

2016-2021

# Cavan Local Economic and Community Plan



Cavan County Council  
Cavan Local Community Development  
Committee  
Economic Strategic Policy Committee  
8 Feb 2016

## Message from the Cathaoirleach

It is a great privilege for me as Cathaoirleach of Cavan County Council to introduce this Cavan Local Economic and Community Plan (LECP) 2016-2021. It is an ambitious and forward looking plan which provides a framework to guide local economic and community development in County Cavan over the next six years.

To deliver the actions set out in both the economic and community elements of this plan, Cavan County Council and Cavan LCDC will work closely with local business, community and voluntary organisations, educational facilities, public and private sector agencies. It is my belief that this partnership approach adopted by the key service providers, stakeholders and local agencies in developing this LECP will contribute to the ultimate achievement *of a wide range of important objectives for our county.*

The Local Government Reform Act 2014 gave local government a strong mandate in economic development and community development. It positions Local Government as the main vehicle of public service at local level, with the ultimate aim of promoting the well-being and quality of life of citizens and communities.

This plan represents our commitment to fulfill this important function and to work collaboratively with local stakeholders to achieve our vision *“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.”*

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Cllr Paddy Smith,

Cathaoirleach Cavan County Council



## Chairs' Foreword

We are delighted to present the Local Economic and Community Plan (LECP) for County Cavan. Cavan County Council, working with Cavan Local Community Development Committee and the Economic Development Strategic Policy Committee have been given the responsibility to develop this plan under the Local Government Reform Act, 2014. This reform process has brought about changes which place local government firmly at the heart of public services and establish local authorities as the lead agency for local, economic and community development. Local authorities are leaders, not just providers of services. While enterprise and job creation will remain at the centre of everything we do, we must also ensure that broader issues such as quality of life are a priority, and that inclusion is an overriding principle.

The importance of the plan cannot be overstated. It 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 our 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”**.

This document sets out the prioritised goals, the objectives and the key actions that will be undertaken to deliver on these goals and objectives. The plan has been informed by extensive research, consultation, discussion and analysis. At all stages in the process we have strived to work in a collaborative way to ensure that the voices of all stakeholders are heard and are incorporated in the plan. We sought the views of people living in different geographic parts of the county, diverse communities of interest as well as public, private and community sectors. It is a plan for the whole county, for every agency and every community. Everyone in Cavan should feel that they are part of the plan and have a stake in it.

## **What do we want to achieve over the next six years?**

Our 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 plan gives us the framework to provide strategic leadership to our community. The plan is ambitious in scope and ensures that all bodies are pursuing the same shared objectives. It will help us plan and deliver services in a way that guarantees there are no gaps and no overlaps.

The final approval of the plan through Cavan County Council gives the document a democratic mandate. We are responsible to the people of the county for the implementation of the actions. The goal is that all the agencies and bodies listed as stakeholders in this plan, alongside Cavan County Council, will align their resources to meet this challenge.

It is the responsibility of the local authority to ensure that the plan is implemented. The plan will be reviewed regularly as it is being implemented. We will ensure effectiveness and transparency by working to annual work plans and publishing annual reports. We will promote our activities and outcomes widely and ensure that the process is working. The success of this plan will depend on collaboration between different agencies and partnership with the community and business sectors, all working together to achieve the shared vision set out in this plan.

The plan is only the beginning of the work. We look forward to working alongside all partners in achieving our stated goals over the coming years.

Mr Tommy Ryan  
Chair,  
Cavan Local Community Development  
Committee



A handwritten signature in black ink that reads "Tommy Ryan". The signature is written in a cursive style.

Councillor John Paul Feeley  
Chair,  
Cavan Economic Development Strategic  
Policy Committee

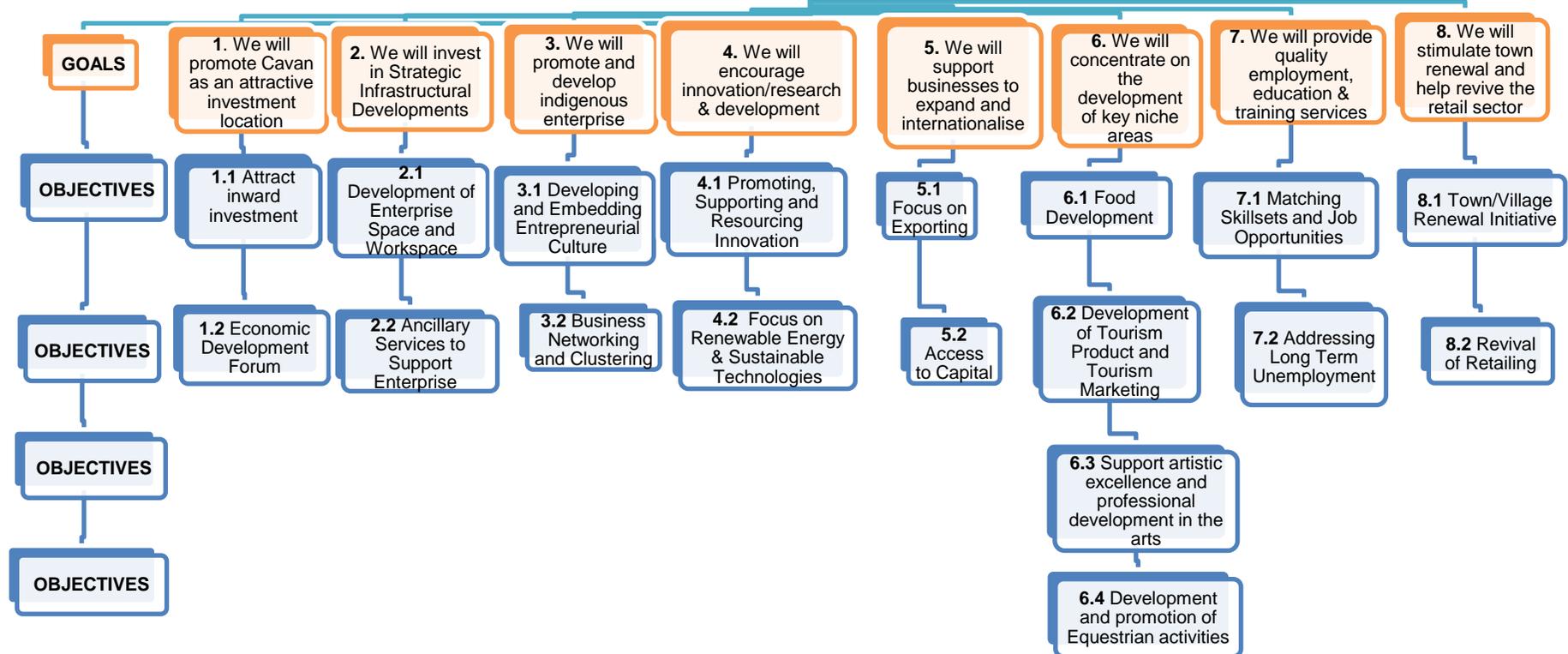


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# ECONOMIC PLAN

## Vision Statement

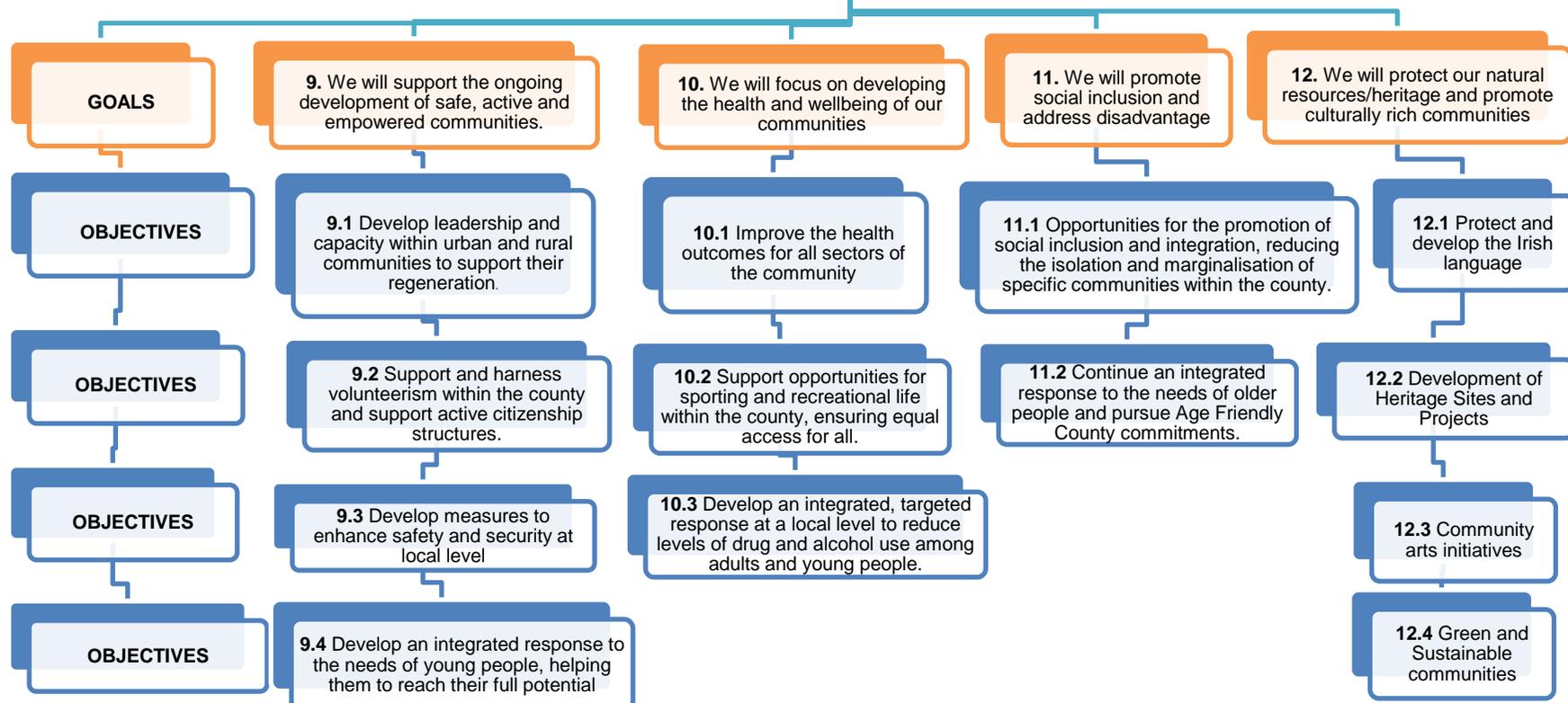
That Cavan 2021 will be a place that we can be proud of; a place where people can have a good quality of life; a better place to live, to work and to enjoy.



# COMMUNITY PLAN

## Vision Statement

*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.*



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## Glossary

AFA	Age Friendly Alliance
BIL	Breffni Integrated Limited (local development company)
CARA APA	Adapted Physical Activity
CBWC	Cavan Business Women's Club
CCC	Cavan County Council
CCEF	Cavan Community Enterprise Fund
CDP	County Development Plan
CFR	Community First Responder
CITC	Cavan Innovation & Technology Centre
CMETB	Cavan Monaghan Education and Training Board
CSP	Cavan Sports Partnership
CTM	Cavan Traveller Movement
CYPSC	Children and Young People's Services Committees
DECLG	Department of Environment, Community & Local Government
DJEI	Department of Jobs, Enterprise and Innovation
DSP	Department of Social Protection
ECCE	Early Childhood Care and Education Scheme
EI	Enterprise Ireland
EIIS	Employment and Investment Incentive Scheme
ERDF	European Regional Development Fund
EU	European Union
FDI	Foreign Direct Investment
FRC	Family Resource Centre
GIS	Geographic Information Systems

HSCL	The Home, School, Community Liaison Scheme in Ireland
HSE	Health Service Executive
ICBAN	Irish Central Border Area Network
ICT	Information Communications Technology
IDA	Industrial Development Authority
INTREO	The name of a new agency to support Jobseekers in Ireland
ISC	Irish Sports Council
ISPCC	Irish Society for the Prevention of Cruelty to Children
LCDC	Local Community Development Committee
LEADER	Liaisons Entre Actions de Developpement de l'Économie Rurale
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LGMA	Local Government Management Agency
MABs	Money Advice and Budgeting Service
MAN	Metropolitan Area Network
MD	Municipal District
MNCs	Multi National Corporations
NEEAP	National Energy Efficiency Action Plan
NEPS	National Educational Psychological Services
NGO	Non-Governmental Organisation
NTA	National Transport Authority
OPC	Older Person's Council
PEACE	PEACE IV European cross border funding programme
PPN	Public Participation Network
REDZ	Rural Economic Development Zones
SBCI	Strategic Banking Corporation of Ireland

SEAI	Sustainable Energy Authority of Ireland
SEC	Sustainable Energy Community
SEETEC	Seetec Employment and Skills Ireland has been selected by the Department of Social Protection (DSP) to deliver JobPath in the Dublin, Border, and West regions and parts of the Mid-East and Midlands regions.
SICAP	Social Inclusion Community Activation Programme
SIU	Social Inclusion Unit (in Cavan County Council)
SME	Small/Medium Enterprise
SOLAS	Seirbhísí Oideachais Leanunaigh agus Scileanna
SOSAD	Save Our Sons and Daughters
SPC	Strategic Policy Committee
SURE	Startup Refunds for Entrepreneurs
TCU	Transport Co-Ordination Unit
TIG	Traveller Interagency Group
TII	Transport Infrastructure Ireland (formerly National Roads Authority and National Railway Procurement Agency)
TUSLA	The Child and Family Agency



not to scale

Figure 1 Map of County Cavan with Main Towns and Villages

Source: Cavan County Development Plan, 2014-2020, Core Strategy Map

## Introduction

This Local Economic and Community Plan [LECP] for County Cavan sets the objectives and actions needed to support and guide economic and community development in County Cavan over the next six year period. As the principal plan for the county, it cultivates a stronger role for local government in economic, social and community development, as envisaged by the Local Government Reform Act 2014.

The policy context for the LECP is Putting People First: Action Programme for Effective Local Government. The overarching vision of Putting People First is “to promote the well-being and quality of life of citizens and communities”.

The LECP will be the primary mechanism at local level to progress relevant actions arising from measures under the *Action Plan for Jobs* and other statements of Government policy including the report of the Commission for the Economic Development of Rural Areas (CEDRA).

The development of the economic elements of the LECP was led by the SPC for Economic Development, while the development of community elements was led by the LCDC. Both elements were informed by the feedback gathered as part of a widespread public consultation process.

The LECP is a mid-level plan; it is a strategic but action focused document. It contains high level **Goals** for both economic and community development, supported by specific **Objectives** under each element. Each objective within the economic and community elements will be achieved through the implementation of specific, measurable, achievable, realistic and time bound [SMART] **Actions**.

These actions will be delivered through a range of stakeholders in partnership with the LCDC, the Economic SPC and Cavan County Council. Delivery will be supported through the programmes of the local authority and other stakeholders. Mainstream services of the main public sector agencies have not, in general, been listed as actions in the LECP, for example Council roads, planning, housing services, ETB education and training services. However, where new projects are being developed in response to specific issues identified during the consultation process and where aspects of the work require an interagency

response, specific actions have been named in the plan and additional resources will be sought to implement these.

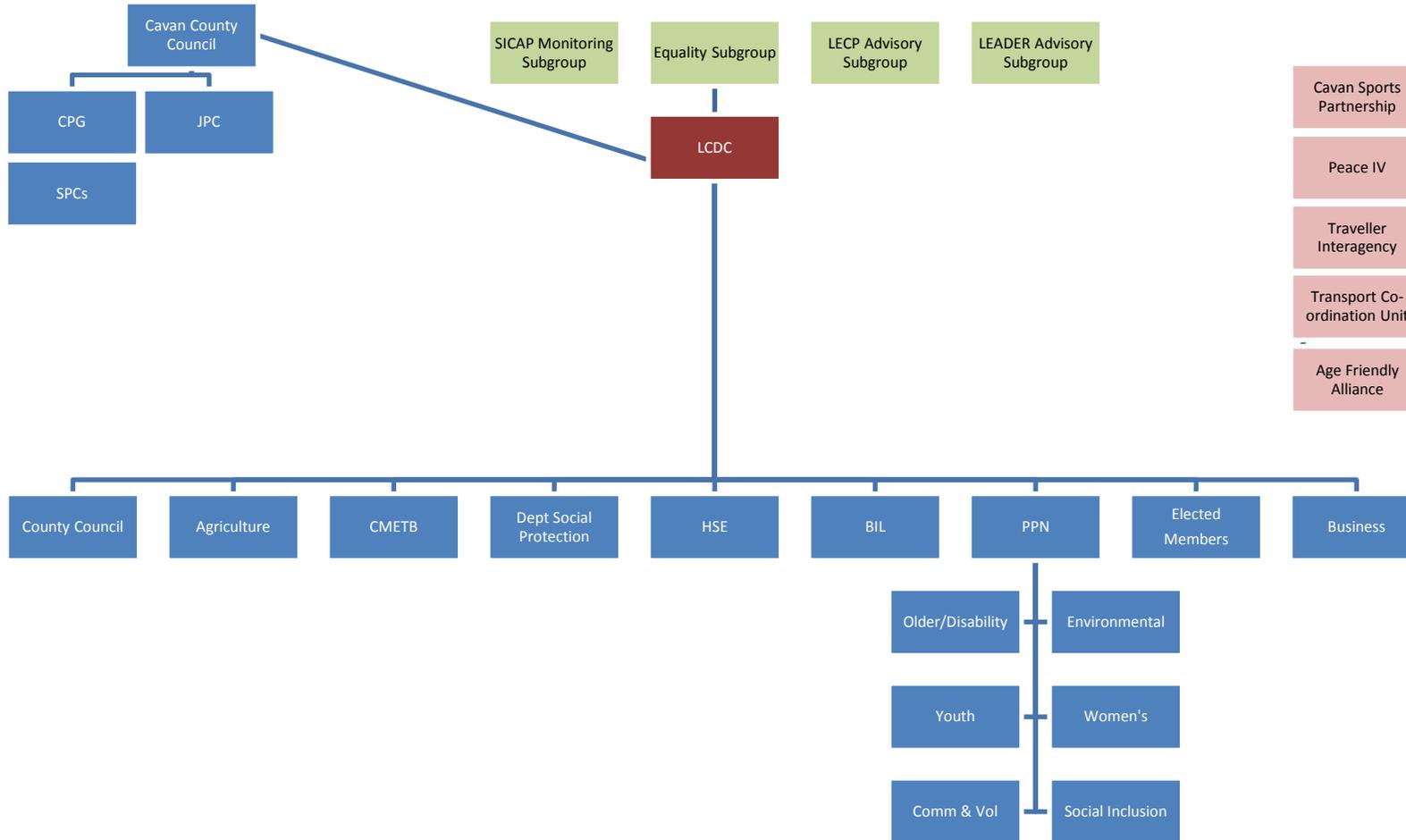
In addition to the specific actions identified in this plan, a number of strategic infrastructure projects will be implemented either directly by the local authority or through government agencies such as Transport Infrastructure Ireland and Irish Water. Cavan County Council will support and champion the implementation of these projects in order to ensure that the necessary infrastructure is in place to facilitate and harness economic and enterprise expansion.

At draft stage the plan was assessed against a number of horizontal priorities, including sustainability, equality, poverty, rurality (where appropriate), age and disability. In relation to sustainability, a focus on protecting the receiving environment is embedded as a cross cutting theme in the plan. This means that any individual plan or proposal developed under the LECP will be specifically examined to ensure that it meets the requirement of environmental protection. Furthermore, all environmental-related actions to be delivered under the LECP will comply with the policies and objectives of the County Development Plan.

A commitment to equality and human rights is central to the plan. The LCDC promotes an environment which is fair, transparent and welcoming for all individuals and organisations – employees, customers and elected members. The plan undertakes to have due regard to the need to eliminate discrimination; advance equality of opportunity; foster good relations when making decisions, developing and implementing policies. In order to ensure that equality is a central part of the plan and its implementation, an Equality Subgroup will be established to monitor this element of the plan over its lifetime. The plan had also been subject to equality proofing, in line with recommendations issued by the LGMA.

We have consulted with neighbouring local authorities in relation to proposed actions that will cross county boundaries. Cross-county actions include but are not limited to work on developing Greenways, the Marble Arch Caves UNESCO Global Geopark, regional promotion of angling tourism, REDZ, the Upper Shannon Erne Future Economy Project and cross border links for Peace IV and other European funding opportunities.

## Organisational Chart



### Other supporting infrastructure:

Comhairle na nOg	CYPSC	Older People's Council	CITC	Cavan Economic Forum	County Childcare Committee	FRCs	MABS	Citizens Information	Drugs Task Force	TUSLA
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## Methodology

The plan has been developed following a wide ranging consultation process that included public meetings, written submissions, high level focus groups, facilitated sessions,<sup>1</sup> thematic meetings, meetings with local authority staff and discussion at LCDC, SPC and Municipal District meetings.

We sought to involve people in all parts of the county, those working in agencies, businesses, and community and voluntary groups as well as individual residents, elected members and representative networks. We aimed to be inclusive in how we consulted by offering a variety of formats for engaging with the LECP process (written, oral, telephone, email, social media) and using accessible venues for public meetings. We organised meetings at different times of the day to accommodate people with differing family or work responsibilities.

We provided information at various stages in the development of the plan through the LCDC, PPN, Strategic Policy Committees, on the local authority website and in local media.

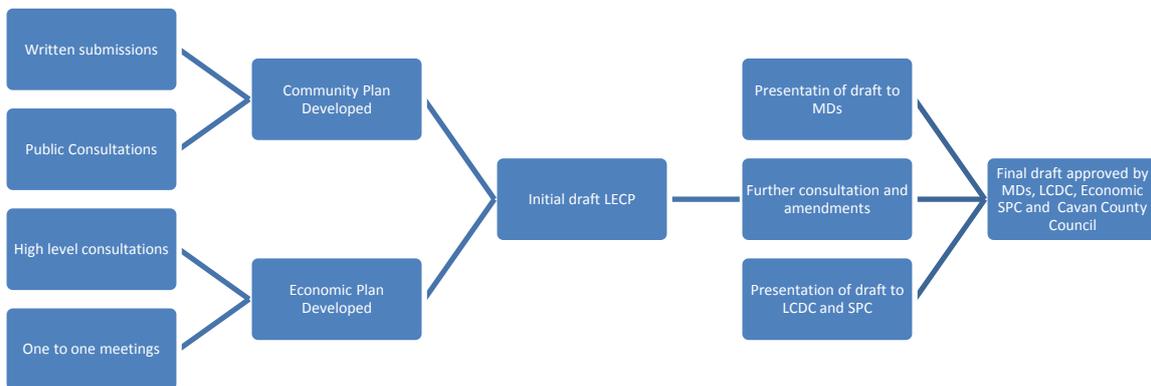


Figure 2 Consultation stages for Cavan LECP

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<sup>1</sup> The Local Government Management Agency recommended holding public consultation workshops on ‘high priority equality areas’. In Cavan specific public consultation workshops were held with the disability sector, youth sector, drug and alcohol services, and Peace groups.



**Figure 3 Process for developing the Cavan LECP**

## Mapping

Guidelines from the Department of Environment, Community and Local Government advised that the LCDC should map and profile local services in order to underpin the socio economic analysis. Mapping should illustrate key local service provision within the LCDC area e.g. services operated by HSE, DSP Intreo offices, etc., as well as services provided by voluntary bodies.

Cavan County Council has developed detailed digital maps of services, infrastructure, facilities and amenities. The data are too complex to present in a single image but can be accessed through the Council's GIS section. These maps illustrate the availability of services and resources across the county, and will help to identify areas where there are gaps or overlaps. (See Appendix IV for further information on mapping)

Mapping has been completed in Cavan under the following headings:

Community	Libraries, walking trails, playgrounds, schools, community facilities, sports facilities, youth groups, childcare facilities, rural transport routes, Community Alert Schemes, Neighbourhood Watch Schemes, Resettlement houses, and thematic maps on Census 2011 data.
Environment	River Basin Districts, water structures, litter complaints, recycling centres, bring banks, licensed waste facilities, waste permit sites, landfill, historic landfill, dog pound, Adopt a Road.
General	Towns and villages, rivers, lakes, townlands, Electoral Divisions, Small Areas, Municipal Districts
Heritage	National Monument Sites, Protected Structures, National Heritage Areas, Special Areas of Conservation, Natura 2000 Buffer Sites, Special Protection Areas, High Landscape Areas, major lakes and lakeside areas, Special Heritage Sites, Scenic Routes, walking routes, forest and other parks, scenic viewing points, Geological Heritage Sites, Geopark Sites, council burial grounds.
Water	Water treatment plans, waste water pumping treatment and pumping stations, Irish Water fixed assets, Ringbuoy locations, waste pipes, river water status etc.



Public and voluntary services available throughout the county are shown in the maps below.



Figure 5 Map of Cavan County Council offices and Local Enterprise Office



Figure 6 Map of Garda Stations in County Cavan

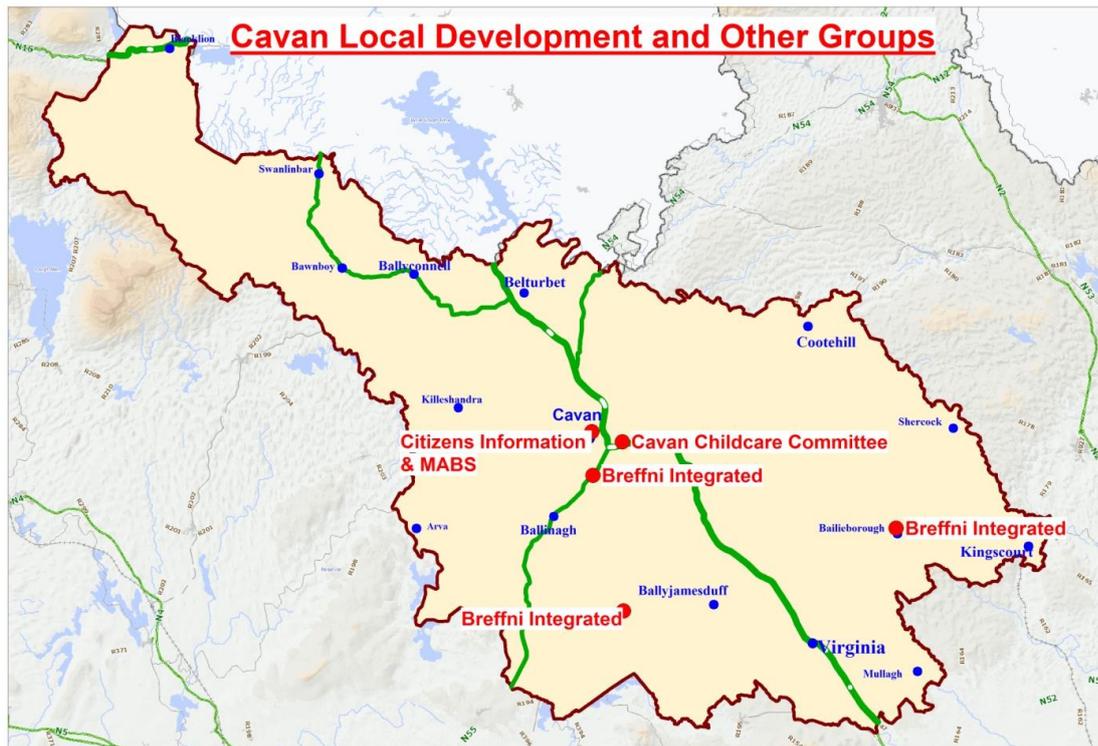
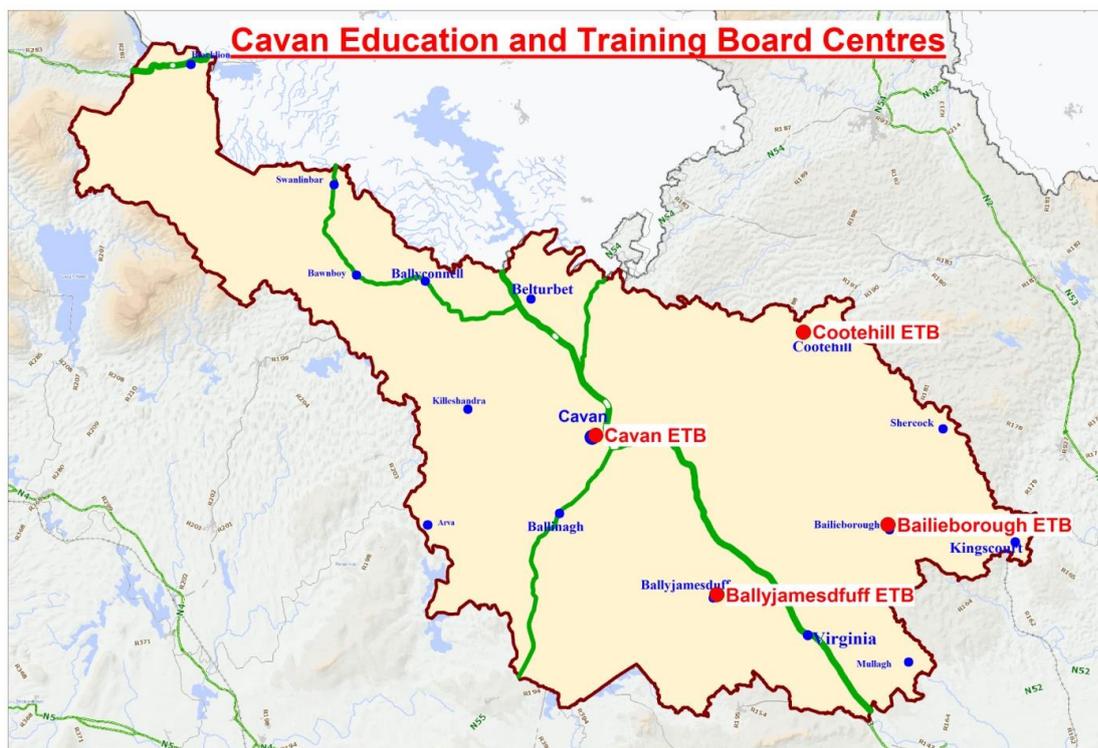


Figure 7 Map of Local Development and Other Groups in County Cavan



Map of Cavan Monaghan Education and Training Board Centres

Figure 8

Cavan is divided into three Municipal Districts, illustrated in Figure 9 below. These are Bailieborough/Cootehill; Cavan/Belturbet; and Ballyjamesduff.

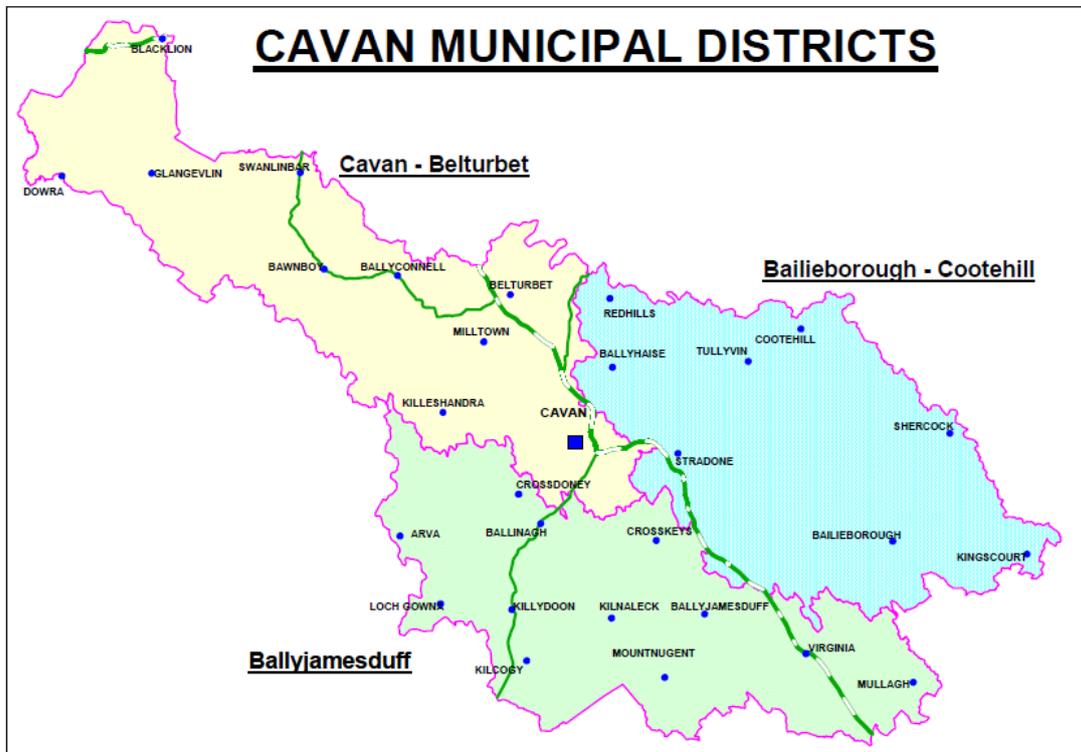


Figure 9 Map of Municipal Districts in County Cavan

Cavan Town is categorised as a Hub Town in the National Spatial Strategy. The role of Hubs is to support the larger urban Gateways.

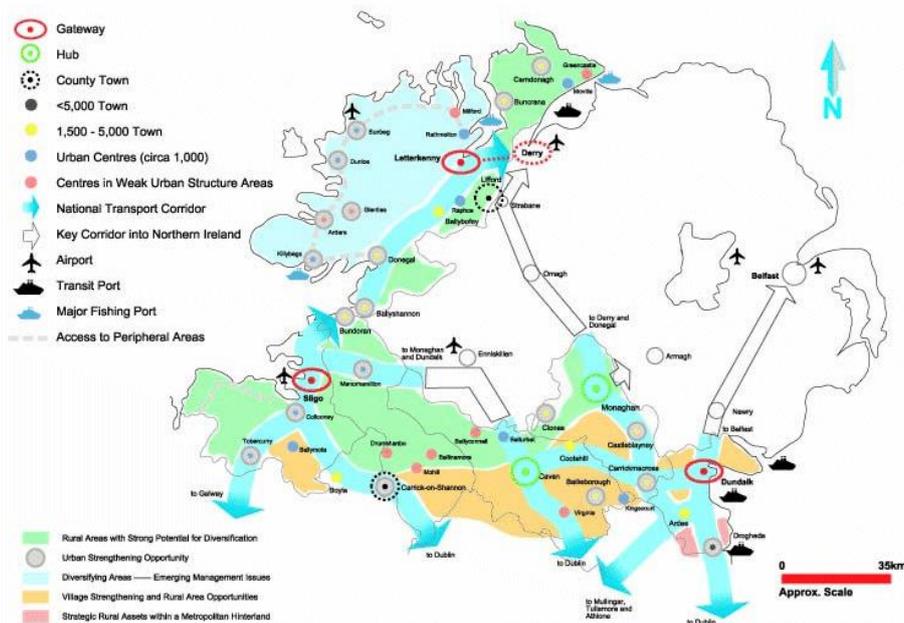


Figure 10 National Spatial Strategy Map of Border Region

## Socio Economic Statement

The plan is informed by research and data analysed and presented in a separate Socio Economic Framework document.

Key socio-economic points highlighted in this framework are:

### Population

- The population of the county grew by 14.3 per cent between 2006 and 2011, nearly twice the growth rate for the State 8.2 per cent. The population of the Border Region grew by 9.9 per cent in the same period.
- The estimated border population in April 2015 was 496,000 (CSO).
- Net outward migration for the country fell to 11,600 in 2015. Regional or county level data are not available, but this national drop in outward migration is likely to be reflected at county level.
- Cavan is a predominately rural county with 70 per cent of the population living in rural areas and very small settlements. This is in stark contrast to the State, where the majority of people (62 per cent) live in urban areas. Nationally the proportion of people living in urban areas increased by 11 per cent between 2006 and 2011.
- Almost a quarter (23.5 per cent) of Cavan's population are children (aged 0-14 years) and 12.11 per cent of people are aged 65 years and over.
- Cavan has an age dependency ratio of 55 per cent, higher than the State (49.3 per cent) or Border region (54.37 per cent) figure.

### Employment

- In December 2015, there were 5,458 people on the live register in the county. This represented a very significant drop (32 per cent) from a peak of 7,988 in July 2010. Males account for 58 per cent of the live register (3,192 males versus 2,266 females) (Dec 2015).
- Census 2011 recorded that the number of unemployed was 7,331 or 21.2 per cent of the total labour force, an increase of 4,810 compared to 2006.
- Male unemployment accounted for 65 per cent of all those unemployed in the county in 2011.

## **Economic Activity**

- There are 2,405 companies in Cavan which include holding companies. Overall there are 6,008 registered businesses in Cavan. (Vision-net)
- 738 were wholesale and retail trade, 669 were construction and 309 were accommodation and food services. (CSO Active Enterprises 2012)
- 5 of these companies have 250 and over employees with the majority of the companies having under 10 employees. (CSO Business Demography 2012)
- There are almost 80 companies supported by Enterprise Ireland.
- Census 2011 showed that over 11,000 people are employed in the two largest sectors in the county (Professional services and Commerce and Trade).
- Numbers employed in health and social work have increased by 38% between 2002 and 2011.
- Tourism – there are 11,000 people employed in hotels and restaurants in the Border Region (2011 Census). In 2012 the North West Region attracted 428,000 overseas visitors and generated €112.6m revenue from this market. (Fáilte Ireland 2013)
- In 2012 Cavan’s retail sector employed 2,083 people in 738 active retail enterprises.
- The Annual Rate on Valuation in County Cavan (56.85) has remained unchanged since 2008.
- Cavan is the third most popular county (after Donegal and Sligo) for overseas visitors in the North West of the country (Fáilte Ireland, 2013).
- The angling sector represents approximately 30 per cent of all overseas visitors to County Cavan (Cavan County Development Plan 2014).
- Cavan is highly reliant on employment in agriculture, forestry and fishing.
- 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). (Census of Agriculture 2010 Final Results).
- 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).

- Between 2000 and 2010 the average number of farms in the county decreased by 209 however employment levels have increased by 442 along with the average farm size.

## Education

- Of those aged 15 years and over whose full-time education had ceased, 20.6 per cent were educated to at most primary level only; a further 57.3 per cent attained second level while 22.2 per cent were educated to third level. Cavan compares less favourably to the State or the Region for third level education. Nationally 30.6 per cent of the population has third level education, while in the Border Region the figure is 24.6 per cent.
- Nationally, the adult population with primary education only decreased by 2.9 per cent between 2006 and 2011 (leaving it at 16 percent for 2011). The rate for County Cavan fell from 25.6 per cent in 2006, to 20.6 percent in 2011. However, this is still 5 points higher than the national average.
- At electoral division level there are particularly low shares of population with third-level education in Drumakeever/Derrynananta (6.4 per cent), Derrylahan (9.5 per cent), Kill (11.0 per cent) and Killinagh/Teebane (12.5 per cent). These EDs are rural and located in West Cavan.
- 'Social sciences, business and law' are the most common area of studies for people within the county to complete their third level qualification in.

## Quality of Life

- Nearly four out of ten people in the Border region have a medical card and no private health insurance compared with less than a quarter in Dublin. (CSO Regional Quality of Life)
- Only 29 per cent of those aged 18 and over in the Border region had private health insurance compared with nearly half in the Mid-West.
- Garda crime statistics show lower rates in the Cavan Monaghan area for certain reported crimes. For example, the Cavan Monaghan District had 349 recorded incidents of burglary per 100,000 population in 2012, compared to 476 in the Northern Region, and 924 in Louth. Similarly for recorded incidents of robbery, the Cavan Monaghan District had 11.2 per 100k population, which was less than half

the figure for the region (27.2). There was an 80 per cent detection rate for robbery and a 24 per cent detection rate for burglary in 2012 in Cavan Monaghan.

### **Place specific issues**

- Cavan is a county of contrasts, with significant population expansion in the south of the county which forms part of the commuter belt to Dublin, contrasting with very sparsely population rural areas of West Cavan.
- Transport options in rural areas are very limited, and some rural communities have no public transport options at all. Cavan Transport Co-ordination Unit has recently introduced a pilot local link service around Cavan town (December 2015) which addresses a need that has been identified by many groups over various consultation periods.
- The Pobal deprivation index defines areas as being Disadvantaged, Very Disadvantaged or Extremely Disadvantaged. While there are no small areas in the county registering as “Extremely Disadvantaged”, three urban electoral divisions 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 21 Electoral Divisions containing areas classified as disadvantaged or very disadvantaged. The total population of these areas was 9,096 persons in Census 2011 (Cavan LEADER Local Development Strategy 2016).
- Local Government reform has led to the creation of three new Municipal Districts (MDs) in County Cavan. These three MDs 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 per cent of the people living in areas of disadvantage are in the Cavan-Belturbet MD area with 19.08 per cent in Cavan Town alone with the towns of Belturbet, Ballyconnell and Killeshandra making up a further 16.90 per cent and the remaining 7.63 per cent being in the rural areas of West Cavan.

- A total of 32.10 per cent of those living in disadvantaged areas are located in the Bailieborough-Cootehill MD area with 10.23 per cent in Bailieborough, 8.66 per cent in Cootehill and 8.21 per cent in Kingscourt. The town of Shercock and the rural area of Drumcarn in the north of the area account for the remaining 5 per cent.
- The Ballyjamesduff MD accounts for 24.28 per cent of those living in areas classified as disadvantaged in the county. The town of Ballyjamesduff accounts for 8.92 per cent, Mullagh for 3.65 per cent and Virginia for 3.05 per cent. The towns of Kilnaleck and Ballinagh account for 4.65 per cent between them and the rural areas of Denn and Kill contain the remaining 4.01 per cent.
- The number of persons living in areas classified as disadvantaged or very disadvantaged is 9,096 or 12.43 per cent of the population of the county based on census 2011 and the Pobal index.
- 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 unsustainable agricultural practices are at play in the far west 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. (Cavan LEADER Local Development Strategy 2016)
- Place specific actions in this plan include tourism development in rural parts of West Cavan (e.g. Geopark, Burren development) and delivery of the SICAP programme in areas designated as disadvantaged. Many opportunities for economic development will necessarily be concentrated on Cavan Town, due to it being the administrative Centre and a Hub town under the National Spatial Strategy. Other 'place specific' actions include the development of Town Teams in each of the Municipal District Areas, and developing Cootehill as an age friendly town.

## Poverty and Social Inclusion

- The absolute deprivation score in Cavan dropped from -2.8 to -11.0 (between the 2006 and 2011 Censuses), representing a drop 8.2 compared to a nationwide drop of 6.5.<sup>2</sup>
- Cavan is the eighth most disadvantaged local authority area in Ireland.
- There are no small areas in the county registering as 'Extremely Disadvantaged'.
- There are 21 electoral divisions in the county containing "small areas" classified as 'Disadvantaged' or 'Very Disadvantaged'. The total population of these areas is 9,096 persons.
- The most disadvantaged electoral divisions within the County are Drumakeever/Derrynananta (-16.8), Derrylahan (-12.8), Cavan Urban (-11.8), Killinagh/Teebane (-11.7) and Doogary (-10.2). These five electoral divisions fall into the 'Disadvantaged' category. All other electoral divisions are, at the most, marginally below the national average.
- Levels of disposable income in Cavan are below the national level - in 2012 disposable income per person was €17,023 compared to a national average of €19,468 (CSO regional quality of life).
- According to Census 2011, twelve per cent of the county's population (8,830) are categorised as being foreign national.
- Cavan had the highest percentage increase in the country in its Traveller population between 2006 and 2011, with a 114 per cent growth in the population of Travellers living in Cavan.
- 11.9 per cent of County Cavan's population have been classified as having a disability according to 2011 Census; this compares with the State average of 13 per cent.
- For 2011 the total number of carers in Cavan stood at 2,933, this representing 4 per cent of the County's population.
- 2.3 per cent of people aged 85 and over in Cavan are carers.

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<sup>2</sup> The Pobal HP Deprivation Index is a method of measuring the relative affluence or disadvantage of a particular geographical area using data compiled from various censuses. A scoring is given to the area based on a national average of zero and ranging from approximately -35 (being the most disadvantaged) to +35 (being the most affluent). The 2012 index was developed by Haase and Pratschke based on the 2011 Census data. (Pobal)

## PESTLE and SWOT Analyses

A high level consultation with LCDC members focused on PESTLE and SWOT analyses for the county. These analyses allowed the members an opportunity to study the Political, Economic, Social, Technological, Legal and Environmental [PESTLE] factors and the Strengths, Weaknesses, Opportunities, Threats [SWOT] facing the development of the county. The PESTLE and SWOT analyses were also informed by comments made by participants during the public consultation process, and these have been included in the analyses presented below. It is worth noting that there was a high level of commonality between the items highlighted by the LCDC members and the comments made during the public consultation process.

The following points were noted:

<b>Political Factors</b>	<b>Economic Factors</b>
<ul style="list-style-type: none"><li>• Tax policy – can affect funding to councils.</li><li>• Peace process – better place to do business.</li><li>• Minister in the constituency.</li><li>• Infrastructural improvements.</li><li>• Labour law – minimum wage.</li><li>• Fully functioning hospital in the county.</li><li>• Training and education facilities in the county.</li><li>• Regionalisation of agencies.</li><li>• Tolls on roads can disadvantage/operate as a disincentive to businesses operating between Cavan and major cities (on motorway connection to Dublin).</li><li>• Lack of emphasis of regional and national agencies supports.</li><li>• Border location – regulation, cross border trade and currency can present difficulties.</li><li>• Changes to electoral boundaries – county now split between two constituencies.</li></ul>	<ul style="list-style-type: none"><li>• Border location – positive and negatives impacts on the county.</li><li>• Strength in Agri business sector.</li><li>• Strong construction materials sector.</li><li>• Cavan has a tradition of strong entrepreneurial spirit and versatility.</li><li>• Tourism – plenty of potential.</li><li>• Strength of the food sector and its add on value.</li><li>• Taste of Cavan – putting Cavan on the food map nationally.</li><li>• Broadband accessibility issues across the county.</li><li>• Low base of Foreign Direct Investment.</li><li>• Few high tech companies.</li><li>• Lack of investment in tourism promotion, packaging of products.</li><li>• Limited access to third level courses although there is an Institute of Further Education.</li></ul>

<ul style="list-style-type: none"> <li>• Municipal districts changes and abolition of town councils.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to finance for businesses can be an issue.</li> <li>• Lack of investment.</li> <li>• Over dependence on construction sector for employment.</li> <li>• Transport infrastructure – no rail service, good national roads.</li> </ul>
<p><b>Social Factors</b></p> <ul style="list-style-type: none"> <li>• Population – very dispersed, small county town and number of small towns/villages – no critical mass (except Cavan Town).</li> <li>• Agriculture remains key economic driver – ageing population of farmers.</li> <li>• High level of inward migration.</li> <li>• Attractiveness of the county to younger population vs Dublin and other cities.</li> <li>• Rural border location.</li> <li>• High population growth 13% - 2<sup>nd</sup> only to Laois.</li> <li>• Employment and unemployment.</li> <li>• Multicultural county.</li> <li>• Barriers to access to education.</li> <li>• Entertainment for young people.</li> <li>• Issues with alcohol, drugs and crime.</li> <li>• Strong sporting organisations.</li> </ul>	<p><b>Technological Factors</b></p> <ul style="list-style-type: none"> <li>• Minimum levels set for broadband speeds – Dept E-fibre.</li> <li>• All schools are to have 100MB broadband.</li> <li>• Blackspots for broadband and mobile phone coverage.</li> <li>• No technology hubs in the county.</li> <li>• High level of exporting expertise.</li> <li>• R&amp;D activity limited in the county.</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Regulations for business very complex and can be off putting.</li> <li>• Border location, tax and regulations in each jurisdiction different.</li> </ul>	<p><b>Environmental Factors</b></p> <ul style="list-style-type: none"> <li>• Cleanliness – clean image.</li> <li>• Wet climate.</li> <li>• Tourism opportunities to capitalise on clean/green image.</li> </ul>

<ul style="list-style-type: none"> <li>• Breakdown in legislative frameworks.</li> <li>• Procurement/tendering processes can be very complex.</li> <li>• Tax changes can be complex for businesses.</li> <li>• Water and sewage legislation new costs to business and households.</li> <li>• Water quality legislation – Irish Water charges.</li> </ul>	<ul style="list-style-type: none"> <li>• Green economy – harness natural resources.</li> <li>• Lakes as an asset for the county.</li> <li>• Opportunities in food sector</li> <li>• Heritage and culture – Geopark.</li> <li>• Built environment – historical buildings and houses – Farnham Estate etc.</li> <li>• Energy Audits and energy ratings.</li> <li>• Fracking.</li> <li>• Wind energy resources in Cavan.</li> <li>• Biomass resources from forestry.</li> <li>• Support for sustainable transport – smarter travel programme.</li> </ul>
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Issues identified for the PESTLE analysis during the high level consultation are consistent with many of the points raised at community based consultation sessions. For example, the potential of the tourism sector as an economic driver; the need for an audit of infrastructure; the need to display and promote local food produce; and the provision of third level opportunities locally (Baillieborough consultation), and the need for improvement in broadband (Cavan consultation).

## SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• History of collaboration between state and semi state agencies.</li> <li>• Entrepreneurial culture.</li> <li>• Business and community supports available.</li> <li>• Key well known personalities from Cavan, particularly in food sector.</li> <li>• Leader in supply and manufacture of building materials.</li> <li>• Growth in population esp young population.</li> <li>• Strong indigenous manufacturing base.</li> <li>• Entrepreneurial flair.</li> <li>• Fleadh for 3 consecutive years.</li> <li>• Tourism potential for growth.</li> <li>• Natural unspoilt environment.</li> <li>• Improved accessibility with M3.</li> <li>• Central border location.</li> <li>• Agri enterprises/food industry.</li> <li>• Rich tradition in arts, literature and heritage.</li> <li>• <b>Cavan General Hospital</b></li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Broadband and mobile phone coverage.</li> <li>• Rail infrastructure/transport.</li> <li>• Lack of investment/recognition of tourism.</li> <li>• Lack of new technology enterprises/clusters.</li> <li>• Low tech. base, traditional businesses.</li> <li>• Fragmentation of farms, poor land.</li> <li>• Low urbanisation, high dependency rate.</li> <li>• Rural county with dispersed population.</li> <li>• Rural depopulation.</li> <li>• Peripheral border location.</li> <li>• Lack of inward investment in industry/tourism/technology.</li> <li>• Aging population.</li> <li>• Traditionally high level of early school leavers and disadvantaged communities.</li> <li>• Lack of 3<sup>rd</sup> level institution.</li> <li>• Poor regional and local roads.</li> <li>• Lack of employment opportunity for higher skilled people.</li> <li>• Lack of volunteer support structure</li> <li>• Perception of lower proportion of funding from central government.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• To plan and influence future direction.</li> <li>• Tourism product development – Killykeen Forest Park, water tourism.</li> <li>• Construction sector expertise to develop</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Services removed from Local Authority remit.</li> <li>• Transport infrastructure deficiencies (those outside control of Local</li> </ul>

<p>new products in green building.</p> <ul style="list-style-type: none"> <li>• Agri tourism.</li> <li>• Build on the success of the Fleadh.</li> <li>• Agriculture and Food – value added product development.</li> <li>• Exploit Food name, locally based chefs, Taste of Cavan.</li> <li>• New plan – new funding streams.</li> <li>• Willingness of people to engage.</li> <li>• Water based tourism.</li> <li>• Eco tourism.</li> <li>• Economy coming out of recession.</li> <li>• New political landscape.</li> <li>• To develop higher skilled enterprises.</li> <li>• Roll out of broadband/IT skills.</li> <li>• Business clustering regionally.</li> </ul>	<p>Authority).</p> <ul style="list-style-type: none"> <li>• New political constituencies.</li> <li>• Brain drain of young educated people.</li> <li>• Bureaucracy.</li> <li>• Broadband infrastructure.</li> <li>• Matching jobs and people/ challenge of reskilling.</li> <li>• Sales/closure of state assets in the County.</li> <li>• Tough economic environment.</li> <li>• Potential threat to the environment from exploitation of natural resources.</li> <li>• Equality of distribution of resources by national government.</li> <li>• Regionalisation of public services.</li> <li>• Transition to new administrative structures for state programmes.</li> <li>• Shift in retail patterns – out of town centres and online.</li> <li>• Centralisation of services.</li> <li>• Rural depopulation.</li> <li>• Integration of new communities.</li> <li>• Low level of economic development and risk of high unemployment.</li> <li>• Lower paid employment/ traditional focus.</li> </ul>
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Again, public consultation complemented the SWOT analysis with similar issues being identified both at high level discussions and public consultation. For example, weaknesses in the retail sector were identified in the Arva public consultation; and improvements needed in roads infrastructure and rural transport links were noted in the Cootehill consultation.

## High Level Goals

The LECP's high level goals, outlined in the table below, were developed with reference to the data gathered from the consultation process, statistical analysis in the socio economic framework and a literature review of relevant local, regional and national policies and strategies. The literature review, being extensive in nature, is contained in a separate document and available from the Community & Enterprise Section of Cavan County Council.

<b>High Level Goals</b>	
Goal 1	We will promote Cavan as an attractive investment location
Goal 2	We will invest in Strategic Infrastructural Developments
Goal 3	We will promote and develop indigenous enterprise
Goal 4	We will encourage innovation/research & development
Goal 5	We will support businesses to expand and internationalise
Goal 6	We will concentrate on the development of key niche areas
Goal 7	We will provide quality employment, education & training services
Goal 8	We will stimulate town renewal and help revive the retail sector
Goal 9	We will support the ongoing development of safe, active and empowered communities.
Goal 10	We will focus on developing the health and wellbeing of our communities
Goal 11	We will promote social inclusion and address disadvantage
Goal 12	We will protect our natural resources/heritage and promote culturally rich communities

## Strategic Environmental Assessment (SEA) and Appropriate Assessment

### **SEA Screening Report: Final Determination Subsequent to Consultation with the Environmental Authorities - Determination in Terms of Article 9 (2) of the Regulations**

Having regard to the requirements of SI No. 435/2004 EC Environmental Assessment of Certain Plans and Programmes Regulations 2004(as amended by SI No. 200/2001) and having consulted with the Environmental Authorities and considered the Submission received from the Environmental Protection Agency (EPA), it is the final determination of the Planning Authority that a Strategic Environmental Assessment (SEA) is not required in respect of the Cavan LECP.

### **Statement of Screening for Appropriate Assessment of the Cavan Local Economic and Community Plan:**

In conclusion, the implantation of the Cavan Local Economic and Community Plan will have no significant impacts upon any Natura 2000 site either on its own or in combination with other plans or projects. This plan does not need to proceed to Stage II of the Appropriate Assessment process, namely the Natura Impact Statement.

## Equality / Rurality Screening

During the development of the plan, we carried out an Equality Screening exercise for the purpose of assessing the likely impact of the plan on equality.<sup>3</sup> A subgroup was formed from local authority staff and LCDC members. Resources from the Office for Local Government Management and from the Irish Human Rights and Equality Commission were used to guide this process. We reviewed each of the draft actions against the nine grounds protected under Irish Equality legislation: Gender, Civil status, Family status,

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<sup>3</sup> A detailed 'Equality Screening on the Cavan LECP' document is available from the Department of Community & Enterprise in Cavan County Council.

Sexual orientation, Religion, Age, Disability, Race, and Membership of the Traveller community.

The screening process highlighted a number of issues. Actions were categorised as having a major positive, minor positive, neutral, minor negative, or major negative impact. Where actions scored a major or minor negative, they were re-assessed at draft stage to ascertain if they could be modified to mitigate any risk identified. For example, action 2.1(b) on new community enterprise workspace has the potential to impact positively on equality if used in a targeted way to encourage women entrepreneurs, young entrepreneurs, and entrepreneurs from the disability and ethnic minority communities to set up businesses.

The plan was also screened against sustainability principles, as set down in the policy document “Our Sustainable Future, a Framework for Sustainable Development for Ireland”. This LECP has been proofed against the principles of sustainable development and in particular the three pillars of sustainability; the environment, the economic and the social.

Actions set out in the LECP have been framed against the backdrop of the need for sustainable development. There is a focus on the protection of our natural resources and on the environment. Some of the measures envisaged here will be achieved through the Rural Environment measure of the LEADER LDS. There is also a focus on measures that are part of the green economy and in particular, investment and stimulation of enterprises in this sector. Actions are also framed, where appropriate, taking account of the need to move to a low carbon economy. Goal 4 in the LECP is to encourage innovation/research and development and taking advantage of opportunities in this nascent area will form a key part of this goal. Measures to address social exclusion and address disadvantage will focus on all members of our community and will have the overarching aim of improving the quality of life for all people living in Cavan. The “Our Sustainable Future” policy framework highlights the need for a co-ordinated interagency approach and this is at the very heart of the LECP.

## Adherence to Cavan County Development Plan

Cavan LECP has been reviewed in the context of the Cavan County Development Plan (CDP). The plan adheres to, and is consistent with, the core strategy and objectives of the County Development Plan 2014-2020.

The vision statement set out in the LECP is consistent with that in the CDP, albeit with different timeframes. In line with the vision statement and the CDP the focus throughout the lifetime of the plan will be on sustainable economic development.

The **Socio-Economic Statement** set out in the LECP is consistent with that set out in the CDP and indeed in most parts is based on the data contained in the CDP (updated as appropriate).

**National Context and the NSS:** The LECP has been formulated taking account of the National Spatial Strategy and the Regional Planning Guidelines.

**County Development Options:** Any projects or initiatives that are developed under the LECP will have to demonstrate that, where appropriate and applicable, that they are consistent with the preferred county development scenario set out in the County Development Plan.

**Age Dependency:** Actions developed, where relevant, have taken account of the comparative age dependency of the county which at 55 per cent is approximately 20 per cent higher than regional and national levels.

Similarly, influences such as migration and other factors show that the population of the county will continue to grow and actions developed under the LECP take account of this premise.

The CDP has clearly demonstrated that Cavan is very much a rural county with 70 per cent of the population residing in either rural areas or very small settlements. However there is a trend, consistent with national trends, towards urbanisation and this has been taken account of in formulation of actions around rural areas and the development of initiatives focused on urban areas.

Any actions rolled out under the LECP will take account and support the goal of the CDP to respect the long tradition of people living in rural areas and will promote sustainable rural settlements as a key component in achieving strong and vibrant rural communities.

Any developments will have to take account of the Cavan County Council Heritage Plan and any proposals under the LECP with a heritage element will be developed in conjunction with the Heritage Officer.

### **Adherence to Border Regional Planning Guidelines**

The draft LECP was reviewed against the Border Regional Planning Guidelines (2010). A separate document detailing how the LECP corresponds to the regional guidelines was prepared. The key points of this document are:

- The vision statements of the Border Regional guidelines and Cavan LECP are complementary in that both reference economic opportunities and aspirations for a good quality of life for citizens.
- The core strategy of the Border Regional Authority outlines a balanced development model as the preferred option for the future development of the Border Region. This corresponds to the LECP vision that seeks to balance development across the county, with initiatives and projects targeting remote rural areas as well as urban centres.
- The Border Regional guidelines focus on the development of Gateways and Hubs as originally set out in the National Spatial Strategy. As Cavan town is designated a Hub town, the LECP seeks to prioritise its development so that it can fulfil its Hub role in a regional context.

The Border Regional Authority was dissolved in 2014, and new regional planning guidelines will be drafted by the Regional Assembly. The Cavan LECP will be reviewed against the new guidelines once they are published.

## Economic Plan

The economic elements of the LECP have been developed by the SPC for Economic Development and Enterprise on behalf of Cavan County Council.

The economic plan adheres to, and is consistent with, the core strategy and objectives of the County Development Plan 2014-2020, and is also consistent with existing and evolving government policy for economic and enterprise development. It has regard to other policy initiatives, such as the National/Regional Action Plan for Jobs.

The vision is to develop and implement an ambitious, unambiguous, action oriented plan, containing a suite of key deliverable initiatives which will underpin economic and enterprise development in the county over the next six years.

This Plan complements and supports the Action Plan for Jobs for the North East/North West region in that it aims to support enterprise growth and job creation. The North East/North West Action Plan for Jobs aims to increase employment in the region by 15 per cent by 2020, increase the number of start ups by 25 per cent and increase IDA investment. Over the life of the LECP we will work with the IDA to increase investment in the county and seek to stimulate entrepreneurial activity. Among its key objectives, the regional Action Plan for Jobs commits to increasing the value of the agri-food sector and growing tourism numbers through the 'Ireland's Ancient East' brand. The Cavan LECP is consistent with these objectives, containing specific actions for agri-food development and tourism marketing.

Other key documents of significance to the economic plan have been reviewed in the literature review for the LECP and include Construction 2020, Costs of Doing Business in Ireland 2015, Delivering our Green Potential, Delivering a Connected Society: A National Broadband Plan for Ireland, Our Sustainable Future: A Framework for Sustainable Development for Ireland, Developing a Green Enterprise, the CEDRA report, Enterprise Ireland Strategy to 2016, Europe 2020, Food Harvest 2020, Further Education and Training Strategy 2014-2019, Green Paper on Energy Policy in Ireland, the Infrastructure and Capital Investment 2016-2021, the National Reform Programme Ireland, Regional Planning Guidelines, and Cavan County Development Plan. Actions in the Economic Plan have been developed with reference to these policy documents.

This economic plan will seek to address key infrastructural deficits of strategic economic importance, including a deficit of enterprise space/advance facility, limitations in broadband and tourism facilities.

### **Economic Development Promotion**

For the purposes of the LECP, promotion of economic development includes, but is not limited to:

- Creating and sustaining jobs,
- Promoting the interests of the community, including enterprise and economic development across economic sectors, foreign direct investment, indigenous industry, micro, small and medium sized enterprises, tourism, agriculture, forestry, marine sectors, and other natural resource sectors.
- Identifying local attributes that are essential:
  - to enhancing local economic performance, such as the quality of the environment and the qualities of cities, towns and rural areas;
  - employment opportunities and quality of life and the means by which these may be utilised to enhance competitiveness, and be supported by investment decisions relating to economic infrastructure (including transportation, water services, energy, communications and waste management), together with social and cultural facilities; and
  - to promoting local economic activities,
- Supporting enhancement of local innovation capacity, including investment in research and development capacity, technology transfer, up-skilling and re-skilling,
- Identifying, for existing and prospective businesses, opportunities to engage with local government on relevant matters in setting up and managing their businesses and to ensure speedy and co-ordinated access and response,
- Identifying local strengths and opportunities, weaknesses and deficiencies relevant to economic performance, and
- Identifying economic potential and the requirements to realise it.

## Goal 1: We will promote Cavan as an attractive investment location

### Objective 1.1 Attract inward investment

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Develop joint initiatives with IDA Ireland and Enterprise Ireland to promote Cavan as an attractive location for new business, with a particular focus, but not limited to sectors such as financial services, ICT and food.	<b>Lead:</b> Cavan County Council  <b>Support:</b> IDA Ireland  Enterprise Ireland	2016 (ongoing)	Initiatives undertaken  Marketing campaigns undertaken	No of joint initiatives undertaken
b) Encourage diaspora, especially those employed in Multi National Corporations (MNCs) to act as international ambassadors to promote Cavan.	<b>Lead:</b> Cavan County Council  <b>Support:</b> Connect Ireland, local chambers  Diaspora  County Associations	2016 – 2021	Presentations given to potential relocation projects  Events and mailshots organised involving the diaspora	No of presentations, events, mailshots organised
c) Ongoing enhancement of “This is Cavan” Brand and website with linkages developed to/from key investment websites, including IDA Ireland.	<b>Lead:</b> Cavan County Council  <b>Support:</b> Connect Ireland  IDA Ireland	2016 (ongoing)	Brand continually used and high visibility maintained  Website developed and updated regularly	Volume of traffic to “This is Cavan” website
d) Develop a targeted campaign to attract investment from companies including business process operation (BPO)	<b>Lead:</b> Cavan County Council  <b>Support:</b> IDA	2016 - 2018	Campaign developed  Promotional material produced	Number of businesses contacted

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
currently located in Dublin/ other urban centres.	Ireland, Enterprise Ireland			
e) Information supports for businesses including a brochure on available enterprise supports, networking opportunities, library services.	<b>Lead:</b> Cavan County Council <b>Support:</b> EI IDA BIL Chambers of Commerce local businesses InterTrade Ireland Southwest College CITC Third level institutions	2016-2017	Research carried out Leaflet designed and printed Distribution of information Information sharing events Promotional activity	Number of copies produced and circulated Number of enterprise promotion events Numbers attending enterprise related events

### **Strategic issues for objective 1.1**

- a) Although Cavan has relied heavily on indigenous enterprise development to grow its economy, it is also fortunate to have some long standing investments here from a small base of overseas firms. The objective of this action is to reach out to new overseas firms who could invest in Cavan. To do this we must work closely with IDA Ireland to help showcase Cavan as an attractive location for overseas firms looking for a base in Europe.
- b) Often below the radar of IDA Ireland there are many smaller overseas firms who would consider establishing operations in Europe and who could see Ireland as a

suitable base. Cavan, through its extensive diaspora, has an opportunity to tell the Cavan story and to help convince would be investors to locate in Cavan. To do this we use every opportunity to promote Cavan and in conjunction with Connect Ireland reach out to the diaspora.

- c) The 'This is Cavan' initiative was developed as a way to promote Cavan as a base for tourism and investment. The initiative followed on from the successful hosting of the Fleadh for three years running which helped show Cavan in a fresh light and engendered great community spirit and volunteerism in the county. We will continue to build the 'This is Cavan' brand and use it to further promote Cavan as an attractive place to do business.
- d) Similar to other rural economies, Cavan retains a lower cost base than urban centres. As the economy grows and large companies, based in more expensive urban centres look at their expansion plans, Cavan can position itself as an ideal second base for many such firms.
- e) The action plan for jobs, first published in 2012, sought to outline all existing supports for business. The Local Enterprise Office acts as a first point of contact for new and expanding business, and the Cavan LEO website aims to provide details of all such initiatives. Notwithstanding this, a periodically updated publication, outlining both national and local supports, will be produced to inform expanding enterprises of all available supports. Cavan Library Services will also provide information and networking supports to businesses.

### Objective 1.2 Economic Development Forum

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Establish an Economic Development Forum to support the delivery of key strategic economic initiatives	<b>Lead:</b> Cavan County Council  <b>Support:</b> Key Industrialists	2016	Scoping document prepared (Q2 2016)  Terms of reference developed (Q3	Forum in place

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
			2016) Forum in place (Q4 2016)	
b) Audit of Economic Infrastructure	<b>Lead:</b> Cavan County Council  <b>Support:</b> Economic Forum  Chambers of Commerce  Cavan Institute  ETB  EI  IDA  Telecoms  Eirgrid  Gas Networks Ireland	2016-2017	Mapping exercise	Audit of infrastructure and mapping complete

### Strategic issues for objective 1.2 – Economic Development Forum

a) The development of an Economic Development Forum for County Cavan was identified through the consultation process as a means of bringing relevant stakeholders together to identify ways of stimulating the local economy. There is an ongoing need to engage with local industrialists and local business leaders to tap into their experiences and ideas on how to stimulate further economic growth in the County. The establishment of this forum will provide a vehicle through which new ideas can be put forward on how Cavan can take advantage of new opportunities for expansion. We will examine the model of the successful Louth Economic

Development Forum and anticipate the support of the Northern and Western Regional Assembly in establishing the Cavan model.

b) The first piece of work to be undertaken by the Cavan Economic Forum will be a full audit of economic infrastructure including researching and mapping enterprise space and examining the local structures available to support economic development. This will assist in identifying strengths and weaknesses and providing an accurate baseline position for the county. The reported information will then be used to identify where further investment is required.

## Goal 2: We will invest in Strategic Infrastructural Developments

### Objective 2.1: Development of Enterprise Space and Workspace

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Develop on a selective basis, high quality enterprise parks (one/two no.) in addition to securing and retaining current IDA facilities and land. Also examine options to initiate development of a high quality advance factory facility.	<b>Lead:</b> Cavan County Council  <b>Support:</b> IDA Ireland  Cavan County Enterprise Fund	2016-2021	Identification of suitable site(s)  Planning  Funding  Development  Lease  Identification of investor(s)	Number of sites/units developed/expanded
b) Examine the potential of developing existing and new community enterprise workspace / incubation and hot desk facilities in key locations	<b>Lead:</b> Cavan Community Enterprise Fund (CCEF)  <b>Support:</b> Cavan County Council  Enterprise Ireland  Breffni Int Ltd	2016-2021	Identification of suitable site(s)  Planning  Funding  Development  Lease	Number of sites/units developed/expanded

## Strategic issues for objective 2.1 - development of enterprise space and workspace

a) New enterprises cannot be facilitated without serviced industrial lands and available industrial premises. In order to attract new industry to the county we need to have serviced lands and often, in the case of FDI, advance factory facilities. The aim is to facilitate the provision of new serviced lands in order to capture such opportunities. Many opportunities to secure FDI or movable investment are lost due to not having an available advance factory facility to meet an immediate need. Cavan County Council will work to support and encourage development of such advance factory facilities.

b) The Cavan County Enterprise Fund has been at the forefront in the development of enterprise centre space in the county for over 20 years. Enterprise Ireland is the lead national agency in providing funding support to new centres. Previously funding was also available through cross border funding streams. The objective here is to lend support both to the expansion of existing centres where the demand exists and support new developments in areas of need. It is expected that Enterprise Ireland will issue calls for applications in 2016 and beyond for such developments.

### Objective 2.2: Ancillary Services to Support Enterprise

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Build on the competitive advantage afforded by Cavan Town's accessibility to 'fibre to the door initiative' through the development and implementation of a Digital Strategy.	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b> Dept. of Communications Eircom Siro</p>	<p>January - March 2016 establish 'Digital' Steering Committee</p> <p>March-September 2016 Digital</p>	<p>Jan – March 2016 Steering Committee Established</p> <p>March - September 2016 Digital</p>	<p>Steering Committee Established March 2016</p> <p>Strategy adopted September</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
	IDA Ireland Enterprise Ireland	Strategy prepared and adopted  Digital Strategy to include 6 key actions areas for implementation over 3 year period.	Strategy prepared and adopted  6 monthly monitoring and review	2016 with a clearly set out timeframe for implementation of key actions identified in the strategy.

### **Strategic issues for Objective 2.2 – Ancillary services to support enterprise**

a) Cavan Town is well serviced by high speed broadband including access to the Metropolitan Area Network (MANS) and more recently has been chosen as a pilot town for SIRO, a joint venture initiative between ESB and Vodafone which uses ESB’s existing infrastructure and will deliver 100% fibre to the building directly, offering speeds of up to 1 Gigabit. Other service providers will offer similar speeds. It is essential that we take advantage of access to such high broadband speeds and use it to build upon Cavan Town’s competitive advantage. This needs to be done in a collaborative manner by working closely with both the service providers and end users and ensuring the necessary infrastructure, training and other relevant resources are in place. The development and implementation of a Digital Strategy for the County will set out clearly how we can work with a network of development agencies and ‘end users’ to help develop and market Cavan as a digital hub and realise the full potential of economic development, job creation and competitiveness in Cavan Town and throughout the County.

## Goal 3: We will promote and develop indigenous enterprise

### Objective 3.1: Developing and Embedding Entrepreneurial Culture

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Promoting new business start-ups / Enterprise expansion through advice, training, mentoring and financial supports including Back to Work Enterprise Supports	<b>Lead:</b> Cavan County Council, Cavan LEO  <b>Support:</b> BIL LEADER EI Microfinance Ireland	2016 (ongoing)	Businesses receiving financial support  Participation on training programmes  Businesses availing of mentoring support	Number of businesses financially supported by LEO.  Number of participants on enterprise related training programmes.  Number of businesses availing of mentoring supports.
b) Promotion of entrepreneurial initiatives including schools enterprise programmes and enterprise awards, including Ireland's Best Young Entrepreneur Programme (IBYE)	<b>Lead:</b> CCC Cavan LEO  <b>Support:</b> Enterprise Ireland Second level schools	2016 (ongoing)	Students participating in enterprise initiatives	Number of participants in student enterprise initiatives

#### Strategic issues for objective 3.1 – Developing and embedding entrepreneurial culture

a) The Local Enterprise Office (LEO) in Cavan County Council is the first point of contact for people looking to start or grow a business. The LEO provides a full range of supports to small business including information, advice, enterprise related training, specialist mentoring and financial assistance to priority sectors.

b) One of the key aims of the Local Enterprise Office is to encourage and foster a culture of entrepreneurship. It achieves this through a range of actions from running student enterprise initiatives in second level schools to organising local enterprise awards that recognise and highlight the contributions entrepreneurs make to the local economy. Competitions include County Enterprise awards and the most recent Ireland's Best Young Entrepreneur competition. Throughout the lifetime of this plan a culture of entrepreneurship will continue to be fostered by the LEO.

### Objective 3.2: Business Networking and Clustering

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Facilitation and support of a range of business networks, including Cavan Business Women's Club (CBWC) and PLATO (East Border Region) Network	<b>Lead:</b> Cavan County Council, Cavan LEO <b>Support:</b> Louth, Meath, Monaghan CCs, LEOs	2016-2021	Networks supported	Number of events held  Participation numbers
b) Upper Shannon Erne Future Economy project (USEFE)	<b>Lead:</b> Leitrim County Council <b>Support:</b> Cavan, Longford and Roscommon County Councils	2016-2017	Continued engagement with the project	Number of local businesses engaged in USEFE project  Amount of funding leveraged
c) Participation in cross border networks and partnerships to develop strategic projects	<b>Lead:</b> CCC <b>Support:</b> ICBAN	2016-2021	Continued engagement with networks	Number of proposals progressed
d) Promote clusters (e.g. food & agri business, building materials and e-commerce) to help	<b>Lead:</b> Cavan County Council, Cavan LEO	2016-2021	Identification of potential clusters  Development	Number of clusters identified and assisted

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
create critical mass	<b>Support:</b> Enterprise Ireland  InterTrade Ireland		of strategy	

### Strategic issues for objective 3.2 – Business networking and clustering

a) The importance of networking for local businesses cannot be underestimated. The Local Enterprise Office will continue to facilitate key business networks including the Cavan Business Women’s Club. Cavan Business Women’s Club is a professional business women’s network which aims to empower, motivate and showcase its members and their businesses. In 2015, the LEO in conjunction with neighbouring LEOs in Monaghan, Louth, and Meath established a revitalised PLATO East Border Region business network. The PLATO business network provides SMEs (including micro-scale enterprises) with networking and management development opportunities. The PLATO Network is comprised of separate groups of 12-15 microenterprises and small businesses interested in growing their businesses and learning from larger companies in the region.

b) The Upper Shannon Erne Future Economy Project is a joint initiative between Bord 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, particularly in relation to the co-operation measure of the LEADER strategy.

c) Cavan County Council will continue to engage with agencies and bodies on a cross border basis with a view to developing new projects and securing funding for these.

d) In order to build greater critical mass in key local sectors, the local authority will seek to assist the development of clusters, particularly in areas where there are already key players such as food/agri-tourism and building materials.

#### Goal 4: We will encourage innovation/research & development

##### Objective 4.1: Promoting, Supporting and Resourcing Innovation

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
<p>a) Delivery of information events and information supports which promote R&amp;D and innovation in companies in Cavan</p> <p>Creation of linkage(s) with innovation specialists at Universities and in private practice</p>	<p><b>Lead:</b> Cavan County Council, Cavan LEO</p> <p><b>Support:</b></p> <p>InterTrade Ireland</p> <p>Universities &amp; ITs</p> <p>Innovation Consultants</p> <p>Special EU Programmes Body</p> <p>CITC</p> <p>Scottish Enterprise</p>	2016-2020	<p>Workshops held</p> <p>Businesses engaged</p>	<p>Number of events held</p> <p>Number of linkages developed with third level institutes</p>
<p>b) Encourage companies to avail of cross-border and European programmes, such as Fusion and TARGET (Northern Periphery and Arctic Programme)</p>	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b></p> <p>Enterprise Ireland</p> <p>Intertrade Ireland</p> <p>Transnational partners</p>	2016-2018	Information sharing events	Numbers participating in programmes

## Strategic issues for objective 4.1 – Promoting, Supporting and Resourcing Innovation

- a) Cavan County Council, through the Cavan LEO will continue to encourage business in the county to invest time and resources in product and process development. In the case of micro and small business a key focus will be on encouraging first engagement with third level colleges, relevant to their sector. The aim is also to help identify and impart best practice in the area of new product development to ambitious enterprises.
- b) The LEO will engage with local firms to identify appropriate supports that can assist them grow and expand and in particular give them a competitive advantage in the market. A key objective is to encourage local business to engage in relevant cross border programmes and initiatives that can help them identify opportunities to expand and which will assist them in improving their product offering.

### Objective 4.2: Focus on Renewable Energy & Sustainable Technologies

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Support the development and growth of renewable energy and sustainable technology industries in the county <sup>4</sup>	<b>Lead:</b> Cavan County Council  <b>Support:</b> SEAI	2016-2021	Training and development supports for related activities	Number of businesses supported
b) Further development of cross border and international partnerships to support	<b>Lead:</b> CITC, Cavan County Council	2018-2021	Ongoing engagement	Number of firms benefitting from

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<sup>4</sup> Renewable energy (sources) or RES capture their energy from existing flows of energy, from on-going natural processes, such as sunshine, wind, flowing water, biological processes, and geothermal heat flows. (Source: Science Daily). The term “Sustainable Technology” describes technologies that enable more valuable use of natural resources and greatly reduced ecological impact among other technological benefits. (Source: Sustainable Technology Capital)

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
the development of sustainable technologies	<b>Support:</b> South West College (NI)  Universities (including IT Sligo  Scottish Education partner			partnerships established
c) Work with SEAI to establish a Sustainable Energy Community [SEC] model in County Cavan	<b>Lead:</b> Cavan County Council  <b>Support:</b> Business Community  SEAI	2016-2019	Businesses identified  Network established  Targets agreed  Local actions/projects delivered	Energy reduction targets  Cost savings to public and private sectors

### **Strategic issues for objective 4.2 – Focus on Renewable energy and sustainable technologies**

a) The renewable energy and sustainable technology sectors provide huge opportunities for economic development and also presents significant potential to meet the objectives of sustainable development and for the overall objective of creating new jobs in the low carbon and green economy. As the market is still only developing, competent first movers can gain a significant advantage. Cavan County Council will work to support new start-ups in this sector.

b) Cavan Innovation & Technology Centre, through its 'CREST' programme, was at the forefront in supporting firms developing new sustainable products and offerings. The objective is to build on this past success and facilitate the transfer the knowledge in the third level sector to local firms who can use it to build new products and services.

c) Energy Demand is expected to rise globally by as much as 36% over the next 25 years. This challenge will affect all communities within County Cavan. To address this challenge it is essential we develop new means of delivering sustainable energy. Over the coming years Cavan County Council is committed to developing sustainable energy communities. A key innovation of the Sustainable Energy Community (SEC) is that it acts as a collaborative catalyst whereby public and private stakeholders, by leveraging resources at community level, can deliver cohesive and replicable sustainable energy resources and infrastructure. An SEC is a community committed to identifying their energy use, plan to make savings and are willing to take action and review the impacts. This enables national targets to be achieved and at a local level brings significant immediate benefits to the community.

## Goal 5: We will support businesses to expand and internationalise

### Objective 5.1: Focus on Exporting

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Support companies to increase their exports by: <ul style="list-style-type: none"> <li>-Facilitating them to avail of supports from InterTrade Ireland towards cross border trade</li> <li>- Encouraging greater engagement with Potential Exporters Division of EI and network of overseas offices</li> <li>- Prioritising funding for manufacturing and tradable service companies having potential to export</li> </ul>	<b>Lead:</b> Cavan County Council, Cavan LEO  <b>Support:</b> Enterprise Ireland  InterTrade Ireland	2016-2021	Businesses engaged in exporting  Businesses supported	Number of companies engaging in programmes to promote cross border trade and exporting

## 5. Strategic issues for Objective 5.1 – Focus on exports

a) A key objective of the Local Enterprise Office is to grow the number of firms exporting from the county. Such firms can grow without displacing other local businesses, and as such are a key driver of additional employment. The LEO will promote all support offered in this area from key support agencies like Enterprise Ireland and Intertrade Ireland and will assist firms with export potential to gain access to financial interventions. The LEO will also work closely with Enterprise Ireland to deliver on this objective.

### Objective 5.2: Access to Capital

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Assist companies to access finance by: <ul style="list-style-type: none"> <li>• Liaising with banking sector, including the Strategic Banking Corporation of Ireland (SBCI) and Microfinance Ireland</li> <li>• Encouraging firms to avail of services such as the Credit Review Office</li> <li>• Promoting the Employment Investment &amp; Incentive Scheme (EIIS) and the 'SURE' Startup tax refund scheme</li> </ul>	<b>Lead:</b> Cavan County Council, Cavan LEO  <b>Support:</b> Commercial Banks Strategic Banking Corporation of Ireland Private investors Enterprise Ireland Private Investors Seed/Venture Funds	2016-2021	Businesses supported in accessing capital	No. of businesses supported in accessing capital

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
<ul style="list-style-type: none"> <li>Promoting access to investment capital through established investment networks</li> </ul>				

### Strategic issues for Objective 5.2 – Access to capital

a) Access to capital has continued to be one of the key constraining factors for growing business. The Local Enterprise Office will continue to engage with the local banking sector, Microfinance Ireland, the Strategic Banking Corporation of Ireland and Business Angel Networks to help find the most appropriate funding fit for relevant clients.

### Goal 6: We will concentrate on the development of key niche areas

#### Objective 6.1: Food Development

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
a) Develop and implement a Food Strategy for the County which will facilitate a more co-ordinated and collaborative approach to the promotion and development of the 'Cavan Food	<b>Lead:</b> Cavan County Council <b>Support:</b> Bord Bia Enterprise Ireland Teagasc Retailers	Jan 2016 - Dec 2016	Consultations with key stakeholders Q1 2016 Draft strategy for consultation June 2016 Completion of strategy	Completion and launch of food strategy December 2016

Product' and which builds on the Taste of Cavan	Food Service Operators Producers		December 2016	
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### Strategic issues for Objective 6.1 – Food Development

a) There are only a small number of counties in the country that have a dedicated Food Strategy. The success of the 'Taste of Cavan Festival' has clearly demonstrated the huge potential within the county to further develop and promote the 'food product' in Cavan. Developing a Food Strategy for the county will facilitate a more co-ordinated and collaborative approach to strengthening our current food initiatives, encourage new activity and to support all stakeholders in the food sector by creating a structured environment of them to grow and develop.

The preparation of a dedicated Food Strategy for the County presents us with an opportunity to consult with key stakeholders involved in the food industry - producers, suppliers, restaurants, retail - SMEs involved in food tourism business etc. Analysing the findings from this consultation will help us develop a vision for the County, develop a number of strategic priorities and objectives and set a number of short, medium and long term goals for delivery. Engaging with key stakeholders from the outset will enable the development of a strategy that is Cavan specific, one which builds on our unique selling points and which will encourage engagement with the implementation of the strategy.

### Objective 6.2: Development of Tourism Product and Tourism Marketing

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Development of a new Tourism Strategy for County Cavan	Lead: Cavan County Council	2016-2018	Strategy under development	New Tourism Strategy in place

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
2016–2018, including a reimagining and review of the “This is Cavan” brand				New strategy in place for use and further promotion of “This is Cavan” brand
b) Develop new and innovative visitor facilities and interpretation at Cavan Burren Park to enhance visitor experience	<b>Lead:</b> Cavan County Council  <b>Support:</b> Coillte  Fáilte Ireland  Marble Arch Caves UNESCO Global Geopark	2016 - 2017	Recognition of the site as part of Fáilte Ireland’s ‘Ireland’s Ancient East’ campaign	Increased visitor numbers to the park
c) Enhance visitor attraction potential of Castlesaunderson to complement the redevelopment of the Ulster Canal	<b>Lead:</b> Cavan County Council  <b>Support:</b> Fáilte Ireland, Coillte, Waterways Ireland, Fermanagh and Omagh District Council, Monaghan County Council, Scouting Ireland, Angling Community, Youth and early years sectors	2016 - study tender  2017 - funding application  Capital work completed 2019	Completion of scoping study  Planning application  Funding sourced  Tender for capital works  Project launch	New attractions in place and launched/opened  Increase in visitor numbers to Castlesaunderson
d) Develop and Implement masterplan to upgrade facilities at	<b>Lead:</b> Cavan County	2016-2019	Plan in place  Works	New facilities in place and being

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
Killykeen Forest Park, Continue to promote and further develop other Coillte forest parks in County Cavan (Bailieboro, Bawnboy, Deerpark, Dun-a-rí and Burren)	Council/Coillte <b>Support:</b> Coillte Fáilte Ireland Local Communities		underway to develop and upgrade facilities	utilised Increase in numbers visiting Killykeen
e) Enhance, upgrade and promote the visitor experience at Cavan County Museum	<b>Lead:</b> Cavan County Council, County Museum <b>Support:</b> Department of Arts, Heritage and the Gaeltacht Fáilte Ireland	2016-2021	Installation of new technologies, exhibitions and interpretation	Increase in visitor numbers to the Museum
f) Development of Angling Strategy for County Cavan  Explore opportunities to promote Angling in Cavan and the region in conjunction with neighbouring counties	<b>Lead:</b> Cavan County Council <b>Support:</b> Inland Fisheries Ireland, Local Angling groups	2016-2018	Works to improve access to rivers and lakes	Strategy in place Increase in angling tourist numbers Increase in numbers participating in angling
g) Engage in and promote the restoration of the Ulster Canal (2.5 km section from the Shannon-Erne waterway to Castle Saunderson)	<b>Lead:</b> Waterways Ireland <b>Support:</b> Cavan and Monaghan County Councils, Armagh City, Banbridge and Craigavon	2016-2020	Restoration underway Promotional activities undertaken	Increase in numbers using the waterway and partaking in water sports

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
	Borough Council			
<p>h) Improve walking infrastructure by developing new medium and long-distance way-marked walking routes</p> <p>Develop Greenways and develop an overall Greenway Strategy</p> <p>Further develop and promote Blueways in Cavan</p>	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b> Fáilte Ireland, local communities, Cavan Sports Partnership</p>	2016-2021	<p>Routes identified</p> <p>Funding secured</p> <p>Capital works</p> <p>Greenway strategy developed with strategic routes prioritised</p> <p>Blueways developed and promoted</p>	<p>Increase the number of way-marked walks</p> <p>Length of Greenways developed</p> <p>Increase in numbers walking</p> <p>Increase in numbers cycling</p> <p>Increase in water based recreational use</p>
i) Ongoing development of Marble Arch Caves Global Geopark	<b>Lead:</b> Cavan County Council	2016-2020	Ongoing product development, guides and events	<p>Number of events held</p> <p>Increase in visitor numbers</p>
j) Raise profile of the County via the main festivals and events taking place i.e. The annual Taste of Cavan Food Festival, Heritage Week, Culture Night and Cavan Walking Festival	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b> Community Groups, Festival Committees, Local producers, Cavan Sports Partnership</p>	2016-2021	Flagship events held	A minimum of three flagship events will be held in the county for each year of the plan
k) Smarter Travel	<b>Lead:</b> Cavan	2016-2021	Deliver Smarter	Increase in number

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
Initiatives	County Council  <b>Support:</b> Department of Transport, Tourism and Sport		Travel Areas projects	of people using bicycle or walking as a method of commuting Length of new cycle-paths developed under the programme

### **Strategic issues for Objective 6.2 – developing tourism product and tourism marketing**

The last number of years have been very positive for tourism in County Cavan. Recent investments by Cavan County Council at Cavan Burren Park, World War I Trench Experience at the Cavan County Museum, new marina at Belturbet and the development of a tourist office and visitor experience at the Market House, Blacklion as well as improvements at amenity areas such as the Shannon Pot, Moneygashel, Cashel and Lough MacNea have significantly improved the tourism product offering in the county. Other initiatives such as the Taste of Cavan Food Festival, Cavan Walking Festival, Cavan Heritage Week, Culture Night and Run with Catherina all support the tourism industry. Tourism has been identified as a growth area for the county's economy with huge potential. Cavan County Council will commit to developing a new Tourism Strategy to co-ordinate activity in this area and bring a strategic approach to tourism product development and marketing.

This will include a reimagining and review of the 'This is Cavan' brand. The brand has been generally well received by national agencies, tourists and trade/community alike and has positioned the county as a confident, contemporary destination with accommodation and restaurants amongst the best in the country. The creation of the brand saw ancillary online mediums created through which 'This is Cavan!' is promoted. Social media, website, merchandise, signage and physical presence at trade shows has also helped with the positioning and acceptance of the brand. We will review how effective the branding has been and plot a course to further develop

the brand within the lifetime of the LECP. Within this review we will evaluate the social media strategy component of the brand.

b) Significant investment has already been made in Cavan Burren Park, which resulted in an interpretative centre, signage and walkways. It is the intention to further enhance the visitor experience at this important tourism location and heritage setting. Opportunities to leverage funding under programmes such as the PEACE IV programme and the LEADER programme will be pursued during the lifetime of the LECP.

c) Castlesaunderson Demesne is situated at a strategic cross border location. Cavan County Council has already worked in partnership with Scouting Ireland to develop the Scouting Centre, which has succeeded in bringing approximately 22,000 bed-nights to this world-class centre in 2014. The Scouting Ireland centre is located on 30 acres with the remaining 70 acres of the historic estate in the ownership of Cavan County Council. Cavan County Council proposes to develop the remaining acreage as a tourism product with international appeal. The development of the boat house, jetty, trails, signage, interpretation and playground facilities at Castlesaunderson will increase visitors to the site. This project received significant funding under the previous PEACE programme and all opportunities to source additional funding to further develop the site will be pursued.

d) Killykeen Forest Park has significant potential for development due to its size (approx 240 hectares) and proximity to the Hub of Cavan Town. To date it has been underdeveloped with minimal investment over the years. Cavan County Council will work closely with Coillte in the development and implementation of a masterplan for Killykeen over the lifetime of this LECP. Opportunities to secure funding for this project will be pursued in order to implement the masterplan for Killykeen.

In addition, Cavan County Council will work with Coillte and local communities to further develop forest parks in the county, including Castle Lake in Bailieborough, Bawnboy, Dun a Rí in Kingscourt and Deerpark in Virginia. These parks are very important local amenities, for their heritage and biodiversity value and as a tourism asset for the county. The type of development that will be considered will include cycling and walking tracks, signage, art installations, jetties, and other facilities.

e) The County Museum is a prestigious asset for the county, combining exhibition galleries, art exhibition space, the World War I Trench Experience, and Peace Garden with diverse programming in arts, heritage, talks, events and links to groups at local level, nationally and on a cross border basis. Specific plans for enhancing the visitor experience at the museum will centre on new technologies and improving services to increase capacity and visitor numbers.

f) Local communities and angling clubs, in partnership with Inland Fisheries Ireland in some cases, host at least 14 angling festivals throughout the year in County Cavan. These festivals are very important to the county, and in particular to rural parts of the county, delivering significant returns to the local economies of towns such as Arvagh, Cootehill, Killeshandra, Ballyconnell, Belturbet, and Lough Gowna. Anglers still represent approximately 33% of overseas visitors to the county annually and are one of the most important markets. The angling product has not seen any significant investment since 2007/2008 when NDP funds were available to the council from Fáilte Ireland. The development of a new Angling Strategy for County Cavan 2016 – 2018 will assist in the promotion and development of this sector of the tourism economy. It is envisaged that the strategy will outline the actions and investment required to further develop the angling product in County Cavan.

We will continue to seek to promote Cavan and the unique angling experience it has to offer and will work with neighbouring counties to promote angling in the region where it is mutually beneficial to do so. An example of this policy is the joint commitment that in order to 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. We will also explore opportunities to undertake similar work with other bordering counties.

g) Cavan County Council will support Waterways Ireland and work with neighbouring local authorities to develop the section of the Ulster Canal which starts at Castlesaunderson. This is an important project in terms of developing further waterways and also providing another strategic link to Castlesaunderson which will ultimately increase visitor numbers to the attraction.

h) During the lifetime of this plan measures will be taken to improve and further develop the county's walking infrastructure by working to enhance existing walking trails, develop new medium and long distance way-marked walking routes and Greenways. The benefits of walking and the development of walking trails within the county are many and there are significant benefits to individuals, local communities and the economy of the county. Benefits for individuals and local communities include health, leisure, social and environmental benefits. A number of national policies such as the Healthy Ireland initiative emphasise the importance of walking and more active lifestyles for the entire population, given the accessibility of walking to all members of the community.

National strategies such as the National Countryside Recreation Strategy and the Irish Trails Strategy have promoted the benefits of walking and provide a framework for the development of walking trails and routes. The local Sports Partnership has as one of its core objectives to increase participation in Sports in the county. The development of walking trails, Greenways and Blueways are an important element of this strategy. As part of the public consultation process which informed the LECF, the development of walking trails was identified as an important action.

i) In order to build on and derive further economic benefit from the Marble Arch Caves UNESCO Global Geopark, which is situated in Counties Cavan and Fermanagh, we will work in a collaborative manner with Fermanagh and Omagh District Council. We will do this by further developing and marketing the Geopark in both counties. Cavan County Council and Fermanagh and Omagh District Council have committed to working together to jointly promote and further develop the Geopark and examine all opportunities to leverage funding to this end.

j) It is intended to further raise the profile of the County via the main festivals and events taking place such as the annual Taste of Cavan Food Festival and Cavan Walking Festival. The Taste of Cavan Food Festival in August 2015 saw over 37,000

visitors with a benefit of €1.5m to the local economy. The Cavan Walking Festival has been running annually for five years and attracts approximately 1,200 people to the various walks. Other important events include Culture Night (2,161 attendees and 220 participating artists in 29 events in 2015) and Heritage Week (1,500 participants). There are further opportunities to promote the county through festivals and this plan commits to the supporting of a minimum of three flagship events in the county each year over the lifetime of the plan.

k) Cavan has previously benefited from Smarter Travel initiatives with funding from Department of Transport, Tourism and Sport being invested in cycle and bus shelters. We will explore further opportunities to make cycling and walking the first preference for short commuter and leisure trips in Cavan town and to leverage funding for the infrastructural developments required to achieve this aim.

### Objective 6.3 Support artistic excellence and professional development in the arts

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Provide a range of supports directly to artists to develop their potential including: <ul style="list-style-type: none"> <li>Professional Arts Awards</li> <li>Artist in Residence</li> <li>Director in Residence</li> <li>Training for artists</li> </ul>	<b>Lead:</b> Cavan County Council Arts Office  <b>Support:</b> Arts Council, Town Hall, Tyrone Guthrie Centre and other arts centres, Ramor Theatre, Create, The Ark, Business to Arts and other arts specific national agencies	Sept 2016  March 2017 (Director in Residence)	Annual call for Arts Awards  Annual call for Professional Development Awards  Training opportunities offered  Annual Bullock Lane residencies	Number and value of awards allocated annually  Numbers participating in training  Number of performances  Progression of Cavan Artists to national and international funding
b) Raise the public profile of the arts	<b>Lead:</b> Cavan County Council	Ongoing	National reviews	Number of events/projects

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
<p>mainly via</p> <ul style="list-style-type: none"> <li>Marketing of the arts; and</li> <li>Digital archive work</li> </ul>	<p>Arts Office</p> <p><b>Support:</b> Media, Library, County Museum, Community groups with an arts interest, arts festivals, Traveller and other organisations</p>	<p>Archive available from June 2016</p>	<p>Local media coverage</p> <p>Awards</p>	<p>Archive of arts activity</p> <p>Audience figures</p> <p>Number of communities engaging on ongoing initiatives including Culture Night, Public Art and other programmes</p>
<p>c) Consolidate and build on strategic partnerships across all art forms.</p> <ul style="list-style-type: none"> <li>Percent for Arts Scheme</li> <li>Cross discipline collaboration</li> <li>Cross departmental work</li> <li>Local business networks</li> <li>Project work with other cultural providers including with the Creative</li> </ul>	<p><b>Lead:</b> Cavan County Council Arts Office</p> <p><b>Support:</b> Arts Council, Government Departments, Visual Arts Ireland, CMETB, Arts Council of Northern Ireland, UCD and other Education Institutions Specific community groups and</p>	<p>Ongoing</p>	<p>Working groups/ steering committees established under Percent for Art Scheme</p> <p>Network with other Local Authorities</p>	<p>Number of Capital Projects under Percent for Art Scheme</p> <p>Number of projects developed with partners</p> <p>Level of funding leveraged</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
Industries	arts specialists			
d) Transform Town Hall Cavan into a contemporary arts space and production house encouraging artistic excellence among local, national and International artists	<p><b>Lead:</b> Cavan Arts and Culture Centre Limited. TransART, Gonzo Theatre, Youth Gonzo</p> <p><b>Support:</b> Cavan County Council, Cavan Arts, Cavan Tourism, Cavan Chamber</p>	2015-2021	<p>Unique Brand identity for advertising</p> <p>Establish a Social media presence</p> <p>Securing extension to current lease</p> <p>Seasonal programme launches</p> <p>Participation in 1916 commemorations</p> <p>Culture Night events</p> <p>In house theatre company established</p> <p>Become a member of Cavan</p>	<p>Capital works</p> <p>Number of events organised by or hosted at Town Hall Cavan per quarter</p> <p>Audience figures (ticket sales) including number of schools visits</p> <p>Number of followers/likes on social media platforms</p> <p>New theatre output</p> <p>Community engagement as measured by number of volunteers, bookings by community groups etc</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
			Chamber  Adopting the Governance Code  Successful funding applications	

**Strategic issues for Objective 6.3**

- a) Opportunities for artists in Cavan have traditionally been less than elsewhere due to the historic factor of its rural, border position. Artists require ongoing motivation and support to seek alternative funding beyond Cavan County Council. In addition artists often work in isolation and on solo projects. This isolation, necessary for their work, can make effective communication and branding more problematic.
- b) Supports in the area of marketing and developing their work are essential for individual artists, along with marketing of the arts in general. Further work is also required to raise the profile of the arts generally in the county in order for the Arts to fully realise its potential and to achieve more engagement from the general public.
- c) Partnership building and maintenance is time consuming. Such strategic partnerships help to leverage funding for the county, support the career progression opportunities of local artists, and the profile of the arts in Cavan. The level of 'Percent for Art' funding has diminished due to the lack of capital investment. This is an external factor outside our control. However, in order to address the diminishing of central funding for the Arts, new opportunities will be examined to secure additional funding via programmes such as LEADER and the PEACE programme.
- d) The development of the Town Hall as a contemporary arts space, via an artist-led initiative will significantly enhance the environment for making great art in

Cavan. It will also support the ambition of building on arts audiences in Cavan. Over the life of the LECP it is intended to transform Town Hall Cavan into a contemporary arts space which will encourage artistic excellence.

#### Objective 6.4: Development and promotion of Equestrian activities

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Support the development of the equestrian industry in the county	<b>Lead:</b> Cavan County Council  <b>Support:</b> Local Equestrian Centres	Ongoing	Infrastructural development  Programming development	Amount of projects supported

#### Strategic issues for objective 6.4 – Development and promotion of Equestrian Activities

a) Cavan County Council recognises the contribution made to the local economy by equestrian activities and is committed to supporting the expansion of this sector over the coming years. In particular, the LEADER programme could support equestrian projects and funding proposals which seek to further support and develop the equestrian industry will be encouraged and supported. There also is a demand for equine tourism and Cavan County Council will continue to promote equestrian tourism in the county.

## Goal 7: We will provide quality employment, education & training services

### Objective 7.1: Matching Skillsets and Job Opportunities

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Undertake a skills requirement audit amongst employers (initially on a sectoral basis) to identify needs and deliver programmes to meet needs	<b>Lead:</b> CMETB  <b>Support:</b> Cavan County Council  CITC  North East Regional Skills Forum	2016-2020	Research report compiled  Skill deficit identified  New programmes devised to address needs	Audit undertaken  No. of new training programmes rolled out to meet needs of employers
b) Promote and deliver apprenticeship programmes in key identified trades e.g. engineering, welding	<b>Lead:</b> CMETB  <b>Support:</b> Cavan County Council  CITC	2016-2020	Delivery of existing Apprenticeships  Contribution to the development of new Apprenticeships  Delivery of new Apprenticeships	Audit and Analysis undertaken of Local and National Skills Needs  Increase in delivery of Apprenticeship Programmes - existing and new
c) Education & Training Partnerships/Alliances  Develop strategic	<b>Lead:</b> CMETB / CITC  <b>Support:</b> Ulster	2016 - 2020	Strategic Partnerships to be formed with Third Level Institutes within the	Monitored Delivery of planning objectives of Strategic Partnerships with Third Level Institutes

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
<p>partnerships, local and cross-border, to address deficiencies in access to third level accredited education and training necessary to support enterprise and economic development throughout the county</p>	<p>University DKIT IT Sligo South West College</p>		<p>Region  Cross Border Education and Training Partnerships to be formed  Alliances to be established with Regional Skills Forum</p>	<p>Monitored Delivery of planning objectives Cross Border Education and Training Partnerships  Overview maintained of planning objectives of Regional Skills Forum</p>
<p>d) Establish a course for clients who require support/intensive support to get them “job ready” to include:</p> <ul style="list-style-type: none"> <li>• Personal Development</li> <li>• Up to date job searching skills</li> <li>• Basic IT</li> <li>• CV and cover letter preparation</li> <li>• Interview skills</li> <li>• Literacy or English Language classes if required</li> </ul>	<p><b>Lead:</b> Department of Social Protection</p> <p><b>Support:</b> CMETB  Breffni integrated</p>	<p>2016- 2020</p>	<p>Consultation with key stakeholders CMETB and Breffni Integrated Q 1 2016  'Action for work' 3 week course  Continuous intake for DSP customers</p>	<p>Number of individuals supported and progressing to work</p>

## **Strategic issues for objective for 7.1 – matching skillsets and job opportunities**

- a) The objective here is to compile a database of all key employers in the county, and proceed to assess their future education and training needs. Once this exercise has been completed, we will then seek to put the necessary education and training programmes in place.
- b) CMETB will use apprenticeships to upskill people to meet local labour force demands. This training will be provided through existing apprenticeship schemes and through developing new apprenticeships. Training delivery will be informed by the skills audit action (7.1a).
- c) CMETB will seek to improve access to third level by working with a range of partners, both locally and on a cross border basis. This process will help to put in access to the types of third level qualification that are sought by local employers and necessary for local enterprise and economic development. This work will be supported through setting up of a North East Regional Skills Forum, an action identified in the regional Action Plan for Jobs.
- d) The Department of Social Protection will lead on this action to deliver intensive supports to clients to prepare them for the labour market. This will be in the form of a three week course with continuous intake, and replaces the former Job Club model. Actions under the STEPS programme run by Breffni Integrated and funded through SICAP will assist the delivery of this action. This is in addition to other supports provided by Breffni Integrated such as Progression from Recession.

### **Objective 7.2: Addressing Long Term Unemployment**

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
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<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Delivery of initiatives to provide advice, training and employment opportunities for long term unemployed	<b>Lead:</b> INTREO  <b>Support:</b> SEETEC/Network Personnel <sup>5</sup>  DSP  Solas (Momentum)  CITC  BIL	2016-2021	Initiatives delivered	Number of clients benefiting
b) Set up a support centre in West Cavan to support job seekers to access progression opportunities	<b>Lead:</b> CAMCAS	2017	Service established and advertised  Intake of clients  Job placements /progressions	Number of people using the service annually  Numbers progressing to employment, education or training

### **Strategic issues for objective for 7.2 – Addressing long term unemployment**

a) Intreo is a new 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. It will provide employment and income

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<sup>5</sup> Seetec Employment and Skills Ireland has been selected by the Department of Social Protection (DSP) to deliver JobPath in the Dublin, Border, and West regions and parts of the Mid-East and Midlands regions.

supports, expert advice and assistance on employment, training and personal development opportunities and self-service information facilities.

b) This action will deliver employment supports to the community of West Cavan through a dedicated employment resource centre to be established and managed by CAMCAS. The type of support provided will include CV and interview preparation, advice and information on opportunities.

## Goal 8: We will stimulate town renewal and help revive the retail sector

### Objective 8.1: Town/Village Renewal Initiative

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Develop and implement a Town Team Programme for a number of towns throughout the county. Key stakeholders identified to work collaboratively to develop a shared vision for the economic spatial and social/community development of the towns identified.	<b>Lead:</b> Cavan County Council  <b>Support:</b> Chambers of Commerce  Landlords  Tidy Towns  Gardai  BIL	2016 – Town Teams established in three towns   2017 – Town Teams established in three towns   2018 – Town Teams established in three towns	Terms of reference for Town Teams agreed Q1 2016   Town ‘Plan’ prepared for respective towns by mid 2016/2017/2018   Review progress on implementation of plans year end 2016/2017/2018	No of Town Teams established   Programme of work drafted and agreed by mid-year 2016/2017/2018   Number of actions delivered under each plan by year end 2016/2017/2018
b) Develop a project under the Rural Economic Development Zone [REDZ] initiative	<b>Lead:</b> Cavan County Council  <b>Support:</b> Local development groups	Depending on call for applications	Zone identified  Project developed  Application submitted  Funding secured	No of Projects delivered under the REDZ initiative

### Strategic issues for Objective 8.1 – Town/village renewal initiative

a) In recent times concern has been expressed about the wellbeing and vibrancy of many of the towns and villages throughout the County, particularly as part of the public consultation process which informed the formulation of the LECP. The towns and villages throughout our county provide a valuable range of retail and services. The establishment of the Town Teams will provide an opportunity for relevant

stakeholders to work together to develop a vision for their town and to encourage local communities to energise and reinvigorate their towns with the support of Cavan County Council and other key agencies and service providers.

The town teams will take responsibility for the preparation and implementation of town rejuvenation plans. The Town Teams will lead the development and delivery of initiatives and will be the driving force behind proposals to secure funding.

Opportunities for funding of projects developed, particularly under the LEADER programme will be explored and proposals will be developed to leverage funding.

Once the town plans have been adopted and implemented it is intended that they will breathe new life into the towns, help them to grow and prosper and that these towns will become places where people want to spend time and money; places that communities can be proud of.

The plans, as drawn up for each of the individual towns, will all be consistent in format. In addition, one overall Town Teams framework document will be agreed, which will set out the standard principles for engagement with Municipal District Committees, Strategic Policy Committees and Local Community Development Committee and key agencies, along with a consistent process for undertaking the delivery of actions by all Town Teams during plan preparation and in implementing the plans.

b) The Commission for the Economic Development of Rural Areas (CEDRA) highlighted the need for a new approach to planning at regional and local level in order to address many of the issues associated with the decline of rural Ireland. A series of REDZ (Rural Economic Development Zones) have been identified. These areas are based on functional, rather than administrative geographic areas, that reflect the spatial patterns of local economic development patterns. They are sub county zones within which most people live and work.

Under a new REDZ initiative, support will be given to successful projects that demonstrate how Local Authorities, working across administrative boundaries can design and implement projects that will have a positive impact on the economic development within the designated REDZ area. While projects will not be 100%

funded under the initiative the requirement to source match funding will help to foster a sense of ownership of the project and also ensure that Local Authorities and other interested stakeholders work together to develop and implement their project proposals. Cavan County Council will work in collaboration with adjoining Local Authorities to identify and implement a number of REDZ projects under future calls under this initiative.

### Objective 8.2: Revival of Retailing

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Examine potential to incentivise the reopening of vacant business premises	<b>Lead:</b> Cavan County Council  <b>Support:</b> Chambers of Commerce  Businesses/ Property owners	2016 - 2021	Identification of vacant premises  Examination of best practice models in other Local Authority areas	Reduction in number of vacant premises
b) Collaborate in facilitating and hosting a regional retail symposium to examine ways to revive and reinvigorate retailing at county and regional level	<b>Lead:</b> Cavan County Council  <b>Support:</b> Retail Excellence Ireland, Chambers of Commerce/ Town Teams/ other business interests	2016	Symposium organised and promoted	Numbers participating in regional symposium
c) Investigate potential of a countywide “Shop Local” campaign to support independent retailers	<b>Lead:</b> Cavan County Council  <b>Support:</b> Chambers of Commerce/ Town Teams/ other business	2016 - 2017	Campaign designed and underway	Number of businesses partaking in campaign

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
	interests			
d) Support Retailers to exploit opportunities presented by online trading	<b>Lead:</b> Cavan County Council, Cavan LEO <b>Support:</b> Chambers of Commerce/ Town Teams/ other business interests	2016+	Delivery of awareness campaign and training courses	Number of businesses partaking in training  Increase in number of businesses with an online presence
e) Seasonal initiatives such as Christmas markets (local crafts and food products)	<b>Lead:</b> Cavan Chamber of Commerce <b>Support:</b> Cavan County Council/ Town Teams	2016 - 2021	Planning meetings  Promotional work  Delivery of Markets	Delivery of Christmas market with a minimum of 10 stalls (8 businesses participating)  Yearly increase in stalls

### Strategic issues for Objective 8.2 – revival of retailing

- a) The Socio-Economic Statement demonstrates the importance of the retail sector to the economy of the county. In 2012 Cavan's retail sector employed 2,083 people in 738 active retail enterprises. One of the threats highlighted in the SWOT analysis was the shift in retail patterns, both to out of town centres and on-line. The PESTLE analysis also highlighted the border as an economic factor which can have a negative impact on the retail sector. Many retailers have also expressed concern at the decline in retail and footfall in towns and villages throughout the county. Competing pressures from online shopping, out of town retail and accessibility to larger retail and shopping centres have left many businesses vying for a share of a very competitive market. In order to address the issues Cavan County Council will examine the potential to incentivise reopening of vacant business premises.
- b) In addition to the above and through the implementation of a number of key actions in the LECP it is hoped to reverse this declining trend and to enable local retailers re-establish themselves and enjoy a marked improvement in their share

of the retail market. Another initiative proposed is to collaborate in facilitating and hosting a regional retail symposium to examine ways to revive and reinvigorate retailing, both at county and regional level.

- c) More localised initiatives such as a 'Shop Local Campaign' and seasonal initiatives will also have a positive impact on local retail. Any actions undertaken to enhance the revival of retailing will tie in closely with the Town Teams initiative which will also be a key action delivered under the Plan.
- d) Cavan County Council through the Local Enterprise Office will support retailers who wish to also develop an online sales strategy. Supports such as the Trading Online Vouchers to assist with the cost of establishing new e-commerce websites, and related training will be further developed and promoted.
- e) Cavan County Council will support Cavan and other Chambers of Commerce and the Town Teams in hosting seasonal initiatives such as Christmas markets in order to increase footfall in town centres at important times in the retail calendar, in order to boost retail and reinvigorate town centres.

## Community Plan

The purpose of the community elements of the LECP is to:

- Promote local and community development within the functional area of the LCDC; and
- Ensure the co-ordination of relevant public-funded local and community development actions in a way that addresses gaps, reduces duplication, targets available resources where they are most needed and maximises benefits for communities.

The focus of the community elements of the LECP is primarily on social and economic issues that have relevance and can be addressed at a community level, which involve community engagement or participation, which address the specific needs of communities and which identify areas of priority and indicate the most appropriate programmes or other resources to be linked with each particular priority

The community section of the Cavan LECP has four goals, aimed at developing safe, active and empowered communities; developing health and wellbeing; promoting social inclusion; and protecting natural resources/promoting culturally rich communities.

It involves a range of services including health, education, social protection, policing, and the local authority working in partnership with the community and business sectors. The involvement of the Public Participation Network in many of the actions is indicative of the important role it plays in linking, representing and supporting the community and voluntary sector. Overall the Community Plan places an emphasis on achieving equality and inclusion and enhancing quality of life of all people living in County Cavan.

Key policy documents that were consulted during the preparation of the community plan include: Age Friendly Ireland Statement of Strategy, Cavan Local Anti Poverty Social Inclusion Strategy, Cavan County Development Plan, Cavan Traveller Interagency Plan, Arts in Education Charter 2012, Better Outcomes, Brighter Futures, Putting People First, Healthy Ireland, All Ireland Traveller Health Study, the National Positive Ageing Strategy, the National Strategy to Reduce Suicide,

Developing the Arts in Ireland, National Public Library Strategy, National Action Plan for Social Inclusion 2007-2016, 20 Year Strategy for the Irish Language 2010-2030, HSE National Services Plan, the National Disability Strategy, National Strategy for Traveller/Roma Integration, National Youth Policy Framework, National Youth Work Strategy, Delivering Local Development: Ireland, 'Right To Read' Campaign, Irish Human Rights and Equality Commission Act (2014), National Disability Strategy Implementation Plan 2013-2015, Making Great Art Work

**Goal 9: We will support the ongoing development of safe, active and empowered communities.**

**Objective 9.1 Develop leadership and capacity within urban and rural communities to support their regeneration.**

<b>Actions</b>	<b>Lead and Support Partners</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Undertake Community audits  Part 1: Complete an audit of community facilities available across the county  Part 2: Complete an audit of community groups delivering projects and services in the community	<b>Lead:</b> Cavan County Council, PPN  <b>Support:</b> Community & Voluntary Sector  BIL (for SICAP areas)  FRCs	2016	Terms of reference and survey developed  Data analysed  Report published	1 directory of community projects, services and facilities produced and distributed  Data mapped and online
b) Develop a community hub for Cavan Town	<b>Lead:</b> Cavan County Council  <b>Support:</b> PPN	2020	Consultation  Planning application	Additional community space available in town centre

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
			Funding secured Capital Works Identification of services Publicity/Launch	serving a variety of groups
c) Deliver community development training and advice to the C&V sector to support their capacity. (especially in SICAP areas)	<b>Lead:</b> BIL  <b>Support:</b> County Childcare Committee  CMETB	2017	Pre-development work  Capacity development training  Evaluation  Follow up work with groups to assess their progress	Training delivered to 4 community development groups per year
d) Organise networking opportunities for local communities to explore thematic issues relating to the regeneration of their areas actively develop cross border links	<b>Lead:</b> BIL / PEACE Partnership  <b>Support:</b> PPN, FRCs, CCC, The Wheel, Leargas	2016-2021	Common issues identified Networking sessions organised	12 networking /animation events organised (2 per year of the plan)

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
e) Deliver the LEADER local development strategy for the county	<b>Lead:</b> LCDC <b>Implementing Body:</b> Breffni Integrated <b>Support:</b> Cavan County Council	2016-2020	Strategy launched Projects animated and funded.	Full allocation for Cavan committed
f) Deliver the Peace IV programme in Cavan to benefit target groups	<b>Lead:</b> Cavan Peace Partnership <b>Support:</b> Cavan County Council, Elected, SEUPB, Community and statutory and cross border bodies	2016-2020	Development of Peace IV Plan	Programme delivered  Progress indicators to be identified in Peace IV Plan

### Strategic Issues for Objective 9.1 – developing leadership and capacity

a) The need to either provide community facilities or to make improvements to existing centres was a common theme across the various consultation sessions for the plan. To enable progress in this area, we must first capture information on groups currently operating and the facilities available in each local area. The audit of community infrastructure will be a first step in identifying what is currently available at local level. It will update an audit that was completed in 2009. The analysis will enable us to identify where new facilities are needed, or where facilities require upgrading, which will support us to source and direct investment into the identified

communities on a priority basis. An audit of local projects and services will also be carried out as a way of gauging the level of activity across the county with an overall aim of avoiding duplication of efforts and achieving synergies and efficiencies.

b) A particular need was identified during the consultation process for additional community space in Cavan Town. Groups and service providers seek a community venue that is large enough to accommodate different groups and types of uses and within walking distance of the town centre. The audit of current infrastructure will inform this action. The Bridge Street Resource Centre is currently operating at 85% capacity and has had to decline groups looking for space on occasion.

c) While there is a strong community and voluntary sector in County Cavan, groups have varying levels of capacity and some require supports such as training and advice to develop and to enhance their impact in their local areas. Training will be targeted at groups and areas where obvious gaps in facilities and community development are identified through the audit process.

d) Many issues affecting local communities are common across geographic areas and would benefit from a joined-up and collaborative response. Networking opportunities between groups and areas will be organised to assist the groups to work together. Some of this work will take place through LEADER animation activity and some through the Public Participation Network. This would also be a common requirement for many of the funding streams that will be available from 2016, such as PEACE and INTERREG.

e) There is a need to capitalise on opportunities to access European funding opportunities to maximise the investment flowing to Cavan from a range of programmes. The local authority needs to be proactive in identifying needs, developing proposals, finding suitable partners, sourcing funding and implementing projects. There is significant potential to deliver outstanding projects for the county through European opportunities.

f) The Peace IV Programme will provide support to projects that contribute towards the promotion of greater levels of peace and reconciliation. It will place a strong emphasis on promoting cross-community relations and understanding in order to create a more cohesive society. The Programme will be launched in 2016. Like

predecessor programmes, Peace IV will have target groups of people who have been disadvantaged by the Northern Ireland conflict.

**Objective 9.2 Support and harness volunteerism within the county and support active citizenship structures.**

<b>Actions</b>	<b>Lead and Support Partners</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Support and develop the Public Participation Network (PPN) with staff resources and office space	<b>Lead:</b> Cavan County Council  <b>Support:</b> PPN, Community & Voluntary Sector, Department of Environment	2016-2021	Review of community groups affiliated to the PPN  AGM held  Elections held  Representation on committees	PPN staff resource in place  1 PPN office  Number of active members  Diversity of participation
b) Set up a Volunteer Information Service within the County	<b>Lead:</b> PPN and Cavan County Council  <b>Support:</b> Community & voluntary sector, FRCs, Cavan Library Services, Volunteer Ireland, Schools (TY), Older Person's Council	2016	Networking meeting with similar service in other counties  Set up a Volunteer Forum  Develop website  Launch event to coincide with Volunteer Awareness Week	Volunteer service active in placing volunteers with C&V groups    Growth in numbers of volunteers in the county

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
c) Implement a small grant scheme for community and voluntary groups on an annual basis	<b>Lead:</b> Cavan County Council  <b>Support:</b> PPN, community and voluntary sector	2016-2021	Grant scheme announced annually  Application process  Decisions at Municipal District  Reported in Annual Report	Number of groups awarded a grant

**Strategic Issues for Objective 9.2:**

a) The PPN structure was established under the 2014 local government reform process as a means of improving citizen engagement with local government. It is the main link through which the local authority connects with the community and voluntary, social inclusion and environmental sectors. In order to operate effectively, Cavan PPN needs a staff resource to administer the network and communicate with the 500+ members. We will keep a staff resource and office space in place for the PPN for the lifetime of this plan in recognition of the important role the PPN plays in mobilising community representation.

b) The lack of a volunteer support structure was specifically identified in consultations for the LECF. There is no organisation in the county currently fulfilling this function. There is anecdotal evidence to suggest that community groups would benefit from additional volunteers, and while many people are interested in volunteering their time and skills, there is no formal system to match and place volunteers with groups. A volunteer information service would help to stimulate volunteerism and bring much needed supports and skills to groups operating at local level. In the longer term, we will seek to expand this service to become a full Volunteer Bureau which would provide a range of training and other supports to volunteers in the county. In addition, we will consider the possibility of establishing a mentoring programme for volunteers. It has been recognised that volunteers require additional resources, including training, as they are working as employers in heavily

regulated sectors, such as Childcare and youth. Volunteers have serious legal responsibilities as directors of community companies and we need to ensure that the proper support structures are in place to harness volunteers and ensure that the regulatory framework does not act as a barrier to volunteers working in the community.

c) Cavan County Council is committed to continuing a community and voluntary small grants programme as a means of supporting local activity. This action references the Corporate Plan's strategic objectives of promoting active citizenship and supporting community initiatives.

### Objective 9.3 Develop measures to enhance safety and security at local level

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
a) Develop and implement a JPC plan following a research and consultation process	<b>Lead:</b> JPC <b>Support:</b> An Garda Síochána, Cavan County Council, Elected Representatives, Community & Voluntary Sector, Garda 365 Programme	2016	Data gathered systematically  Research study/consultation event or documented discussion at JPC level  Plan published  Annual workplan	Plan developed  Performance indicators will be contained in the plan
b) Set up new and support existing community crime prevention and safety initiatives across the County	<b>Lead:</b> Muintir na Tíre <b>Support:</b> An Garda Síochána, Cavan County Council, PPN,	2016-2021	Networking event for all community safety schemes  Promotion and media coverage of new schemes	An increase in the number of new schemes established by the end of the plan (currently 46 schemes in

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
For example, Community Alert / Neighbourhood Watch Schemes, 'Lend a Hand' Initiatives	Older People's Council, Joint Policing Committee, Breffni Integrated Ltd (in SICAP areas), Macra na Feirme, Business Watch, Colledge Care, Farm organisations			operation) Provision of information sessions and leaflets on safety and security particularly targeting vulnerable groups

**Strategic Issues for Objective 9.3:**

(a) The strategic focus of this action stems from the revised national guidelines for setting up Joint Policing Committees which state that these committees must develop a six year strategic plan. The purpose of the JPC is to develop greater consultation, co-operation and synergy on policing and crime issues between An Garda Síochána, Local Authorities and elected local representatives. JPCs also facilitate the participation of the community and voluntary sectors.

(b) Safety and security issues were identified as a priority in research carried out through Cavan Age Friendly Alliance in 2014. A study completed through the Netwell Centre in Dundalk Institute of Technology makes specific recommendations around encouraging uptake of Crime Prevention Initiatives and provision of information to vulnerable groups. Members of the public also voiced security concerns in local areas at public consultations and there was a call for greater promotion of Community Alert and more encouragement for volunteering generally. Issues such as the closure of local Garda stations and illegal drug use were identified as challenges for the community.

**Objective 9.4 Develop an integrated response to the needs of young people, helping them to reach their full potential**

<b>Actions</b>	<b>Lead and Support Partners</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Support the implementation of the Children and Young People's Services Committee plan to improve co-ordination of services for young people	<p><b>Lead:</b> Children and Young People's Services Committee</p> <p><b>Support:</b> TUSLA, HSE, CMETB County Childcare Committees FRCs Cavan and Monaghan County Councils Local Development Companies and other CYPSC members</p>	2016-2019	<p>Launch of CYPSC three year plan</p> <p>Delivery of actions</p> <p>Communication</p> <p>Evaluation</p> <p>Establishment of a subgroup for Cavan</p>	<p>Children's Services Committee operational with Cavan representation</p> <p>Strategic Plan Developed</p> <p>Performance indicators to be set out in CYPSC plan</p>
b) Establish a Youth Network in the county	<p><b>Lead:</b> CMETB</p> <p><b>Support:</b> Voluntary youth services,</p>	<b>To be established in 2016</b>	<p>Inaugural meeting</p> <p>Marketing of the Network</p> <p>Consultation</p>	Youth Network established and meeting regularly

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
	Cavan County Council, FRCs, School Completion, Youthreach, HSE, TUSLA, ISPC, Foroige, Youth Work Ireland. Cavan Library Service Macra na Feirme Comhairle na nOg		events	Number of youth groups engaging
c) Develop a Youth Work Plan for County Cavan	<b>Lead:</b> CMETB <b>Support:</b> Voluntary youth services, CYPSC, FRCs	2016-2017	Terms of reference developed Research conducted	Plan developed and implemented
d) Support the early childhood care and education sector in the county through funding, advice and networking	<b>Lead:</b> Cavan County Childcare Committee <b>Support:</b> Early years sector HSE with other relevant partners (e.g. NEPs)	<b>2016-2021</b>	Structural supports available Curriculum supports available	ECCE programme TEC programme CCS programme Number of childcare providers receiving support

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
e) Support Comhairle na nÓg as a youth voice within the County	<b>Lead:</b> Cavan County Council  <b>Support:</b> Schools, PPN	Comhairle na nÓg will be maintained over the lifetime of the LECP	Biannual elections for Comhairle Committee Monthly meetings and AGM held	Establishment of 12-15 age group  30 members participating

### **Strategic issues for objective 9.4 - Developing an integrated response to the needs of young people**

There have been some very positive recent developments of relevance to young people in the county including the opening of Youth Cafés in Cootehill, Killeshandra and youth facilities in the Bridge Street Centre in Cavan Town. There may be potential to expand this service throughout the county over the lifetime of this plan. Any opportunities that arise in this regard will be supported by Cavan County Council. A skatepark is also being developed in Con Smith Park. CMETB plays a co-ordinating role for the many voluntary youth services in the county, however overall there has been a lack of resources available to the county over the years for youth activities and Cavan is considered underfunded per head of population in this area.

The number of young people in our population is growing, with a large increase in the 0-4 age group in the 2011 Census. Almost a quarter (23.55%) of County Cavan's population are aged 0-14 years.

Recent policy changes have seen the establishment of TUSLA, the Child and Family Agency and the Children and Young People's Services Committee which will co-ordinate services for young people up to the age of 24.

Specific issues for the above actions include:

- (a) Children and Young People's Services Committees have been set up to co-ordinate services for children and young people in every county. The overall purpose

is to improve outcomes for children and young people through local and national interagency working. The policy context for the committees is the Better Outcomes, Brighter Futures national framework for children and young people.

(b) The need for a youth network has been identified by Cavan Monaghan Education and Training Board as a means of bringing together youth services in order to support their development. This will help to address an information dissemination deficit.

(c) A Youth Work Plan will be put in place to give a clear direction to the development of youth work services in the county. This action was specifically identified at a special consultation on youth issues organised for the LECP process.

(d) Childcare supports will be administered through the County Childcare Committee as part of its core work. There will be a special emphasis on literacy from 2016 onwards.

(e) At consultation sessions, people spoke positively about young people and felt that greater efforts should be made locally to recognise the achievements of youth. They are often not given the credit they deserve and even experience discriminatory attitudes. Efforts should be made to encourage their participation, give them a voice and highlight their achievements. Comhairle na nÓg as an elected junior council is an important vehicle for engaging with young people.

## Goal 10: We will focus on developing the health and wellbeing of our communities

### Objective 10.1: Improve the health outcomes for all sectors of the community

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
a) Respond to the 'Healthy Ireland' framework through a local implementation group	<b>Lead:</b> HSE  <b>Support:</b> Public sector agencies, community and voluntary sector	2016-2021	Local Implementation group in place  Programmes targeting young people e.g. Cook it	A number of co-ordinated programmes delivered
b) Establish a Community First Responder (CFR) scheme	<b>Lead:</b> HSE  <b>Support:</b> CFR Ireland, National Ambulance Service, National Emergency Operations Centre, community and voluntary sector	2016 onwards	Priority towns / rural areas identified  Training delivered  CFR schemes publicised	Number of schemes established  Number of people involved  Number of incidents responded to
c) Work in partnership to develop and implement a local Suicide Prevention Action Plan	<b>Lead:</b> HSE  <b>Support:</b> CCC, BIL, SOSAD, Mental Health Ireland, Living Links, Community and voluntary groups, CMETB, PPN, TUSLA, An	Plan developed 2016  Plan Implemented 2016-2020	Action Plan developed and launched  Suicide prevention training for elected members and wider community  Measures to restrict access to means  Awareness campaign events, e.g. Little Things	Report on the Performance Indicators agreed with the HSE  Number of training sessions  Number of prevention initiatives  Reduction in suicide rate

	Garda Síochána, FRCs, National Educational Psychological Service		Positive mental health week events	Reduced rate of A & E presentations for self-harm
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**Strategic issues for Objective 10.1 – improve health outcomes for all sector**

a) A focus on health is important for both national and local policies and plans because of the challenges in the health system and in wider society. Healthy Ireland is the national framework for creating positive change in population health and wellbeing. It aims to increase the percentage of people who are healthy in the population and reduce health inequalities. Action 1.9 of the framework specifically references the role of local authorities in health and well being

b) A key outcome from the 2014 HIQA review of pre-hospital emergency care services was to establish community first responder (CFR) schemes on a system wide basis to work alongside the national ambulance service, particularly but not only in rural communities. The purpose of these schemes is to provide a first responder, for example to a cardiac arrest, that will keep a patient alive until an ambulance arrives with trained paramedics. There are now 130 schemes in Ireland, up from 100 at the start of the year, which are integrated into the National Emergency Operations Centre (NEOC) that takes all emergency ambulance calls excluding parts of Dublin operated by Dublin Fire Brigade. It is recommended to implement this scheme in specific towns (linked to ambulance response times).

c) Connecting for Life: Ireland’s National Strategy to Reduce Suicide 2015 – 2020 calls for the implementation of multi agency suicide prevention action plans to enhance communities’ capacity to respond to suicidal behaviours, emerging suicide clusters and murder suicide. The plans will be the responsibility of HSE Mental Health Division and aligned with HSE Community Health Organisation (CHO) structure, Local Economic and Community Plans and Children and Young People’s Services Committee’s (CYPSC) county plans. The national strategy outlines 69 actions with the HSE taking the lead on 44 of these. The remaining actions are led out by other Government Departments and three actions specifically reference the

lead role of the Local Authorities. A local implementation plan will be developed for Counties Cavan & Monaghan by early 2016. Mental Health is being addressed through a range of measures mentioned within the plan as it is clear that a holistic approach is required. The process of developing a local suicide prevention action plan will lead to the implementation of a range of actions that will be delivered through a multi-agency approach. Local actions will mirror the goals of the national strategy which include improving understanding of and suicidal behaviour and mental health and supporting local communities' capacity to prevent and respond to suicidal behaviour.

**Objective 10.2 Support opportunities for sporting and recreational life within the county, ensuring equal access for all.**

<b>Actions</b>	<b>Lead and Support Partners</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Develop a multi purpose sports facility for the county	<b>Lead:</b> Cavan County Council  <b>Support:</b> CSP, local sports clubs and community groups, NGOs	Capital works to commence by 2019  Facility completed by 2021	Consultation Application developed Design developed Funding secured Consultation Capital works Launch	External funding sourced for a multi purpose 4G sports facility in Cavan town
b) Develop a sports and recreation strategy for Cavan through consultation with all relevant stakeholders and community groups	<b>Lead:</b> Cavan Sports Partnership  <b>Support:</b> Local sports clubs, community groups, organisations and stakeholders	Strategies to be developed within the set timeframe  2016– 2018 2019 – 2021 2022 - 2024	Consultation phase Draft strategy Final strategy Launch Implementation Review  Annual implementation plans developed	Strategic plans developed  Community groups and stakeholders consulted on the development of sport and physical activity in Cavan

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
<p>c) Deliver a programme of community based physical activity programmes targeting all population groups within the county</p> <p>Expand the Community Transformation programme to 4 further areas in County Cavan</p>	<p><b>Lead:</b> Cavan Sports Partnership</p> <p><b>Support:</b> GAA Health and Wellbeing Committees, Local sports clubs and community groups, CAMCAS, Schools, Tanagh Outdoor Education Centre</p>	2016-2021	Programmes delivered locally as outlined in strategic plan	<p>Specific programmes targeting older people, people with disabilities, women &amp; girls, young people and disadvantaged communities</p> <p>10 programmes per year</p> <p>Numbers participating in Community Transformation Programme</p>
<p>d) Support the continued work of the Sports Inclusion Development officer</p>	<p><b>Lead:</b> Cavan Sports Partnership</p> <p><b>Support:</b> Monaghan and Cavan County Councils, ISC, CARA APA; local and national sporting bodies</p>	2016-2021	Annual workplan developed in line with strategic actions	<p>1 annual work plan developed per year</p> <p>Numbers participating on Sports Inclusion Programmes</p>

Actions	Lead and Support Partners	Timeframe	Progress Milestone	Performance Indicator
e) Support at least one mass participation event in the county each year	<b>Lead:</b> Cavan County Council, CSP	2016-2021	Events held	Number of events held  Number of participants

### Strategic Issues for Objective 10.2:

a) Cavan has a reasonable sports infrastructure and a strong Sports Partnership model which has been operating since 2008. Recent sporting developments include the development of a bowling green and a new skatepark in Cavan town. New walking trails are open in the Geopark. However, there remain significant gaps in recreational infrastructure. A growing youth population also means that there is going to be increased pressure to provide an outlet for our young people through sport and the appropriate facilities need to be developed to support this. At public consultations for the Cavan LECP, local residents called for enhanced sports and recreation facilities and the development of a multi purpose sports facility was seen as an essential requirement.

b) Other sports facilities which were identified as needing development and enhancement at the public consultations included walking, running and cycling routes, Greenways, bridle paths and enhancement of fishing facilities in local lakes. Members of the public also drew attention to increasing levels of alcohol and drug use in the community and the need to engage young people in particular in positive activities. Like elsewhere in Ireland, issues such as obesity and mental health issues are increasing, and physical activity is known to have positive benefits in this area. In order to chart a way forward and identify and prioritise the areas that require development, a Sports and Recreation Strategy for Cavan will be developed following consultation with relevant stakeholders.

a) As well as delivering community based physical activity programmes it is important to animate and support local communities to devise and deliver their own

local physical activity programmes. In order to achieve this, Cavan Sports Partnership will work in partnership with other sporting bodies and local community groups to deliver a programme of community based physical activity programmes targeting all population cohorts within the county. As part of this action the successful pilot 2015 Community Transformation programme will be expanded to further areas in the county.

b) Cavan Sports Partnership has a remit to assist with and support developments for the inclusion for people with a disability in sport and physical activity. This is achieved through working in partnership with statutory agencies, sports clubs, community groups, facility providers, schools, disability service providers and people with disabilities. The role of the SIDO has expanded to include older adults and increase the participation of older adults in sports and physical activity in Cavan. Over the lifetime of this plan, the work of the Sports Inclusion Development Officer will be continued.

c) Major successful initiatives include the Cavan Walking Festival and the annual 'Run with Catherina' have been delivered in recent years and these initiatives play a key role in encouraging mass participation in sporting activities and also generate economic and other benefits for local communities. In order to build on the success of these events, over the lifetime of this plan we will continue to promote and support and further develop mass participation events, with a commitment to hold at least one mass participation event in the county annually.

**Objective 10.3 Develop an integrated, targeted response at a local level to reduce levels of drug and alcohol use among adults and young people.**

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Support the implementation of the National Substance Misuse Strategy and the Regional Drugs Task Force plan at a local level	<b>Lead:</b> Regional Drugs Task Force, Cavan Drugs Awareness, HSE, Family Resource Centres, Community & Voluntary Sector, An Garda Síochána, Joint Policing Committee, Cavan County Council	New plan to be developed post 2016	Plan in place and being implemented	Reduction in drug related crime  Reduction in drug related harm
b) Establish a Alcohol and Drugs Forum for the County	<b>Lead:</b> Cavan County Council  <b>Support:</b> Service providers working/providing support in this area	2016	Forum established  Terms of Reference agreed  Workplan in place	Number of meetings of the forum held  No of relevant organisations represented on the forum

**Strategic Issues for Objective 10.3**

a) Issues around drug and alcohol use in the county were highlighted during consultations for the LECF. There is general concern in the community about rising levels of drug use and the impact that head shops have had on the economy, for example, with newer drugs available on the market. Elected members made particular representations about this issue and discussions took place at Council meetings. Key Issues identified during a facilitated session for the establishment of a Drug and Alcohol Forum included a lack of transport to connect people to existing services, a lack of residential treatment options; a lack of knowledge of service pathways / consistent interagency working, particular supports needed for the 16–25

year old group out of work and education, supports needed for parents, additional out of hours activities needed for the 10-15 age group, and alternatives needed to incarceration for people with criminal behaviours related to drug and alcohol use.

b) The idea behind establishing a Drugs and Alcohol Forum is to bring services together to provide a coordinated response to tackling this issue in the county with all the relevant stakeholders involved. Previously a Drugs and Alcohol Forum operated in Cavan, and efforts will be made to re-establish this body, giving it a clear remit and an action-focused agenda.

## Goal 11: We will promote social inclusion and address disadvantage

### Objective 11.1 Opportunities for the promotion of social inclusion and integration, reducing the isolation and marginalisation of specific communities within the county.

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Development of local, community based transport services to complement existing public and private transport services	<p><b>Lead:</b> Cavan &amp; Monaghan Transport Co-ordination Unit</p> <p><b>Support:</b> Bus Éireann HSE Cavan County Council NTA</p>	<p>2016-2021</p> <p>2017 for annual plan</p>	<p>Research to inform routes</p> <p>Promotional activities</p> <p>Improved linkage of existing transport routes within the county and neighbouring counties</p>	<p>Increase in number of passengers</p> <p>Increase in transport options in areas currently not served</p> <p>Percentage increase in service users</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
<p>b) Support measures to address racism and discrimination within the county and promote integration</p> <p>Yellow Flag programme</p> <p>Programme arising from international refugee crises</p>	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b> Gardaí, HSE Cavan TIG, Cavan Traveller Movement, Breffni Integrated, Traveller Primary Health Care, CMETB, PPN, Cavan Library Service Polish/Lithuanian Schools</p>	2016-2021	<p>Programme and projects designed and implemented</p> <p>Schools identified to participate in programme and Yellow Flag awarded</p> <p>Housing, Education, Health Services, Integration and Community Development supports in place</p>	<p>Number of projects addressing racism</p> <p>Database of existing anti-racism initiatives</p> <p>2 x Yellow Flag programmes</p>
<p>c) Support for Traveller Integration and inclusion via:</p> <ul style="list-style-type: none"> <li>- Cavan Traveller Interagency Group</li> <li>- Cavan Traveller Accommodation Consultative Committee</li> <li>- Cavan Traveller Movement</li> <li>- Cavan Traveller Primary Health Care</li> </ul>	<p><b>Lead:</b> Cavan Traveller Interagency</p> <p><b>Support:</b> School Completion Programme, HSCLs, CTM, Traveller Primary Health Care, HSE, Cavan Co Council, DSP, BIL, CMETB, Co Childcare, FRCS, Citizens</p>	Ongoing work	<p>TIG workplan</p> <p>New TIG strategy developed</p> <p>School retention initiative</p> <p>Youth activities</p> <p>Traveller Accommodation Programme</p>	<p>1 CTM worker in place subject to funding</p> <p>Premises identified for Traveller Men's Shed</p> <p>Number of projects delivered by TIG</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
	Info etc.			<p>Number of Travellers engaged in CTM</p> <p>Number of Traveller families housed</p> <p>Number participating in Primary Health Care</p>
<p>d) Engage with representative groups and networks that act as a voice for their communities and develop their capacity to become self-sustaining</p> <p>Such networks include but are not limited to Cavan LGBT, Cavan Older People's Forum, Disability networks, multicultural groups, women's network, men's sheds etc.</p>	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b> Community &amp; Voluntary Sector Family Resource Centres Public Participation Network Cavan County Council CMETB Macra na Feirme</p>	2016-2021	<p>Engagement and projects developed where appropriate</p> <p>Formal communication channels developed to give networks an input in policy and decision making processes at a local level</p>	<p>Sustain existing networks</p> <p>Grow membership of existing networks</p> <p>Develop new networks as the need arises</p>

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
<p>e) Support access and quality of life for people with disabilities, building on the county's previous achievements in this area</p> <p>Re-establish a disability network for consultation and actions</p>	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b> BIL, County Cavan Access Association, disability groups, CAMCAS, Cavan Library Service, Education sector, Chamber of Commerce</p>	2016-2021	First meeting of new disability network in 2016	<p>Dedicated Access Officer in Place</p> <p>Review of all Access Audits</p> <p>Number of groups/individuals engaging in network</p>
f) 'Right to Read' Campaign Library Literacy Initiative	<p><b>Lead:</b> Cavan Library Service</p> <p><b>Support:</b> Schools, CMETB literacy service, local media, FRCs</p>	2016-2021	<p>Develop Right to Read Plan</p> <p>Launch</p> <p>Set up Literacy Network</p> <p>Apply for Right to Read Champion Award</p>	<p>No of people benefitting from initiative</p> <p>No of people on literacy network</p>
g) Develop an annual work plan to deliver the SICAP Programme in Cavan	<p><b>Lead:</b> LCDC</p> <p><b>Implementing body:</b> Breffni Integrated</p> <p><b>Support:</b> Cavan County Council, HSE, DSP</p>	Annual work plan	<p>Annual work plan in place</p> <p>Resources allocated for programme</p>	<p>SICAP monitoring targets met</p> <p>Resources leveraged and spent on programme</p>
h) Host a programme of events for Social Inclusion Week in County Cavan	<b>Lead:</b> Cavan County Council	2016-2020	Programme of events in place	<p>No of groups participating</p> <p>No of</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
	Support: LCDC, PPN			participants  No of events held

### Strategic Issues for Objective 11.1

**a)** Cavan has a comprehensive road network but transport options in rural areas are limited. Some rural areas have no public transport options. Transport and the cost of transport are key barriers in terms of social exclusion, economic development, rural tourism and education and training. This is an issue that was repeatedly raised at consultations by all sectors of the community from young to old. With the establishment of the Transport Co-ordination Unit, we have an opportunity to research and review routes and improve linkages within the county. During the lifetime of this LECP, the TCU will work closely with the Public Participation Network to enhance ways of capturing data on transport needs and work with the local authority on bus stops and bus parking areas. Opportunities to leverage funding under the LEADER programme for local transport initiatives will be explored over the lifetime of this plan.

**b)** This action recognises that Cavan is a multicultural community with a changing demographic. In recent years, significant numbers of migrants have come to reside in the county, particularly from eastern European states. Nationals from Democratic Republic of Congo have moved here under a refugee resettlement programme. Cavan may participate in further refugee programmes of this nature given Government commitments in this area. It is important that actions to actively promote integration and diversity are led to enhance a harmonious and mutually respectful environment for all.

**c)** LCDCs are required to work closely with statutory committees including Traveller Interagency Groups. A new policy document on Traveller and Roma Integration is anticipated shortly from Department of Justice. The Traveller Community in Ireland is considered highly disadvantaged with low educational

levels, poor health outcomes, and discrimination etc being well documented.

Travellers are a specific target group of the SICAP Programme.

e) Cavan County Council has operated a model of working with representative networks. This approach has been beneficial in ensuring that the community’s voice is heard and that representatives have a mandate from their community. This approach to working will be maintained for the lifetime of the LECP. Networks will be strengthened and supported where possible to ensure communities are represented. The possibility of funding particular networks under SICAP will be progressed.

f) People with disabilities and their representative groups will work with the local authority and other statutory bodies to ensure their voice is heard. Cavan County Council will seek to re-invigorate the disability advisory network that previously operated under the CRAIC model, with SICAP being a potential funding stream.

g) Social Inclusion Week is an annual programme of events that is delivered on a collaborative basis between the public sector and community and voluntary bodies. It aims to highlight ways we can collectively and individually respond to social exclusion issues in our communities, share good practice and ensure there is an awareness at local level of the causes and effects of poverty and marginalisation.

**Objective 11.2 Continue an integrated response to the needs of older people and pursue Age Friendly County commitments.**

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Support the work of the Cavan Age Friendly Alliance and the Older People’s Council  Pursuing the overall goal of making County Cavan an Age Friendly	<b>Lead:</b> Cavan County Council via Cavan Age Friendly Alliance  <b>Support:</b>	2016-2021	Development of a second Age Friendly County strategy	New strategy in place

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
County	CCC OPC HSE An Garda Síochána LEO Business Sector PPN			
b) Develop an Age Friendly Town in each Municipal district	<b>Lead:</b> CCC  <b>Support:</b> OPC Elected members Chamber of Commerce Local businesses Age Friendly Ireland PPN	2017-2019	Additional towns identified and plans in place	No. of additional age friendly towns
c) Promote the health and well-being of older people and support measures to enable older people to continue to live within their homes and community	<b>Lead:</b> HSE  <b>Support:</b> CCC CAMCAS TCU	2016-2020	Development of initiatives to enable people to remain at home (eg telecare, OPRAH)  Home adaptation grants and home supports	Number of initiatives  Number of older people benefiting from initiatives

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
			Sustaining local community services (e.g. Good Morning programme)	
d) Development of Age Friendly Businesses within the county	<b>Lead:</b> Cavan AFA  <b>Support:</b> Chamber of Commerce OPC Age Friendly Ireland PPN	2016-2020	Training delivered to businesses	Number of businesses engaging
e) Intergenerational project work linking older and younger people	<b>Lead:</b> Cavan OPC  <b>Support:</b> CCC Cavan AFA Comhairle na nÓg GAA PPN	2016-2019	Schools contacted  GAA clubs contacted  Projects developed  Projects delivered	Numbers of older and younger people participating
f) Development of a Wellness Lounge, Outdoor Physical Activity and Community Hub in West Cavan	<b>Lead:</b> CAMCAS	2016-2018	Source funding  Mobile food shop providing fresh produce	Funding secured  Space developed

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
			at low cost to isolated individuals	Mobile shop operational  Usage figures for community space

**Strategic issues for Objective 11.2 Age friendly commitments**

a) Age Friendly initiatives in Cavan are delivered in the context of a growing awareness of the needs and rights of older people and increasing demands from that sector for inclusion and participation. The population is ageing which means that the proportion of older people in our population is increasing. It is therefore increasingly important to design services, buildings and networks now that will support the older population in years to come.

a) Cavan’s first Age Friendly County strategy, developed in 2013, counts among its successes the Crime Prevention Ambassadors programme, age friendly businesses in Cavan town, the launch of the Cavan Older People’s Council, IT training for older people, enhanced communication via a website and newsletters, and awareness raising about the age friendly approach. The LECP will continue to work in this vein, bringing an interagency approach to our age friendly commitments. Cavan signed the Dublin Declaration on Age friendly Cities and Communities in Europe in 2013, committing us to supporting an inclusive society where older people can live full, active and valued lives. The LECP commits to developing a new Age Friendly County Strategy. This will be informed by the findings of the HaPAI survey which is the first study to focus on the themes of the Age Friendly Cities and Communities programme and provides relevant information to Alliance members.

b) Cavan Town was developed as an Age Friendly Town with support from Age Friendly Ireland. This process involved research at local level, developing and implementing a local action plan. The initiative had important outcomes including the establishment of a drop in centre for older people one morning per week. The LECP

will commit to developing an Age Friendly Town in each Municipal District to continue this approach to engagement with older people to improve their quality of life.

c) Preliminary findings from the HaPAI national research project indicate that older people in Cavan have a strong desire to remain living in their own homes as they grow older (for example, 87% had negative attitudes towards moving into a nursing home, or moving in with a relative) but that many (26%) struggle with upkeep of accommodation. Through the Age Friendly Alliance, we will continue to promote the health and well-being of older people and put in place support measures to enable them to remain at home for longer. Local services that address health and well being and support people to remain at home, including the Positive Age Good Morning Project are considered very important to this strand of work.

d) Cavan Chamber of Commerce has participated in an Age Friendly Business initiative with training provided by Age Friendly Ireland. Under this project, local retailers and other businesses took part in training and made service improvements to accommodate their older customers. This initiative will be continued with new intakes of participating businesses and expanded to other towns. Cootehill Chamber of Commerce are already committed to the next phase of this initiative.

e) Cavan Older Person's Council has expressed a wish to engage with younger people through specific intergenerational project work. OPC members will explore options with Transition Year classes. Also through its Social Initiative, the GAA is interested in bringing older and younger people together for intergenerational projects through sports.

f) CAMCAS is a not for profit construction and community services company. CAMCAS has developed this proposal for a Wellness Lounge, Outdoor Physical Activity and Community Hub in West Cavan as a means of improving the well being and living conditions of older people and people with disabilities in West Cavan.

**Goal 12 We will protect our natural resources/heritage and promote culturally rich communities**

**Objective 12.1 Protect and develop the Irish language**

<b>Actions</b>	<b>Bodies Responsible</b>	<b>Timeframe</b>	<b>Progress Milestone</b>	<b>Performance Indicator</b>
a) Protect and encourage use of the Irish language	<b>Lead:</b> Cavan Library Service  <b>Support:</b> Glór Bhréifne & Ógras	2016-2022	Irish language groups and workshops held  Seachtain na Gaeilge held annually  1916 Centenary Programme  Ciorcal Comhrá group  Club Leabhar,  Club na nÓg  Workshops held  Awards held  Author visits held	Number of participants in Irish language or bilingual activities and events

**Strategic issues for objective 12.1 – protect and develop the Irish language**

- a) In line with the objective of Government policy, as set out in the “20 year strategy for the Irish Language 2010-2030”, to increase on an incremental basis the use and knowledge of Irish as a community language. Specifically, the Government’s aim is to ensure that as many citizens as possible are bilingual in both Irish and English. In order to support this strategy Cavan

County Council, mainly through its Library Service, will continue to pursue and support initiatives to promote and encourage the use of the Irish language.

### Objective 12.2: Development of Heritage Sites and Projects

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
a) Develop a strategic management plan to safeguard the natural, built and cultural heritage of County Cavan	<b>Lead:</b> CCC  <b>Support:</b> Statutory Sector  Community & Voluntary Sectors  Social Partners  The Heritage Council  Heritage Sector	2016-2021	Consultation phase Draft plan Final plan	1 strategic management plan
b) Collect and disseminate baseline data on the natural, built and cultural heritage of County Cavan	<b>Lead:</b> CCC  <b>Support:</b> National Parks & Wildlife Service  Department of Arts, Heritage & the Gaeltacht	Ongoing during lifetime of the plan	Annual actions	Data collated

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
	Geological Survey of Ireland  The Heritage Council			
c) Implement programmes and initiatives to nurture and enhance the natural, built and cultural heritage of the county	<b>Lead:</b> CCC  <b>Support:</b> Other agencies, LEADER	Ongoing	New programmes developed	Number of programmes  Funding leveraged
d) Raise awareness of heritage throughout the county	<b>Lead:</b> CCC  Support: Cavan County Heritage Forum  The Heritage Council  Statutory Sector  Community & Voluntary Sectors	Ongoing	Annual heritage week	Visitor numbers
e) Design initiatives to enhance ownership and pride in local	<b>Lead:</b> CCC  <b>Support:</b>	Ongoing	annual	3 initiatives per year

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
heritage	Statutory Sector  Community & Voluntary Sector  The Heritage Sector			

**Strategic Issues for Objective 12.2 (development of heritage sites and projects)**

The guiding principle of Cavan Heritage Plan is to ensure that “the unique and diverse heritage of County Cavan is conserved, sustained and, above all cherished and celebrated by the people of the county”. Our heritage sites should be protected, developed and valued as part of our unique culture. They also form a strategic component in our tourism infrastructure and are therefore significant for economic development. Objective 12.2 complements Goal 1 in the Economic Plan in this respect, in relation to making Cavan a more attractive location for investment. Actions under Objective 12.2 also complements Objective 6.2 development of tourism initiatives. Specific projects like the development of the Burren and Killykeen Forest Park are of relevance to both heritage and tourism.

a) The Heritage Office will prepare and publish a five year Heritage Plan in 2016 which will guide the conservation, management and development of heritage in County Cavan for the next five years.

b) The Heritage Office will continue to collect and disseminate data on the built and natural heritage of County Cavan which will inform policy at a National, Regional and Local Level. This will be achieved through the publication of surveys carried out by the heritage office.

c) The Heritage Office will continue to initiate and develop projects and programmes which will promote and protect heritage at the local level such as Cavan Golden Way, Heritage Week Programme, Arts and Heritage in Schools etc.

d) The Heritage Office will promote heritage through a range of heritage initiatives promoted and led by the heritage office and in partnership at an inter-sectoral level within Cavan County Council e.g. Marble Arch Caves UNESCO Global Geopark, Cavan Arts Office, Cavan Tourism and Cavan Sports Partnership.

e) The Heritage Office will examine potential sources of funding to maximise the potential of heritage e.g. Cavan Burren, Killykeen, Castlesaunderson. The Heritage Office will continue to identify projects on an annual basis which will benefit the Heritage Community in Cavan e.g. Cavan Golden Way. The Heritage Office will identify projects to assist in the development of heritage related policy e.g. built heritage surveys (identification of built heritage and surveys of same), natural heritage and cultural heritage.

### Objective 12.3 Community arts initiatives

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
<p>a) Support arts and community organisations with leadership and capacity skills to work in their community/special interest context .</p>	<p><b>Lead:</b> Cavan County Council Arts and Heritage Offices</p> <p><b>Support:</b> LEADER, Peace IV, community and voluntary organisations, artists, Longford County Council, Heritage Office, Arts Council, other funding partners</p>	<p>Ongoing</p> <p>Choral Project January 2016</p>	<p>Train the trainer initiatives</p> <p>Mentoring Artist in Residence Projects</p>	<p>Number of opportunities for arts engagement offered by community groups and supported by CCC</p> <p>Approx 4 per year</p>
<p>b) Work in Arts in Education contexts to enhance the arts experience of young people in County Cavan</p>	<p><b>Lead:</b> CCC</p> <p><b>Support:</b> CMETB, Local Arts in Education Partnership, Tyrone Guthrie Centre, education</p>	<p>Ongoing</p> <p>LAEP 2016-2019</p> <p>1x1 Project in late 2016</p>	<p>Uptake of Arts Awards by Education Sector</p>	<p>Number of arts in education initiatives</p> <p>Number of young people engaged</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
	providers, neighbouring local authorities			
c) Promote audience development and public engagement	<b>Lead:</b> CCC  <b>Support:</b> Community groups, arts festivals, Traveller and other organisations	Ongoing	Year on year increase in Culture Night audiences	Numbers participating in arts activities including: Culture Night Public Art and Other Programmes
a) Support the implementation of the Local Arts in Education Partnership	<b>Lead:</b> CMETB  <b>Support:</b> Cavan and Monaghan County Councils  Teacher Education Centre (Cavan and Monaghan)  Other partners as identified (artists, schools etc.)	Ongoing	Development of partnership  Development of activities  Delivery of projects  Monitoring of outcomes	Number of beneficiaries of LAEP activities

a) Cavan County Council Arts and Heritage offices will provide specialist training and opportunities for artists to work in community contexts. Arts in community contexts helps to build strong resilient communities, supports communities to engage

with local issues, increases their capacity and skill level, creates links and partnerships at local level, and generate community spirit and other positive benefits at local level.

b) Arts and Education is important because of the opportunities it provides for young people to engage with the arts and for artists to engage with young people and future generations. One aspect of this work might be the recently established Local Arts in Education Partnership (Cavan Monaghan ETB), which responds to the Arts in Education Charter launched by the Department of Department of Education and Skills and the Department of Arts, Heritage and the Gaeltacht in December 2012. It is an important way of promoting the arts for children and young people, helping them to develop creatively in ways that will enhance their school life and future career opportunities. The LAEP will contribute to arts rich school programming at both primary and secondary level.

c) CCC Arts Office will deliver initiatives to engage with all sections of the community within the County and to stimulate audience participation. Annual events such as Culture Night will be used to generate a greater appreciation for the arts in Cavan, and are also a way of monitoring audience development over time as audience figures can be tracked year on year.

d) CMETB has developed a Local Arts in Education Charter to help promote the role of the arts in education and contribute to students' success in school life and work. Implementation of the objectives of the charter requires a partnership approach. A CMETB will lead the development of a Local Arts in Education Partnership (LAEP) which will involve arts, education, business, philanthropy and government. The LAEP goals include developing and delivering an annual programme that engages children and young people from early years, primary, junior, transition and senior cycle students; cultivating new partnerships between professional artists, arts organisations, cultural institutes, local authorities and other arts providers, and fostering Arts Rich Schools.

## Objective 12.4 Green and Sustainable communities

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
<p>a) Raise awareness of Energy efficiency and environmentally sustainable schemes and assist businesses and communities to leverage support under these schemes</p>	<p><b>Lead:</b> Cavan County Council (Energy Office)</p> <p><b>Support:</b> SEAI</p>	<p>2016-2021</p>	<p>Awareness sessions held</p>	<p>Number of grants leveraged.</p> <p>National Energy Efficiency Action Plan 2009 – 2020</p> <ul style="list-style-type: none"> <li>• Public Sector - 33% energy efficiency target</li> <li>• Private &amp; Business Sector - 20% energy efficiency target</li> <li>• Delivering a Sustainable Energy Future for Ireland The Energy Policy Framework 2007 – 20</li> <li>• Ireland's targets :- 40% Renewable, - 20% GHG reduction</li> </ul>
<p>b) Implement local environmental initiatives such as Tidy Towns, Estate Enhancement, Estate awards, 'Greening'</p>	<p><b>Lead:</b> Cavan County Council</p> <p><b>Support:</b> Residents Associations,</p>	<p>2016-2021</p>	<p>PPN County Wide Produce Show</p>	<p>Number of initiatives supported</p> <p>Expansion of Community gardens</p>

Actions	Bodies Responsible	Timeframe	Progress Milestone	Performance Indicator
initiatives, community gardens, Community composting, Green Schools, environmental awareness	Community gardens, Public Participation Network CAMCAS Rehabilitation Services An Taisce Tidy Towns Committees			Sustain the number of Tidy Towns groups (currently 19)  Number participating in national Tidy Towns competition  Enhancement: 30 groups in Cavan Town  50 groups in County  No of estates participating in funding scheme  No of schools awarded a new Green Flag

### Strategic Issues for objective 12.4: Green and Sustainable communities

a) Cavan County Council is committed to playing a lead role in increasing awareness of energy efficiency and sustainability. We will promote available supports to local communities and businesses. In the 2007 White Paper, *Delivering a Sustainable Energy Future for Ireland*, the Government sets out a target for a 20% improvement in energy efficiency across the whole economy by 2020. The White Paper also states an ambition to surpass the EU target of 20% with an indicative target of 30% energy efficiency by 2020. The public service is to take an exemplar role in energy efficiency, with a savings target of 33% by 2020. The National Energy Efficiency Action Plan (NEEAP) details the current package of energy-efficiency policies and measures that will contribute to both the national 20% savings target for 2020, and the EU ESD 9% energy-savings target for 2016.

(b) The enhancement of our towns and villages is critical to community life as well as to the economic development of the county as a whole. People want to live in places that are clean and attractive and avail of opportunities for community engagement which greatly enhance quality of life and a sense of belonging in the community. Working in partnership with local residents associations and community groups, we will continue to build on a strong tradition of Tidy Towns, Estate Awards schemes, greening initiatives and community gardens to encourage positive engagement and sense of identity at community level.

## **Implementation and Monitoring Delivery of Actions**

Implementation, monitoring, evaluation and review of the plan against the objectives and actions for each high-level goal is essential. The implementation of the LECP will be monitored through an annual work plan and annual report which will describe the achievement of SMART actions.

All actions in the Cavan LECP are assigned a lead organisation and in each case a number of support organisations are identified. Each lead organisation is responsible for implementing the action and reporting on progress to the LCDC. A memorandum of understanding will be developed between the LCDC and each lead organisation. This will set out the relationship and agreement between the LCDC and each member. Joint protocols will be developed between the LCDC and non-member agencies or delivery bodies.

As set out in the *Guidelines on Local Economic and Community Plans*, it will be the role of the Advisory Steering Group to advise and assist the LCDC on the implementation and monitoring arrangements for the LECP against agreed Performance Indicators. The LECP Advisory Committee will have primary responsibility for ensuring that progress milestones are being met in a satisfactory manner, and that performance indicators are monitored. The SPC for Economic Development and Enterprise will take a lead role in monitoring the economic actions.

The LCDC will prepare an Annual Report as a means of monitoring and reviewing the implementation of the Local Economic and Community Plan. This report will be submitted to the local authority and made available to the public in the interests of transparency.

The LECP will be reviewed when the Regional Spatial and Economic Strategies (RSESs) are developed (expected in 2016). The review will provide an opportunity to ensure consistency between the LECP and their respective RSESs and will also provide an opportunity to review, amend and re-prioritise the high level goals and specific objectives and actions, where this is considered appropriate.

As provided for in the Local Government Reform Act, 2014, the community and economic actions will be monitored and reviewed on an ongoing basis and if the

local authority considers it appropriate, it will revise the actions, plans and strategies set to achieve its objectives. A mid-term review of the plan will be undertaken.

As recommended by the County and City Managers Association, an Equality Subgroup will be established to advise the LCDC on the integration of equality principals (equality, access, human rights, diversity, inclusion) into the delivery of the LECP and monitor key performance indicators relating to equality.

## References

All references are available in a separate literature review for the Cavan LECP.

## Appendix I Consultations

High level consultation for Community Plan (attended by Breffni Integrated, Teach Oscail Family Resource Centre, Cavan Sports Partnership, Cavan PPN, Breffni Belles the Cavan Women's Network, HSE, An Garda Síochána, County Childcare Committee)

High level consultation for Economic plan (attended by LEO, Department of Social Protection, Breffni Integrated, Enterprise Ireland, Cavan Institute, Cavan Chamber of Commerce, Cavan CITC)

Youth Consultation

Cavan Peace Conversation

Public consultations:       Arvagh  
  Virginia  
  Cavan Town  
  Dowra  
  Cootehill, and  
  Bailieborough

### Stage 2

Facilitated Sessions with:

- Community Plan groups
- Economic Plan groups
- Drugs and Alcohol Services
- Disability Groups and Services

Training Day for Elected members

Individual meetings on draft plan with ETB, HSE, DSP, BIL, Suicide Prevention Officer.

Meeting between County Council and IDA in (December 2015) in relation to economic plans for Cavan

Senior Management Team

## Section Heads Group

The draft LECP was made available in local authority offices and libraries and circulated to the following groups in October 2015, along with a feedback form for those wishing to submit comments or queries:

Industrial Development Authority, Enterprise Ireland, CITC Cavan Older People's Council, Cavan Women's Network, Cavan 365 Project, Macra na Feirme, Cavan Chamber of Commerce, Irish Farmers Association, PPN, An Garda Síochána, Cavan GAA, Fáilte Ireland, Cavan Monaghan Transport Co-ordination Unit, Bus Éireann, CAMCAS, Cavan Traveller Movement, Cavan Institute, North East Regional Drugs Task Force, Cootehill Chamber of Commerce, TUSLA, Cavan Monaghan Children and Young People's Services Committee, Cavan County Childcare Committee, Muintir na Tíre, Cavan Access Association, Cavan Citizens Information Service, Focus FRC, Tullacmongan FRC, MABS, St Killian's Trust, Cavan Town Men's Shed, LGBT InC, Lakeland Dairies, Alo Mohan, Breffni Mushrooms, Northern and Western Regional Assembly Ladies Gaelic Football Association, Coillte, as well as to Cavan LCDC members and neighbouring local authorities.

## Appendix II Submissions Received

Bee Smith (West Cavan Tourism)

Belturbet Community Development Association (BCDA)

CAMCAS

Cavan Age Friendly Alliance

Cavan Arts and Cultural Centre

Cavan County Childcare Committee

Cavan County Council Arts Office

Cavan County Council Energy Office

Cavan County Council Heritage Office

Cavan County Council Tourism Office

Cavan Library Service

Cavan Monaghan Education and Training Board [CMETB]

Cavan Monaghan Transport Co-ordination Unit [CMTCU]

Cavan Public Participation Network

Cavan Sports Partnership

Cavan Traveller Interagency Group

Cavan Women's Network

Christopher Kirk

Cllr Eugene Greenan

Cllr John Paul Feeley

Community groups in the Virginia Area

Community Workers Co-operative [CWC]

Cootehill Chamber of Commerce (Submission for County Development Plan)

Department of Justice (Traveller Policy Unit)

Disability Federation of Ireland

Disability groups Cavan (notes from facilitated session)

Drugs and alcohol services Cavan (notes from facilitated session)

Enterprise Ireland

Fáilte Ireland submission for RDP

Health Service Executive

HSE Suicide Prevention Officer

Irish Traveller Movement

Leitrim County Council (angling and USEFE)

LGBT in Cavan

Local Government Management Agency (Equality Framework)

Lough Sheelin Trout Protection Association

Mojo Men

Nikki McGoohan

Northern and Western Regional Assembly

Pavee Point

People with Disabilities Ireland

## Appendix III Crossover Actions of Relevance to Economic & Community Plans

A number of objectives and actions are relevant to both the community and economic elements of the LECP. For clarity, we have placed actions in only one section, but they are highlighted in the table below to explain their impact on the each section of the plan.

Economic Plan Goals and Objectives	Complementarity with Community Plan
<p>Goal 1: We will promote Cavan as an attractive investment location</p> <p>Objective 1.1 To attract inward investment</p>	<p>The action on the 'This is Cavan' Brand will impact at community level by attracting more investment/visitors etc to the county and enhancing the image of the county.</p>
<p>Goal 2: We will invest in Strategic Infrastructural Developments</p> <p>Objective 2.2: Ancillary Services to Support Enterprise</p>	<p>Development of a 'Digital Strategy', although primarily an economic development action, will also impact positively at community level by addressing the digital divide.</p>
<p>Goal 4: We will encourage innovation/research &amp; development</p> <p>Objective 4.2: Focus on Renewable Energy &amp; Sustainable Technologies</p>	<p>Developing a 'Sustainable Energy Community' (SEC) will impact positively at community level as there will be opportunities for community and voluntary bodies to be part of the SEC and reduce their energy use according to local targets.</p>
<p>Goal 6: We will concentrate on the development of key niche areas</p> <p>Objective 6.1: Food Development</p> <p>Objective 6.2: Development of Tourism Product and Tourism Marketing</p>	<p>The development of a 'Food Strategy' will help to promote local produce and ensure high quality products are available to local communities.</p> <p>All actions related to Tourism product development will impact positively at</p>

	community level. While tourism actions are located in the Economic Plan, the planned activity will make additional facilities and services available to local communities and help to regenerate rural areas.
Objective 6.3 Support artistic excellence and professional development in the arts	Actions on raising the profile of the Arts in Cavan, Per Cent for Art, development of the Town Hall Arts Venue etc are relevant to the Community Plan and will have a positive impact on local communities.
Objective 6.4: Development and promotion of Equestrian activities	Enhancement of horse riding facilities will bring additional facilities to local communities.
Goal 8: We will stimulate town renewal and help revive the retail sector	
Objective 8.1: Town/Village Renewal Initiative	Development of 'Town Teams' will help regenerate towns and improve the retail and service experience for communities.
Objective 8.2: Revival of Retailing	Actions to revive retail (eg addressing vacant premises) will improve the appearance of towns and offer communities greater choice locally.

<b>Community Plan Goals and Objectives</b>	<b>Complimentarity with Economic Plan</b>
Goal 9: We will support the ongoing development of safe, active and empowered communities.  Objective 9.1 Develop leadership and capacity within urban and rural communities to support their regeneration.	The LEADER local development strategy will impact on economic development in the county as one of the themes is 1. Rural Economic Development / Enterprise Development and Job Creation  Development of additional community space could impact positively on job creation as new services would be located in the town
Objective 9.2 Support and harness	Supports for the community and

volunteerism within the county and support the active citizenship structures in place.	voluntary sector enable more activity to take place in the county (events, funding applications, project work) which in itself has a positive knock on effect for economic activity and creates greater demand for local services
Objective 9.3 Develop measures to enhance safety and security at local level	Creating safer communities makes the county a more attractive location for new business
Objective 9.4 Develop an integrated response to the needs of young people, helping them to reach their full potential	Supports for young people provided through the Community Plan will help them to develop capacity and prepare them for employment.  Supports for youth also enable parents to engage in paid work, and contributes to gender balance in the labour market.
Objective 9.5 Maximise European Funding Opportunities to benefit local communities	New initiatives developed with European funding may result in an increase in economic activity and the creation of job opportunities.
Goal 10: We will focus on developing the health and wellbeing of our communities  Objective 10.2 Support opportunities for sporting and recreational life within the county, ensuring equal access for all.	The development of sports facilities will facilitate job creation, particularly during construction phase.
Goal 11: We will promote social inclusion and address disadvantage  Objective 11.1 Opportunities for the	Improving local transport services will benefit people commuting to work and enable job seekers to take up

<p>promotion of social inclusion and integration, reducing the isolation and marginalisation of specific communities within the county.</p>	<p>employment and progression opportunities.</p> <p>'Right to Read' literacy campaign will benefit people with literacy problems who are also job seekers.</p>
<p>Objective 11.2 Continue an integrated response to the needs of older people and pursue Age Friendly County commitments.</p>	<p>Under the Age friendly initiative, there are some actions of relevance to the Economic Plan, including developing Age friendly businesses.</p>
<p>Objective 4.3 Green and Sustainable communities</p>	<p>Raising awareness of energy efficiency will benefit business in cost savings.</p> <p>Local environmental initiatives will help create an environment that is attractive for business and investment</p>

## Appendix IV List of facilities and services that are mapped in Cavan

Mapping of specific facilities and services requested by the Department for the LECP includes the following:

Facilities that DoECLG Guidelines recommends mapping for the LECP	Facilities mapped by Cavan Co Council
Social	
Childcare services	Mapped
Department of Social Protection offices	Mapped
Primary Health Care /Health Centres	Mapped by HSE
Primary schools	Mapped
Secondary schools	Mapped
Third level facilities	Mapped
Education Training Board facilities	Mapped
Gardai offices	Mapped
County Council offices	Mapped
Local Development Company (Breffni Integrated Limited) offices	Mapped
Family Resource Centres	Mapped
Local Authority Community houses	
Rural transport routes	Mapped
Traveller support facilities	N/A no dedicated Traveller Centre in Cavan
Integration Centre support facilities	N/A no Refugee Reception Centre in Cavan (Resettlement houses have been mapped)
Community	
Playground facilities	Mapped
Youth services facilities	Mapped
Community arts facilities	Mapped by Arts Office
Commercial arts facilities	Mapped by Arts Office
Sport facilities	Mapped
General community facilities	Mapped

Enterprise	
IDA companies	IDA companies not yet mapped *
Enterprise Ireland companies	80 EI companies not currently mapped *
EI supported enterprise space	Enterprises space listed on LEO website, not currently mapped*
Local enterprise companies	All individual businesses supported by LEO not mapped
Social enterprise facilities	*
Community enterprise space	*
Third Level enterprise support facilities	N/A no third level facility in the county
Community tourism facilities	Not mapped
Commercial tourism facilities (hotels; adventure centres; camping facilities etc)	Some mapped for brochures but comprehensive GIS mapping needs to be completed

(Source: Appendix X Draft Guidelines for the Community Element of the Local Economic and Community Plans 'Facilities that Might Usefully be Mapped')

\*These will be mapped under Economic Action 1.2 (b).