSO Census 2011 and Pobal Deprivation Index.

|  |
| --- |
| **MUNICIPALITY OF BAILIEBOROUGH-COOTEHILL** |
| Area | No of People in Disadvantaged/Very Disadvantaged Areas. | % of all People living in Disadvantaged/Very Disadvantaged areas in County. |
| Bailieborough | 931 | 10.23 |
| Cootehill | 780 | 8.66 |
| Drumcarn | 216 | 2.37 |
| Kingscourt | 747 | 8.21 |
| Shercock | 239 | 2.63 |
| **Totals** | **2,921** | **32.10** |

Source CSO Census 2011 and Pobal Deprivation Index.

|  |
| --- |
| **MUNICIPALITY OF BALLYJAMESDUFF** |
| Area | No of People in Disadvantaged/Very Disadvantaged Areas. | % of all People living in Disadvantaged/Very Disadvantaged areas in County |
| Ballinagh | 201 | 2.21 |
| Ballyjamesduff | 811 | 8.92 |
| Denn | 210 | 2.31 |
| Kill | 153 | 1.70 |
| Kilnaleck | 222 | 2.44 |
| Mullagh | 332 | 3.65 |
| Virginia | 277 | 3.05 |
| **Totals** | **2,206** | **24.28** |

Source CSO Census 2011 and Pobal Deprivation Index.

The number of persons living in areas classified as disadvantaged or very disadvantaged is 9,096 or 12.43% of the population of the county based on census 2011 and the Pobal index.

### Section 8

**Appendix 8.1 Financial Plan Template**

The Financial Plan is attached as an excel workbook in the electronic copy and appended to the end of the hard copy.

### Section 10

**Appendix 10.1 Signed 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):** | Tommy Ryan |
| **Signature:** |  |
| **Position** | Chief Executive of Cavan Co. Council andChairperson of Cavan Local Community Development Committee, Cavan LEADER Local Action Group. |
| **Date:** | 15th January 2016. |

### Appendix 10.2 Signed Copy of Minutes Agreeing Content and Submission of LDS and Action Plan.

**Cavan Local Community Development Committee**

###### Minutes of Meeting held on 24 November 2015 at 2pm Council Chamber

**Present:** Tommy Ryan (Chief Executive), Cllr Clifford Kelly (Elected Member), Jim Maguire (Breffni Integrated Ltd), Fintan McCabe, (Environmental Interests), Jerry Fitzpatrick (Community & Voluntary Interests), Ada Vance (Women’s Issues), Bob Gilbert (Older Person’s/Disability Interests), Olive Hannigan (Social Inclusion Interests), James Fox (Acting Head of Local Enterprise Office), Mary Rose Smith (HSE), Cllr Paddy O’Reilly, Aisling Tobin (Youth Issues)

**In attending:** Brendan Reilly (Breffni Integrated), John Donohoe (Chief Officer), Emer Coveney (Cavan County Council), Eoin Doyle (Cavan County Council).

### Previous Minutes

Cllr Clifford Kelly proposed the minutes from 7 October 2015 and Jerry Fitzpatrick seconded them.

**Matters Arising**

All matters to be covered under the agenda.

**LEADER Plan**

Brendan Reilly presented the two documents in relation to the LEADER plan. The first outlined indicative budgets and the second the proposed governance model.

If we submit the plan to Pobal by the end of December, they will review it before Christmas. It is anticipated that there will be changes to make to the plan based on feedback from Pobal on the experience with other Local Development Strategies reviewed to date.

Jerry Fitzpatrick asked if there is flexibility to revise the allocation framework depending on the strength and quality of applications being received. Brendan Reilly said that there is flexibility and that the committee can agree changes and revisit the allocations.

Olive Hannigan requested that under 2.2.1 the word ‘community’ be added to the title of the theme.

Cllr Paddy O’Reilly queried if an action on water harvesting for energy would be relevant under action 3.1; Brendan Reilly said it may fit better under action 3.3 in relation to sustainable energies.

Mary Rose Smith asked how transport is reflected in the plan. Brendan Reilly said that the lack of transport is an identified barrier and that they have been working with the Transport Co-ordination Unit to develop ideas on transport provision. For this reason, a separate subheading was provided for Transport because it is sufficiently important on its own, based on the feedback received from the public consultation process.

Olive Hannigan asked about action 1.4.1 in relation to access to broadband. It was clarified that this action will not cover major infrastructure but perhaps might cover low level capital items such as boosters for communities. Brendan Reilly advised of the need to be careful of displacement of existing services and deadweight projects (ie, projects that would happen anyway without LEADER funding) particularly in relation to actions that may already be included in the National Broadband Scheme.

Tommy Ryan invited the committee to approve the allocation framework for LEADER and its submission. Cllr Clifford Kelly proposed it and Bob Gilbert seconded it.

Brendan Reilly presented a handout on the governance structure for LEADER funding. He drew attention to the need for gender balance on the committee. The governance model was developed with reference to the operating rules for the programme. The LCDC will act as the board for LEADER, also known as the Local Action Group [LAG].

Correction to the document – it should state a 17 member committee instead of a 15 member committee. There was a discussion about substitutes for meetings in the event of a member being unable to attend. Tommy Ryan asked that we have an opportunity to clarify the LCDC guidelines so that there is no conflict between the LAG governance document and LCDC standing orders in relation to substitutes. Written procedures may be a way of dealing with this.

Bob Gilbert proposed the LEADER governance document and Jerry Fitzpatrick seconded it.

Fintan McCabe complimented Brendan and his staff and Cavan County Council staff on their work on the LEADER plan.

Local authorities have been given responsibility for Article 28 checks. This issue is being looked at nationally with a view to putting in place a national framework for local authorities to contract in a service provider to conduct the Article 28 checks.

Brendan Reilly also presented a SWOT analysis for the LEADER plan.

Jerry Fitzpatrick requested that the full LDS strategy be circulated to LCDC members by email. Brendan Reilly cautioned that we are in a bid process, so it was agreed to circulate the final copy of the strategy once all changes have been made.

**Update on Local Economic and Community Plan**

John Donohoe gave an update on progress in developing the LECP. At the last meeting a timetable for the completion of the plan was circulated and we are continuing to work towards that deadline and are on target. The key dates are the week commencing **18th January** for adopting of the final draft by the LCDC and Economic SPC. Then on the **8th February** Cavan County Council will sign off on the plan.

We have just completed a four week public consultation phase and have received 18 submissions from external bodies. We also engaged with statutory agencies and had facilitated sessions for community groups, business interests and other stakeholders. We are currently working through the submissions received and will revise the plan as appropriate. After this we will present the draft plan to the Municipal Districts and the Regional Assemblies for consideration as required by the guidelines.

An SEA and Appropriate Assessment will also be required and this will be undertaken in December. Also an equality screening exercise is required. The draft plan will be circulated to LCDC members in advance of the January meeting. The Economic SPC will have met prior to the LCDC to sign off on the plan.

**SICAP Update**

A new SICAP plan must be prepared for next year. Breffni Integrated expects to know its indicative budget shortly and expects no major changes in the overall allocation. There will be 12 actions in the new plan (a minimum of three per goal). The draft plan is due to Pobal by 18 December. The BIL Board is meeting on 17 December to sign off on the

draft. BIL staff are making sure that the IRIS software reflects their work and are confident of meeting their KPI targets.

The LCDC will be asked to approve the SICAP plan early in the new year (Jan or early Feb). BIL also has to submit a review of their 2015 work. They will receive an advance payment for January.

**AOB**

Bob Gilbert raised an issue about funding for the Public Participation Network. Tommy Ryan stated that this is an issue for the County Council and it is not within the remit of the LCDC to discuss it.

**Date and time for next meeting**

Tuesday 19 January 2016 at 2pm in the Council Chamber

Signed:  Date: 15th January 2016.

Chairperson

# Implementation of Operations/Projects under the LDS

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015****(€)** | **2016****(€)** | **2017****(€)** | **2018****(€)** | **2019****(€)** | **2020****(€)** | **Total****€** |
| **Preparatory Support for the Development of the LDS** |
| Preparatory Costs for the LDS | €27,500 | €22,500 |  |  |  |  | **€50,000** |
| **Theme 1: Economic / Enterprise Development & Job Creation** |
| 1.1 Rural Tourism |  | €80,000 | €200,000 | €400,000 | €250,000 | €70,000 | €1,000,000 |
| 1.2 Enterprise Development |  | €62,624 | €156,560 | €156,560 | €234,840 | €172,216 | €782,800 |
| 1.3 Rural Towns |  | €80,000 | €200,000 | €400,000 | €250,000 | €70,000 | €1,000,000 |
| 1.4 Broadband |  | €16,000 | €40,000 | €80,000 | €50,000 | €14,000 | €200,000 |
|  |  |  |  |  |  |  | €0 |
| **Sub-Total**  |  **€0** |  **€238,624** |  **€596,560** |  **€1,036,560** |  **€784,840** |  **€326,216** |  **€2,982,800** |
| **Theme 2: Social Inclusion** |
| 2.1 Provision of Basic Services |  | €127,835 | €319,589 | €479,375 | €559,276 | €111,855 | €1,597,930 |
| 2.2 Rural Youth |  | €34,090 | €85,223 | €127,834 | €149,140 | €29,828 | €426,115 |
|  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  | €0 |
| **Sub-Total**  |  **€0** |  **€161,925** |  **€404,812** |  **€607,209** |  **€708,416** |  **€141,683** |  **€2,024,045** |
| **Theme 3: Rural Environment** |
| 3.1 Water Resources |  | €34,090 | €85,223 | €127,834 | €149,140 | €29,828 | €426,115 |
| 3.2 Biodiversity |  | €51,134 | €127,834 | €191,750 | €223,710 | €44,742 | €639,170 |
| 3.3 Renewable Energy |  | €25,567 | €63,917 | €95,875 | €111,855 | €22,371 | €319,585 |
|  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  | €0 |
| **Sub-Total**  |  **€0** |  **€110,791** |  **€276,974** |  **€415,459** |  **€484,705** |  **€96,941** |  **€1,384,870** |
| **Total Budget Cost** |  €27,500 |  €533,840 |  €1,278,346 |  €2,059,228 |  €1,977,961 |  €564,840 |  **€6,441,715** |

**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.
3. 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)
4. Please contact Pobal if an additional number of objectives are required.

**Administration & Animation Costs**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015****(€)** | **2016****(€)** | **2017****(€)** | **2018****(€)** | **2019****(€)** | **2020****(€)** | **Total****(€)** |
| **Rent and Rates** |  | €11,500 | €11,500 | €12,650 | €12,650 | €12,650 | €60,950 |
| **Office Costs** |  | €37,000 | €37,000 | €42,207 | €42,000 | €42,000 | €200,207 |
| **Insurance** |  | €1,000 | €1,000 | €1,200 | €1,400 | €1,500 | €6,100 |
| **Recruitment** |  | €1,000 |  | €1,000 |  |  | €2,000 |
| **Staffing - Salaries** | €0 | €241,541 | €241,541 | €246,372 | €246,372 | €246,372 | €1,222,199 |
| **Staff Training** |  | €2,000 | €2,000 | €2,000 | €2,000 | €2,000 | €10,000 |
| **Communications/Publicity/Advertising** |  | €2,000 | €2,000 | €2,000 | €2,000 | €2,000 | €10,000 |
| **Evaluation** |  | €0 | €0 | €0 | €0 | €15,000 | €15,000 |
| **Financial/Professional Fees** |  | €3,000 | €3,500 | €3,500 | €4,000 | €4,000 | €18,000 |
| **Travel & Subsistence** |  | €15,000 | €15,000 | €15,000 | €15,000 | €15,000 | €75,000 |
| **Animation Costs** |  | €13,000 | €13,000 | €4,000 | €3,000 | €2,000 | €35,000 |
| **Other** |  | €85,223 | €85,223 | €85,223 | €85,223 | €85,223 | €426,115 |
| **Total Budget Cost** |  **€0** |  **€412,264** |  **€411,764** |  **€415,152** |  **€413,645** |  **€427,745** |  **€2,080,571** |

**Explanatory Notes**

1. **The total cost for animation and administration cannot exceed 25% of the Total Budget Cost.** See Summary Sheet for validation.
2. **Rent and Rates:** This cost refers to the rental cost of LEADER office; electricity and heating costs; service charges; and any Local Authority rates.
3. **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.
4. **Insurance:** This cost covers insurance for both premises and staff.
5. **Staffing:** This covers the entire LEADER salary budget for each year including Employers PRSI and pension contributions. See staffing sheet for more information.
6. **Communications/Publicity/Advertising:** This includes the animation costs involved in raising awareness of the LDS strategy and other communication costs that relate to LEADER.
7. **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)

1. **Financial/Professional Fees:** These costs include legal costs; audit and accountancy costs. NB: Bank interest or loan interest is not an eligible cost.
2. **Travel & Subsistence:** These costs refer to T&S incurred in the management or administration of LEADER by the staff of the LAG.
3. **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.
4. **Other:** Provide details of any other costs that may be associated with the administration or animation of LEADER.

# Staffing Costs

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Title of Staff Role / Position** | **Full Time****Equivalent** | **2015****(€)** | **2016****(€)** | **2017****(€)** | **2018****(€)** | **2019****(€)** | **2020****(€)** | **Total****(€)** |
| CEO | 0.5 | €0 | €53,493 | €53,493 | €54,563 | €54,563 | €54,563 | €270,675 |
| Programme Manager/Coordinator | 1 | €0 | €85,794 | €85,794 | €87,510 | €87,510 | €87,510 | €434,118 |
| Project Officer | 1 | €0 | €57,502 | €57,502 | €58,652 | €58,652 | €58,652 | €290,960 |
| Administrator | 1 | €0 | €44,752 | €44,752 | €45,647 | €45,647 | €45,647 | €226,445 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
|  |  |  |  |  |  |  |  | €0 |
| **Total:** | **3.5** | **€0** | **€241,541** | **€241,541** | **€246,372** | **€246,372** | **€246,372** | **€1,222,199** |

**Explanatory Notes**

1. **The total staffing costs outlined above must equal the staffing costs in the Administration/Animation Budget Sheet.**
2. When including the salary costs, only include the amount of costs being allocated for work completed on Leader. i.e. if 0.6 of an FTE is being allocated to Leader only 60% of the total salary costs should be charged to the programme. The salary cost for each member of staff must include Employers' PRSI and any pension contributions.
3. The full-time equivalent is the actual time that funded staff will allocate to LEADER activities. This takes into account staff who may be funded to work part-time on LEADER and part-time on other programmes. Where staff time is apportioned to LEADER and other funding programmes, the amount of public funding cannot exceed 100% of the total salary cost. Please indicate the full-time equivalent as follows**:**

**5 day week = 1 FTE**

**4 day week = 0.8 FTE**

**3 day week = 0.6 FTE**

**2 day week = 0.4 FTE**

**1 day week = 0.2 FTE**

**4** As part of the LDS, a job description must be provided for each member of LEADER staff (see Section 1 of the LDS Framework).

**Summary Sheet**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015****(€)** | **2016****(€)** | **2017****(€)** | **2018****(€)** | **2019****(€)** | **2020****(€)** | **Total****(€)** |
| **Preparatory Support for the Development of the LDS** | €27,500 | €22,500 | €0 | €0 | €0 | €0 | **€50,000** |
| **Implementation of operations/projects under the LDS** |
| Theme 1: Economic Development, Enterprise Development & Job Creation | €0 | €238,624 | €596,560 | €1,036,560 | €784,840 | €326,216 | **€2,982,800** |
| Theme 2: Social Inclusion | €0 | €161,925 | €404,812 | €607,209 | €708,416 | €141,683 | **€2,024,045** |
| Theme 3: Rural Environment | €0 | €110,791 | €276,974 | €415,459 | €484,705 | €96,941 | **€1,384,870** |
| **LAG Administration & Animation Costs** | €0 | €412,264 | €411,764 | €415,152 | €413,645 | €427,745 | **€2,080,571** |
| **Total** |  **€27,500** |  **€946,104** |  **€1,690,110** |  **€2,474,380** |  **€2,391,606** |  **€992,585** |  **€8,522,286** |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cost****(€)** | **% of Total****Budget Cost** | **Validation** |
| **Total Administration & Animation Costs:** |  **€2,080,571** | 24% | 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.