

Local Economic and Community Plan

2015 - 2021

Monaghan County Council

Economic Strategic Policy Committee

Monaghan Local Community Development Committee

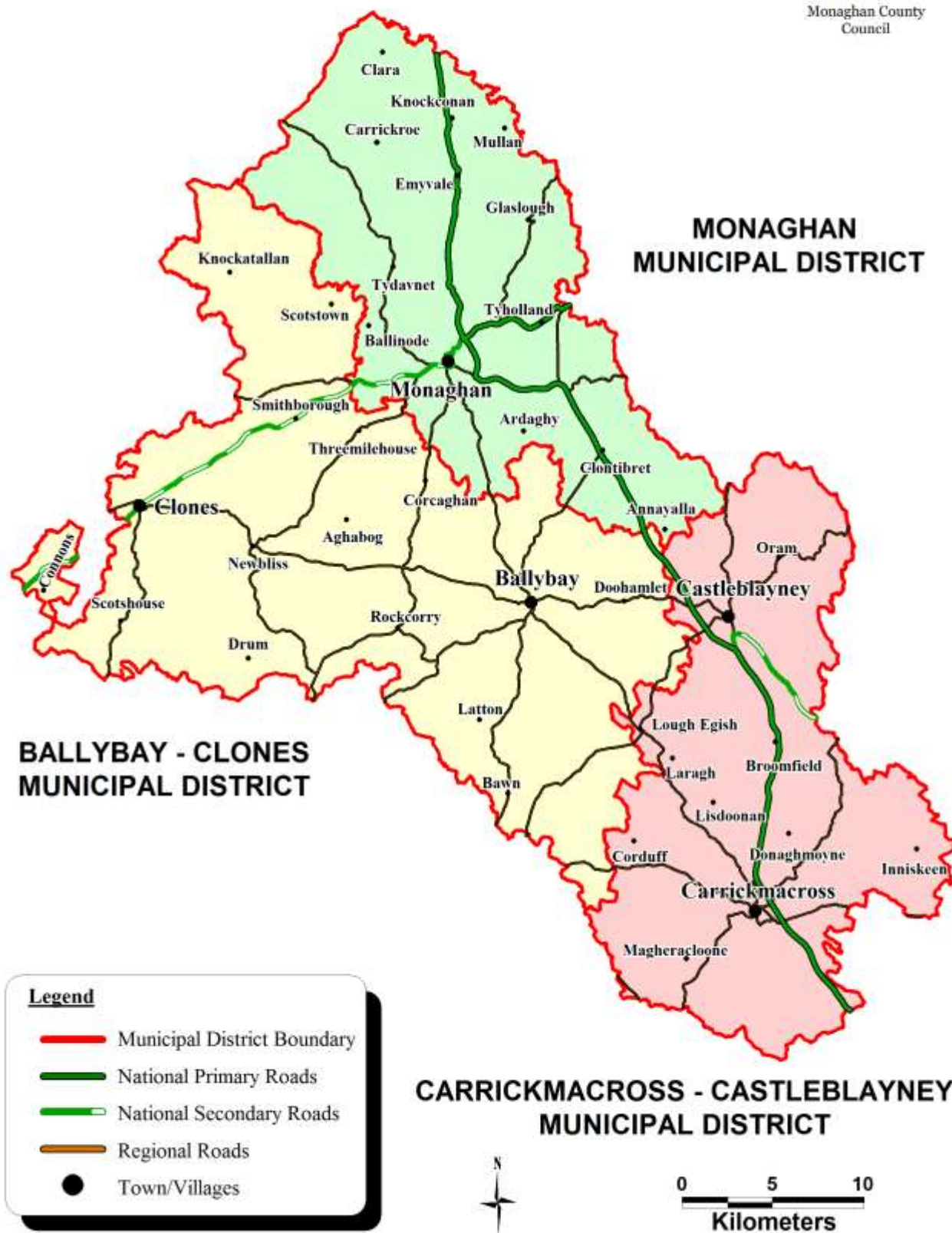
December 2015



County Monaghan Municipal Districts



Monaghan County
Council



Foreword Chairperson of Monaghan LCDC:

It is an honour to introduce the Local Economic and Community Plan 2015-2021, which provides a road map for collective action in relation to local economic and community development in County Monaghan.

The Local Community Development Committee (LCDC) has been entrusted with the responsibility of promoting community development under the Local Government Reform Act 2014 through the development of this six-year plan for Monaghan. This plan is the result of extensive research, analysis and consultation with a view to developing an integrated approach to both economic and community development in the county.

The development of this plan has enabled valuable engagement across key aspects of economic, community and social inclusion issues. At its core are the views from our communities of what their needs are. The plan provides a focus for the shared vision of a better quality of life for our communities and opportunities to address issues affecting all of us.

Bearing in mind the reality of our current financial climate, we are reliant on the willingness of local organisations, statutory bodies and people to work collectively and creatively to deliver on the goals and objectives set out in the plan. We hope that it will give focus to the energy and momentum in the county to work towards securing a better future for the people of this county.

As Chairperson of the LCDC, I would like to sincerely thank all those who have participated in the consultation and planning process to date. The LCDC looks forward to working with all local stakeholders towards the delivery, monitoring and implementation of this plan.

Emer Brennan

Chairperson

Monaghan LCDC

January 2016

Foreword Chairperson of MCC SPC on Economic Development and Enterprise Support:

I am delighted to introduce the Monaghan's first Local Economic and Community Plan (LECP) which will cover the period 2015-2021. This plan will provide a strategic framework for collective action in relation to local economic and community development in County Monaghan over the next six years and beyond. The development of the plan has brought together statutory agencies, elected representatives, community and voluntary groups and business interests to work collaboratively for betterment of County Monaghan.

Under the Local Government Reform Act 2014, the Monaghan County Councils Strategic Policy Committee (SPC) for Economic Development and Enterprise and the Local Community Development Committee (LCDC) were entrusted with the development of this plan for Monaghan. The SPC had responsibility for the economic elements with the LCDC developing the community elements. This document sets out the identified high level goals, the strategic objectives and the key actions that will be undertaken to deliver on these goals and objectives. It is the result of extensive research, analysis and consultation, across a wide range of stakeholders, with a view to developing an integrated approach to economic and community development in the county. It maximises the potential for inward investment and support and represents the culmination of over eighteen months' work involving extensive research, public consultation, analysis, workshops and strategic planning meetings.

We have been delighted with the response of the general public, local agencies and organisations to our invitations to participate in the process. This is a clear indication of the desire of the people of Monaghan to work together to face our challenges and build on our strengths to bring about sustainable growth in County Monaghan. The plan provides a focus for the shared vision of a better quality of life for our communities and opportunities to address issues affecting community development and economic & enterprise development. Monaghan County Council has adopted the plan and will be responsible for its delivery and ongoing monitoring of its implementation.

As Chairperson of the SPC, I would like to express my appreciation to all who participated in the consultation and planning process to date. We look forward to working with all local stakeholders on its delivery.

Councillor Pat Treanor

Chairperson

MCC SPC Economic Development & Enterprise Support

January 2016

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I. Introduction

I.1 Background

The Local Economic & Community Plan (LECP) has been prepared by the Strategic Policy Committee (SPC) for Economic Development and Enterprise Support and Monaghan Local Community Development Committee (LCDC) under the guidance of the Economic Development and Community Development Sections of Monaghan County Council. A broad range of agencies have been actively involved in the preparation of the strategy and in due course will play key roles in implementation of actions as Lead or as implementing / supporting partners.

To deliver the actions set out in both the economic and community elements of this plan, Monaghan County Council and Monaghan LCDC will work closely with local business, community organisations, educational facilities, public and private sector agencies and the voluntary sector.

The actions in the economic element of the plan focus on stimulating economic activity within the county through incentivising employment, attracting inward investment, capitalising on work already started under previous county strategies and initiatives that worked, and prioritising supports in the greatest areas for growth. We plan to support indigenous businesses and to promote entrepreneurship of which there is a strong and unique tradition within our county. As a county we believe in matching the needs of employers by re skilling individuals to enable them to play a role in increasing the attractiveness of Monaghan as a location for business and inward investment.

The actions in the community element of the plan build on Monaghan County Council's long history of involvement in community initiatives and service provision at local level, including libraries, leisure, recreation, arts and amenity facilities and services, as well as estate management, urban and village renewal, tidy towns, 'pride of place' and the operation of community employment schemes. Monaghan County Council also oversaw the operation of Monaghan Community Forum and the Social Inclusion Measures Group. These were and are important interventions that help build social capital and have been a fundamental part of the role the local authority has played in local and community development to date.

Despite its somewhat peripheral border location Monaghan as a county has a long and proud tradition in the development of unique indigenous industry and as an incubator hub for innovation in business and agriculture nationally. The economic actions will build on this strength and provide a catalyst whereby this characteristic can be exploited to its potential for the common good of the citizens of the county.

Interritorial/transnational co-operation features strongly in the strategy, taking into account Monaghan's border location. The economic element of the plan encompasses both horizontal and cross cutting measures. The strategy has also be proofed for congruence with Local, Regional, National and European

policy and takes into consideration the enhanced role that Local Government has to play in acting as a driver and catalyst for economic development locally.

The plan is informed by the overarching vision of Putting People First, which is “to promote the well-being and quality of life of citizens and communities” and the plan will be delivered through the programmes of the local authority and other key stakeholders.

I.2 Context

The economic conditions in Ireland have dramatically changed in the last three years and Monaghan has not been an exception. As the economy has started to improve predominantly to date in the larger urban areas, policy changes locally will be required to ensure that the full benefits of economic recovery are felt across the county.

The county's economic base is narrow and is particularly dependant on the manufacturing, agriculture and food sectors. Many of these businesses are confined to low skilled manual workers. Prioritising higher skilled jobs creation in the county is essential to stem to flow of young educated people out of the county and also to insulate the local economy to shocks in commodity prices and competition from Eastern Europe and Asia for manufacturing. Much of the production is based upon high volume and low margins and this is reflected by the fact that the county's gross output per person is less than half of the national average. Although there are major international agencies operating throughout the country, to date, inward investment levels in County Monaghan have been low. In its favour however, Monaghan has a particularly entrepreneurial population with a tradition of self-employment and a high level of new business start-ups. This is a very important asset which should be encouraged.

A breakdown of those working within the broad employment groups illustrates that although agriculture remains important to the county's economy, it is not the primary employer. In 2011 Census 12.3% of the working population were directly employed in the agriculture, forestry & fishing sector. This figure is still higher than the national average of 5.2% for the same sector.

The building and construction sector accounted for 6.6% of the working population for County Monaghan in 2011. This figure is approximately half the percentage figure for this sector in 2006 but is still higher than the national average of 5% in 2011. The number of people employed in manufacturing and industry (13.9% of the working population) dropped by one third but is still higher than the national average of 10.7%.

The service sector (including commerce, retail, transport, public administration and professional services) was the most important employer in the Monaghan economy, increasing to 61% of the total working population. This figure was however lower than the national average of 72.5% for the same sector.

Other employment accounted for 4.9% of the working population. This figure of 4.9% is slightly lower than the national average of 5.6% of the same sector.

It is an aim of this Plan to provide a healthy and vibrant level of economic activity in the county. Despite Monaghan's strategic location and the large number of international agencies operating throughout the country, the county is not maximising its competitive advantages. It is vital that the Council provides the right infrastructure and conditions to attract more companies to the county that require skilled and professional labour, which will provide the engine for increased economic activity.

This Plan is not an exhaustive wish-list for all that could be done to make Co Monaghan a better place. It is a practical document which identifies actions which are within the power of local organisations to deliver. The focus is on collaboration between local organisations to get maximum benefit from the available resources. The LCDC will be putting in place a robust review procedure which will catch any future changes in circumstances, such as additional resources becoming available, and which will be able to adjust the Plan accordingly.

In preparing this LECP, the LCDC first had to gain a deep knowledge and understanding of the county as it currently is, the issues facing it and the factors driving development in the county. They then interpreted the data to reveal the key areas of activity which had the potential to shape the county's future in a positive way.

Monaghan Public Participation Network (PPN) was set up under the Local Government Reform Act 2014 as a mechanism to facilitate the inclusion of the community & voluntary sector in local decision-making structures. Guidelines issued by the Dept of the Environment, Community & Local Government directed the PPN to commence its work by identifying the issues facing the local community and preparing a Community Wellbeing Statement which will aim to address these issues.

Monaghan PPN adopted the following Vision and Wellbeing Statement at a Plenary meeting in March 2015. The PPN then held workshops at which the issues facing the county were discussed and it produced a submission to the LCDC which identified areas for action. This also fed into the Community elements of the LECP.

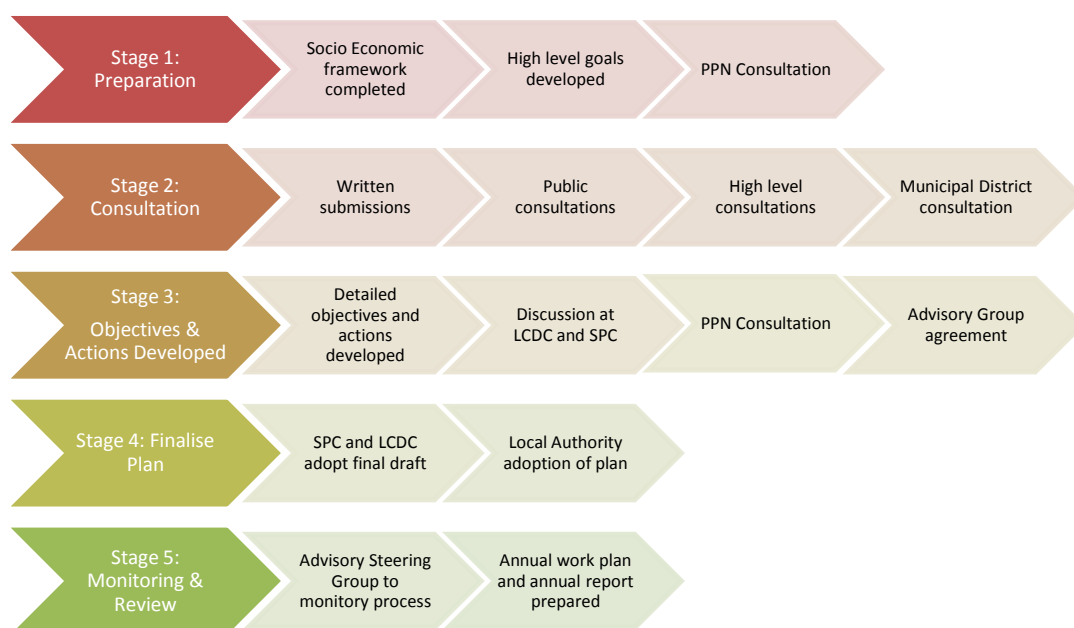
"Our Vision for Co Monaghan:

The people of Monaghan live amongst friends. We have sufficient resources to meet our needs and have access to the services and facilities we need in order to enjoy a good standard of life. Everyone in the community is valued, and we look out for each other, especially our vulnerable members. We all pull together, with the aim of creating a better place for ourselves and the next generation".

A key stakeholder conference organised by Monaghan County Council in September 2015 was attended by over 100 representatives of key service delivery agencies in the county where they identified potential Strategic Objectives and Actions under the headings of 5 of the 6 High Level Goals, the 6th being addressed by the PPN. A significant proportion of the Actions identified in this Plan have resulted from those discussions and associated contacts resulting from them.

The LECP for Monaghan has been prepared following an extensive planning process conducted in line with Department of Environment guidelines. It consisted of a consultation with key stakeholders, local businesses, community representatives, including the Public Participation Network, and the public at large. This has involved surveys, stakeholders meetings, one to one interviews, meetings with agencies and focus group meetings. A review of local, regional and national strategies currently in place and those also in the process of being developed at this time, was undertaken and together with the Socio Economic Profile of County Monaghan provided the basis from which the strategy has been developed.

Fig. 1 Process for development of the Monaghan's Local Economic & Community Plan



Implementation and Monitoring of the Plan

The LECP is a mid-level plan that contains strategic goals and is a clear and action focused document.

The economic elements of the LECP were developed by the SPC for Economic Development and Enterprise while community elements were developed by the Local Community Development Committee (LCDC). The adoption of the LECP is a reserved function of Monaghan County Council.

The main features of the overall LECP consist of High Level **Goals** for the integrated Plan, supported by specific **Objectives** under the respective economic and community streams. Each objective within the

economic and community elements will be achieved through the implementation of specific, time-bound and measurable **Actions**.

The Actions in this plan are SMART: specific, measureable, achievable, realistic and time bound. Actions will be delivered through a range of stakeholders in partnership and progress will be monitored independently. The implementation of the LECP will be monitored through an annual work plan and annual report which will describe the achievement of SMART actions. The LECP will be subject to a midterm review no later than end of 2018.

All actions in the Monaghan LECP are assigned a lead organisation/s and in many cases 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 LECP 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 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.

2. SWOT Analysis

A SWOT analysis exercise of the County was carried out at an early stage in the strategy planning process with key stakeholders in business, voluntary and State sectors and the following is a summary;

Strengths	Weaknesses
<ul style="list-style-type: none"> ❖ Entrepreneurial people, well documented. ❖ Can do attitude – help ourselves, resourcefulness. ❖ Project Kelvin: high capacity, extremely secure and reliable cable network connecting Ireland with N America runs through Monaghan ❖ Strategically located on border – gateway to mid/w Ulster ❖ Strong indigenous SME Base ❖ Strength food & Engineering Sector (Poultry) ❖ High PT's third level ❖ Good North/South Access – close to ports/main airports ❖ Collaborative approach, willingness – Interagency, cross border, considerable experience in County. ❖ Appetite for change, e.g., adaptability and capacity for change, entrepreneurial spirit. ❖ Strong educational infrastructure – MIFET/DkIT 	<ul style="list-style-type: none"> ❖ Energy infrastructure ❖ High proportion of low paid/low skilled jobs ❖ Dereliction of property in town centres ❖ Absence of strategic focus (Political Division) ❖ Absence of rep body for businesses (chamber of commerce) ❖ Integration of new communities for economic gain ❖ Lack of critical mass to sustain urban centres ❖ Legacy of troubles (loss of opportunity) ❖ Small fragmented farms ❖ Food/Agri concentrated small no. large co. ❖ Lack high tech companies/ I.T Clusters ❖ Retention of graduates ❖ Weak retail sector in parts of county ❖ Attractiveness of county – lack of infrastructure ❖ Lack of brand recognition - limited product
Opportunities	Threats
<ul style="list-style-type: none"> ❖ Develop new product & package existing ❖ Improved economic growth ❖ Maximising impact of recent infrastructure developments (Peace Link) ❖ New process – joined up approach to dev ❖ New round of EU structural funds (cross border programmes) ❖ Develop research capacity, knowledge base, re-skilling, match training to industry needs ❖ Regional Development centre ❖ Roll out of broadband ❖ Other infrastructure – gas, electricity ❖ To develop rural transport – access to employment ❖ Exploit innovation opportunities ❖ Opportunity to market Monaghan as low cost/green location ❖ Furniture Industry tradition ❖ Add value to food & other primary products 	<ul style="list-style-type: none"> ❖ Broadband penetration/critical mass ❖ Global financial markets - Currency fluctuations ❖ Skills shortage/capacity to grow/support SMEs ❖ Ageing population ❖ Slow progress on N2 - A5 Developments ❖ Brain Drain of young educated ❖ Lack of Industrial workspace ❖ Gaps in public transport – no railway ❖ Maintaining /securing public investments ❖ Perceived Peripheral location

3. Monaghan – A brief overview

The socio-economic framework document (full document available at <http://monaghanlcdc.ie/media/monaghanlcdc.ie/pdf/MonaghanSocioEconomicDraftforConsulationApril2015.pdf>) gives a detailed account of the social and economic profile of County Monaghan from most recent data available. This section summarises the key points that have emerged from the preparation of the socio-economic framework. (All data is taken from Census 2011 unless stated otherwise).

Who lives here?

- 60,483 people. 49 % of male 51% are female
- 13,490 are under 14
- 7,460 are over 65
- Almost 40,000 people are of working age (15-64)
- The population increased by 8% between 2006 and 2011
- Monaghan's population follows a similar trend to national figures in all age brackets
- However some areas of the county have significantly higher numbers of older people living there with some DED's recorded as high as 27% compared to a national figure of 12%
- 7,184 people in Monaghan have a disability
- 39% of people with a disability are over 65
- 88% of the population of Monaghan are Irish by nationality
- 4% of the population are Lithuanian by nationality , three times the national figure
- 52,198 people in Monaghan identify themselves as white Irish
- 249 people identify themselves as white Irish Traveller
- 320 people identify themselves as black/black Irish
- 433 people identify themselves as Asian/Asian Irish
- 175 people are resident in St Patrick's accommodation centre seeking asylum

Where do they live?

- Monaghan is a rural county. Less than 30% of the population live in an urban community
- This is quite different to the national figure of 62% of population living in an urban community.
- Between 2006 -2011 the number of people living in urban areas nationwide rose by 11%
- In Monaghan this figure decreased by 1%.
- Carrickmacross/Castleblaney municipal district recorded the highest % rise in population (10%)
- Clones/Ballybay municipal district recorded the lowest % rise in population (7%)

Families

- 52% of the population are single
- 36 % of all families in the county of made up of 2 persons
- Monaghan has higher % of larger families, 7% of families have 6 or more persons compared to 5% nationally
- There are 2,631 lone parent families in the county
- 85% of lone parent families are headed by a lone mother

Education of the population

- There are 850 free pre-school places in the county
- 97% of pre-school aged children in Monaghan availed of the free pre-school year
- 7,249 children are currently attending primary school
- 5,817 children are currently attending secondary school
- 1,993 people from Monaghan are currently enrolled in 3rd level education
- 3,639 people are enrolled in courses in Cavan Monaghan Education and Training board
- 1,116 people are availing of adult literacy programmes
- 40 % of Monaghan's population, who have completed their education, left the education system before reaching Leaving Certificate level.
- Almost 3,000 people in the county left the education system with no formal education.
- Early school leaving in Monaghan has been in decline since 2002.
- 97% of students entering secondary level in 2007 completed Junior Certificate
- The number of students remaining in school to complete the Leaving Certificate has increased from 81% of students beginning second level in 2002, to 89.5% of students beginning second level in 2007.
- In 2010, 70% of students completing the Leaving Certificate in Monaghan progressed to further or higher education.
- In 2014 this figure had risen to 85%, reflecting a 15% increase in a five year period.
- 87% of students from Monaghan enrolled in 3rd level education in 2013 were studying at Undergraduate degree level or higher.
- In 2008, only 24% of graduates from Monaghan gained employment in Monaghan, compared to a national figure of 34%.
- Graduate employment relates to the number of graduates employed in a county in comparison to the number of graduates that county produces, in 2008, Monaghan had the lowest rate of graduate employment in the country at 30%

Employment

- In **2011** the labour force of Monaghan was recorded at **27,538**
- **27%** of males were categorised in skilled manual employment
- **21%** of males were categorised in Managerial/technical employment
- **25%** of females were categorised in Managerial/technical employment
- **20%** of females were categorised in non manual employment
- **11%** of households were classified as Farmers
- **13%** of households were classified as non manual occupations
- **13%** of households were classified as manual skilled occupations

Unemployment

- In November 2015 , **4,436** people were signing on the live register
- **3,989** people were aged 25 and over
- **2,542** are male aged 25 and over
- **1,894** are female aged 25 and over
- **1,074** are signing on in Carrickmacross
- **1,247** are signing on in Castleblaney
- **2,115** are signing on in Monaghan
- **27%** of people on live register had been unemployed for more than 3 years
- **38%** of people on live register had been unemployed for less than 3 months
- **42%** of those on the live register were **males over 25**
- **10 %** of people on the live register were **under 25**
- **1,370** people were registered on government Job activation programmes

Key services

- On average people in Monaghan live **8-12 minutes** away from a Fire station. This is the average time nationally
- Some parts of the county are **20** minutes from a fire station
- The national average distance to a 24hr emergency hospital is 20-30 minutes
- The average figure for county Monaghan is 30-45 minutes with some parts of county up to 60 minutes from a 24hr emergency hospital.
- **44%** of households water services are supplied through the public main
- Group water scheme supply water to a further **23%** of households
- **49%** of households have their own individual septic tank

- Oil is the source of heating in 77% of households

Enterprise

- At December 2013, there were 6 IDA supported companies in County Monaghan, employing 365 people (*Dept JE&I*)
- In 2013, there were 114 Enterprise Ireland client companies in County Monaghan, employing 3,572 full-time jobs and 374 contract/part-time jobs
- In 2012 in County Monaghan, there were 34 agri-food Enterprise Ireland client companies, 3 of which employed over 200 people and 14 engineering Enterprise Ireland client companies, 1 of which employed over 200 people
- In 2012-2013, Monaghan County Enterprise Board approved grants of €786,000 with 60.5 associated jobs. In addition, the Board was involved in a number of cross-border projects with an estimated spend of €750,000 (*Monaghan LEO*)
- In 2014, Monaghan County Enterprise Board supported 16 companies with grants for business expansion, feasibility/innovation and priming
- In 2010, the average gross industrial output per person in County Monaghan was €271,087, compared to a national figure of €511,848 (*CSO 2011*)
- In 2010, the average wages and salaries spent as a percentage of net output was 37.85% in County Monaghan, compared to a national figure of 12.38% (*CSO 2011*)
- The average industrial wage in Monaghan in 2011 was €27,602 significantly lower than the state figure of €41,358 (*CSO 2011*)

Agriculture

- In 2010, there were **4,565 farms** in county Monaghan
- In 2010, the average farm size in Monaghan was **23.3 hectares**, significantly lower than the national average of **32.7 hectares**.
- **68% of farms** were classified as specialist **beef production** farms
- **54% of poultry** in the state comes from county Monaghan
- There are **350 poultry farms** in the county with an average of **16,708 poultry** per farm
- The number of pig farms has decreased from **60 in 2000 to 40 in 2010**
- In 2010, Monaghan farms **1.6%** of the number of pigs nationally.
- **73%** of farms holders in Monaghan are over **45 years old**

Tourism

- In 2013, Monaghan received **58,000 overseas visitors**, an increase of 12,000 from 2012. However this remained the second lowest figure in the North West region.
- The estimated contribution of overseas visitors to Monaghan in 2012 was **€11 million**, 50% less than **Cavan (€22 million)** and over 70% less than **Donegal (€40 million)**
- Corresponding figures for 2013 were Monaghan €19 million, Cavan €36 million and Donegal €63 million.

Disposable income

- In 2011 the estimated disposable income per person in the county was €16,261, the second lowest in the country. The state average was €19,055.

4. High Level Goals

Following a detailed analysis of the socio economic framework a draft socio economic statement and six draft high level goals were prepared and submitted for public consultation. Feedback from the public consultation exercise was considered by a subcommittee of the LCDC and Monaghan County Council and the drafts were amended as required, following which the following six high levels goals were adopted for the Monaghan LECP;

1. To develop and promote a positive image of County Monaghan as a place to live, invest and visit in order to maximise and sustain economic activity, entrepreneurial spirit and employment in the county.
2. To support the development of a highly skilled and educated workforce by supporting individuals and communities to participate in a wide range of educational and lifelong learning opportunities that is complimentary to economic development in the county.
3. To support the development of social and economic infrastructure to enhance and sustain economic and community development in the county.
4. To continue to support and strengthen community & voluntary activity and civic participation in the county.
5. To promote the health and well being of all people in Monaghan by ensuring equal opportunity to access, participate and engage in the social, economic, cultural, sporting and educational opportunities available in the County.
6. To protect, enhance and maximise the potential of the natural, cultural and heritage resources of County Monaghan

Goal 1 is being delivered through the objectives and actions in the economic plan. Goals 2, 3 and 6 will be delivered jointly through actions in both the Economic and the Community plans. Goals 4 and 5 are being addressed in the Community plan.

Strategic Environmental Assessment

Guidance from the Department of Environment, Community and Local Government on Local Economic and Community Plans, issued in January 2015 advises that the Local Authority preparing the LECP should take account of the SEA Directive along with Article 6 of the Habitats Directive in order to ensure compliance as appropriate.

In line with the relevant EU Directive (2001/42/EC) which was transposed into Irish Law by SI No. 435, a determination must be made as to whether certain plans or programmes are required to undertake a Strategic Environmental Assessment (SEA). This is known as 'Screening' and is the first step in the SEA process.

The LECP comes within the scope of the Directive 2001/42/EC as it is subject to adoption by a Local Authority and is directed by the legislative and regulatory provisions (Section 66B of the Local Government Reform Act 2014), Monaghan LECP will be screened in accordance with the regulations to determine if the policy objectives are likely to have significant effects on the environment.

Habitats Directive Assessment

The EU Habitats Directive was transposed into Irish law by the European Communities (Natural Habitats) Regulations, 1997 as amended. Under this Directive, the local authority is obliged to carry out an appropriate assessment of the ecological implications of the Plan on the Natura 2000 sites within County Monaghan.

Equality Proofing

The LCDC promotes an environment which is fair, transparent and welcoming for all individuals and organisations – employees, service-users and elected members. The LCDC 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 delivering this Plan the LCDC has carried out an Equality Screening exercise based on the nine grounds of the Equality legislation, Appendix .

Monaghan LCDC Equality and Human Rights statement

Monaghan LCDC and all its associated members are committed to the principles of the charter of fundamental rights of the European Union.

In our commitment to these principles we uphold the five core values of this charter with regard to all people in our society: *Autonomy, Democracy, Dignity, Inclusion, and Social Justice*. In our efforts to achieve equality and human rights for all people living in and visiting Monaghan,

Monaghan Local Community Development Committee agree to:

- Ensure that its operations, activities including meetings, are free from discrimination, sexual harassment, harassment and victimisation.
- Accommodate diversity across the nine grounds covered by the equality legislation in all its operations, activities and membership.
- Seek to benefit all people in Monaghan from across the nine grounds by promoting equality and implementing positive action measures where necessary.
- Ensure that the needs of service users from across the groups covered by the equality legislation are taken into account in the planning, design and delivery of the LECP.
- Support the participation and empowerment of people from across the nine grounds in the decision making processes of the LCDC.

- Ensure any Information, publications and materials produced for and by Monaghan LCDC will be provided in a relevant and accessible manner to people from across the nine grounds.
- Ensure that materials produced to promote Monaghan LCDC activities will be non discriminatory and will communicate the organisation's commitment to equality for service users.

Equality	Is about creating a fairer society where everyone can take part and have the opportunity to fulfil their potential.
Diversity	is about recognising and valuing people's differences
Human Rights	<p>Are about making sure the people of Monaghan are safe, have their privacy protected, and are treated fairly, with dignity and respect.</p> <p>Human Rights include:</p> <ul style="list-style-type: none">• Civil and Political Rights, such as the right to life, the right to a fair trial and the right not to be subjected to torture• Economic, Social and Cultural Rights, such as the right to work, to join a trade union, to health, to education, and to an adequate standard of living.
Poverty	People are living in poverty if their income and resources (material, cultural and social) are so inadequate as to preclude them from having a standard of living which is regarded as acceptable by Irish society generally.

The overall objective of this policy is to ensure the needs of all those who live in and visit county Monaghan are considered and addressed in the delivery of the wide range of actions presented in the Monaghan LECP. This section of the LECP provides Monaghan LCDC with a practical guide to support them and their stakeholders to equality proof the operations of the LCDC and implementation of the LECP.

The development and implementation of equality led practice and policy is a requirement under the Irish Human Rights and Equality Commission Act 2014 which provides for the introduction of a public sector equality and human rights duty.

This equality proofing template and supporting policy has been developed with close reference to the following key areas of equality legislation in Ireland:

- **Employment Equality Acts 1998-2008**
- **Equal Status Acts 2000-2008**
- **Disability act 2005**
- **Irish Human Rights and Equality Commission Act 2014**

Nine grounds of Equality legislation

Discrimination is prohibited on the following nine grounds:

- **Gender:** a man, woman or transsexual person;
- **Civil status:** covering a person who is single, married, separated, divorced or widowed;
- **Family status:** covering a person who is pregnant, a parent of a person under 18 or the resident primary carer or parent of a person with a disability;

- **Sexual orientation:** covering a person who is gay, lesbian, bisexual or heterosexual;
- **Religion:** covering different religious belief, background or none;
- **Age:** this applies to persons over 18 except for the provision of car insurance to licensed drivers under that age;
- **Race:** encompassing race, skin colour, nationality or ethnic origin;
- **Traveller community:** covering people who are commonly called Travellers and identified by Travellers and others as people with a shared history, culture and traditions, identified historically as a nomadic way of life;
- **Disability:** covering people with physical, intellectual, learning, cognitive or emotional disabilities and a range of medical condition.

Discrimination

There are three types of discrimination covered by the Acts:

Direct discrimination: is defined as the treatment of a person in a less favourable way than another person is, has been or would be treated, in a comparable situation on any of the nine grounds which exists, existed, may exist in the future or is imputed to the person concerned.

Indirect discrimination happens where there is less favourable treatment by impact or effect. It occurs where people are refused a service, for example, not explicitly on account of a discriminatory reason but because of a provision, practice or requirement which they find hard to satisfy.

Discrimination by association happens where a person associated with another person (belonging to the discriminatory ground) is treated less favourably because of that association.

Rural Proofing

We will assess the LECP for its likely impact on rural areas of the county

Travellers

Support for Traveller integration and inclusion have been mainstreamed into social inclusion services in the county. This has resulted from the comparatively low numbers of travellers families living in the county and from the experience of working closely with travellers, both settled and non settled through the support services in place.

Women

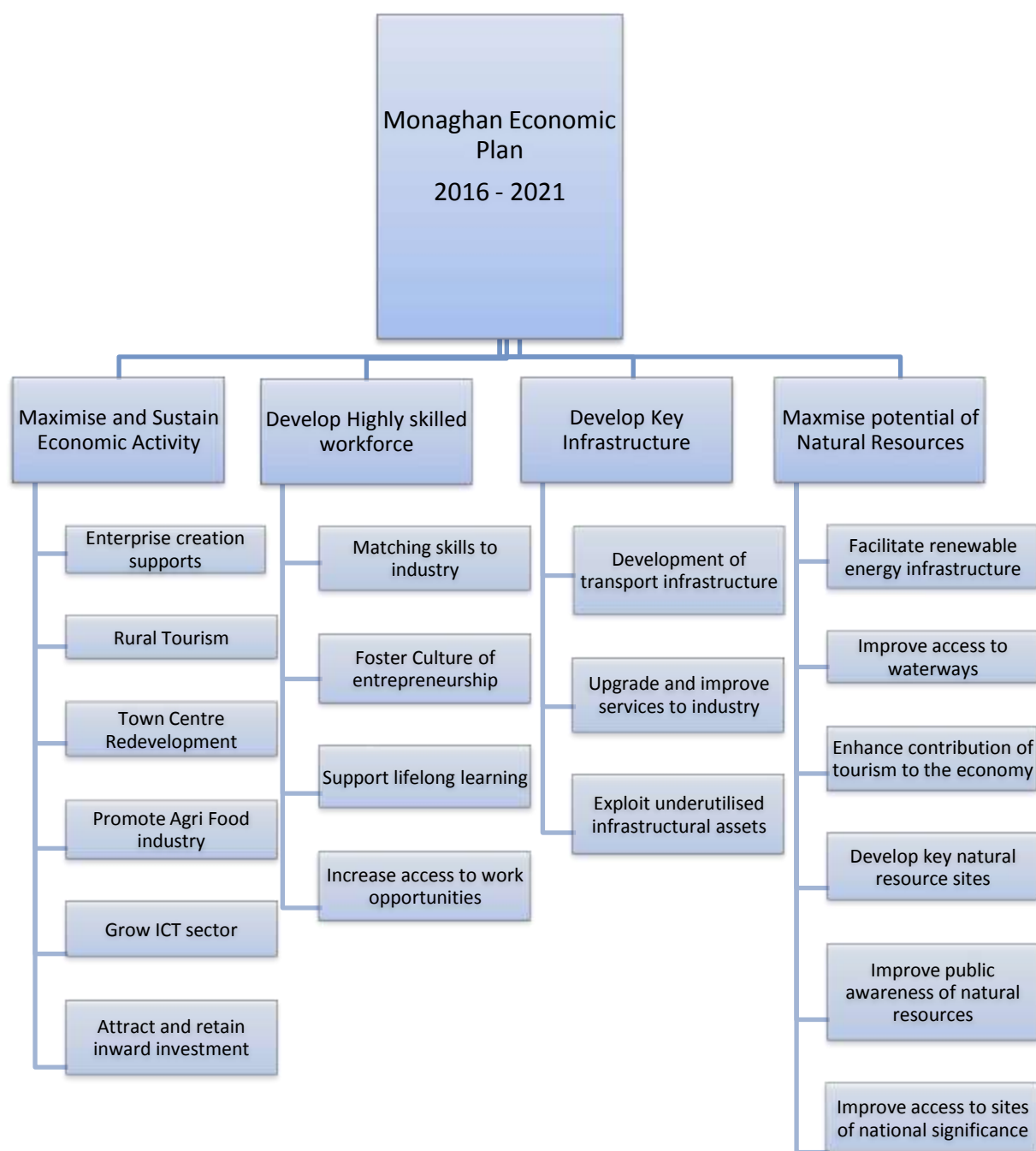
The National Collective of Community Based Women's Networks (NCCWN) is aimed at promoting equality between men and women and to ensuring that women can achieve their full potential while enjoying a safe and fulfilling life. There are two NCCWN funded projects in Monaghan, i.e., Blaney Blades and Dochas for Women. These groups will work closely with the LCDC in the delivery of this LECP to ensure the needs of women in Monaghan are addressed and supported.

5. Sectoral Economic Development Priorities

In addition to the four economic goals under which actions in the economic plan are derived, a review of all sectors of economic development within County Monaghan was carried out. Potential for growth within each sector were identified. This exercise was conducted to ensure the strategy was inclusive of all relevant areas of economic activity within the county, while prioritising and pin pointing specific areas for actions within these sectoral areas.

1. Agriculture & Food
2. Tourism
3. Manufacturing/Construction
4. ICT Development
5. Education & Training
6. Services industry
7. Infrastructure
8. Existing Businesses
9. New Business & Foreign Direct Investment
10. Retail and town centres

6. Summary of Monaghan Economic Plan 2016-2021



Actions

7. Economic Objectives and Actions

7.1 High Level Goal I:

To Maximise and Sustain Economic Activity, Entrepreneurial Spirit and Employment in County Monaghan

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
I.I Support enterprise and job creation	I.I.1 To provide a well-resourced one-stop shop of enterprise supports for Start-ups & expansion of SMEs countywide	Increased awareness of the role of the LEO as the first point of contact for enterprise and structured signposting to the most beneficial programme of support.	MCC/LEO	MID(LEADER), MCC	2015- 2020
	I.I.2 Co-ordinate multi-agency support with state/semi agencies to maximise uptake of job creation supports under the action plan for jobs	Resources for job creation maximised including for capital grants, soft supports and employment initiatives.	MCC/LEO	EI, SOLAS, DSP, CMETB, MID	2016 – 2020
	I.I.3 Organise a series of business events/information events for businesses.	4 interagency business events organised per annum	LEO/MCC	Chambers of Commerce, EI	Annually
	I.I.4 Establish a business leaders forum to support local industry	A business leader forum established and operational	LEO/EI	Chamber of Commerce	2016
	I.I.5 Establish a Business Association for the Furniture Industry	Business Assoc for the Furniture established	Furniture Manufacturers	MCC/CMETB	2016 - 2017

Strategic Objective	Actions	Output	Lead	Partners	Timescale
	I.1.6 Promote and assist development of Social Enterprises	New social enterprises established within the county and culture of social entrepreneurship encourage.	MCC/MID (LEADER)	LEO	2016-2020
	I.1.7 Support Long-term Unemployed in becoming self-employed and sustaining employment	Increase uptake of BTWEA scheme and increased business start-ups from this sector	DSP/MID	CMETB	2016 – 2020
	I.1.8 Provide a range of supports to encourage new start-ups and expansion of SME's	Demand led capital grant aid and soft supports for SME's	EI/LEO/MID (LEADER)		2016-2020
I.2 Market Monaghan as a centre for excellence for industry & entrepreneurship	I.2.1 Develop a new Brand for Monaghan business and tourism.	A new county brand established and launched	MCC	Monaghan Tourism, Chambers of Commerce	2016-2017
	I.2.2 Implement marketing campaign to attract investment to the county.	Preparation and implementation of a marketing campaign for County Monaghan	MCC/LEO	Monaghan County Enterprise Fund	2017-2020
	I.2.3 Work with IDA, Enterprise Ireland, DkIT, CMETB & other state agencies to attract new investment.	Increased Foreign direct investment and indigenous investment in industry in the county	MCC	IDA, EI, LEO, CMETB, Regional Development Centre DKIT	2016-2020
	I.2.4 Map, record and market the economic infrastructure in the county and region	Marketing brochure in electronic and hard copy format produced and updated	MCC/LEO	IDA, EI, LEO, Monaghan County Enterprise Fund	2016 and ongoing

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
I.3 Promote and support Agri-food industry as an economic driver	I.3.1 Develop a dedicated Food Hub facility in the county to act as an incubation unit, test kitchen and workspace facility.	Ballybay Enterprise Park established as a specialist Food incubation and training facility	Monaghan County Enterprise Fund	LEO, MID(LEADER)	2017
	I.3.2 Develop a food network/cluster within the county to act as a support structure for existing and emerging food businesses.	Food network established and membership grown encouraging expansion and development of new enterprises and value added products.	LEO	MID (LEADER), MCC, Bord Bia	2016 - 2020
I.4 Grow ICT Sector in the County	I.4.1 Develop and Market the availability of serviced high quality workspace serviced directly by fibre in Monaghan and Carrickmacross	Serviced high quality workspace units developed and made available in Monaghan and Carrickmacross towns.	Monaghan County Enterprise Fund; MCC	MID(LEADER)	2016 – 2020
	I.4.2 Target Graduate retention initiatives to improve graduate placement in local enterprises.	Increased number of graduate incentives provided to improve retention of educated workforce locally	CMETB	DkIT, Employers	2017 - 2018
I.5 Attract and retain inward investment	I.5.1 Provide affordable workspace in Monaghan, Carrickmacross, Castleblayney, Clones & Ballybay	Land-banks and suitable office and industrial workspace provided in all county towns	MCC	LEO, EI, IDA	Ongoing
	I.5.2 Identify opportunities to improve R&D capacity of the county through collaboration with colleges regionally.		LEO/CMETB/DkIT		2016-2020

7.2 High Level Goal 2: To Support the Development of a Highly Skilled and Educated workforce

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
2.1 Match Skills of Workforce to needs of Industry	2.1.1 Conduct Skill's Audit of Industry Needs	Skills Audit completed to identify employers current and future needs	MCC	LEO	2016
	2.1.2 Conduct Audit of Skills of unemployed on Live Register	Skills Audit completed to identify skill pool in the county	DSP/MID	MID (SICAP) LEO	2016
	2.1.3 Tailor Education and training programmes to meet needs in collaboration with CMETB/DkIT	Training tailored to meet employers needs and	SOLAS/CMETB /DkIT	DkIT, CMETB, MCC	2016 – 2020
	2.1.4 Develop Apprenticeship and Traineeship programmes to meet local needs	programmes to encourage new entrants into the workforce to meet industry needs			2017 – 2018
	2.1.5 Develop Centre of Excellence for Engineering through provision of workspace and R& D capacity to create spin off engineering start-ups from our large engineering companies	Centre of excellence concept developed	CMETB/DkIT/ LEO		2017-2018

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
2.2 Foster culture of Entrepreneurship in the County	2.2.1 Conduct and Audit of opportunities, identify gaps for new business/complimentary services that could be established within the county	Audit of business opportunities completed	MCC/LEO	DkIT	2017 – 2018
	2.2.2 Targeted training in entrepreneurship	Training courses developed and delivered	LEO/CMETB	MID (LEADER)	2017
	2.2.3 Schools programme to capitalise on strong Enterprise tradition in the county	Schools young entrepreneur competitions hosted annually	LEO/CMETB		Annually
	2.2.4 Develop a strategy for the establishment of a design and innovation centre for the furniture industry in Monaghan	Feasibility of proposal established and progressed.	Furniture Manufacturers	MCC/LEO/C METB	2016 - 2017
2.3 Support lifelong learning and skills development	2.3.1 Tackle the lack of transport in rural areas to allow access to training opportunities.	Increase penetration of current rural transport service through pooling resources and use multi-agency approach .	CMRTCU	MCC	2016 – 2020
	2.3.2 Research and pilot the bringing of education and training to rural areas using local hubs and web-based training methods.		MID(LEADER), CMETB, SOLAS		2016-2017
2.4 Increase access to work readiness opportunities for long-term unemployed, particularly youth.	2.4.1 Improve access, promote and co-ordinate internships, job placements and work experience programmes.	Maximise uptake of access to work initiatives and programmes.	MID (SICAP), Local Employment Service, Jobs Club	DSP/SOLAS	2016 - 2020
	2.4.2 To support unemployed to move closer to the labour market and progress into employment				

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2.5 Provide targeted up-skilling and training for farmers to	2.5.1 Work with farming organisations to identify the training and up-skilling requirements for farmers in the county.	Report on training needs of farmers produced	TEAGASC/CM ETB	MID(LEADER)	2016
	2.5.2 Develop a training programme that provides the skills and training for farmers to support them to expand their economic opportunities.	Training programme developed	TEAGASC/CM ETB	MID(LEADER)	2017-2021

7.3 High Level Goal 3: Support the Development of key Economic Infrastructure

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
3.1 Development of key road transport infrastructure	3.1.1 Lobby for progress on the development of the A5- N2 Bypass	Development prioritised, planning and funding for project secured.	MCC	NRA	2015- 2017
	3.1.2 Complete Monaghan Town East-West Link Road Study	Plans for the development prepared and project implemented	MCC	NRA	2016 – 2018
	3.1.3 Progress Shercock-Carrick-Dundalk Road Upgrade	Upgrade of this important east west link road completed	MCC		2016-2020
	3.1.4 Improve regional roads in mid-Monaghan area – Clones – Ballybay - Castleblayney	Improvement works to regional roads	MCC		2016-2020
3.2 Provision of essential infrastructural services to industry	3.2.1 Upgrade Gas network to north of county	Gas network extended to cover North Monaghan	Eriva	MCC	2018 – 2020
	3.2.2 Improve Broadband Infrastructure for industry	Broadband Fibre connections extended to service key industry location such as Lough Egish.	MCC	Broadband Providers	2017 - 2020
	3.2.3 Review County Development Plan to secure sufficient industrial workspace and land bank in Carrickmacross & Monaghan	Sufficient land zoned to meet the needs of industrial development in the 2 largest county towns.	MCC		2016

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Strategic Objective	Actions	Output	LEAD	Partners	Timescale
3.3 Promote development in town and village centres	3.3.1 Develop town action plans in 5 towns, (Monaghan, Ballybay, Carrickmacross, Castleblaney and Clones) and address town centre dereliction	Actions plans for town centre redevelopment completed	MCC	Town Teams ; Chambers of Commerce	2017
	3.3.2 Appoint Retail Manager in Monaghan town	Retail Manager appointed and action plan for supporting sustainable retail centres completed.	MCC		2017
	3.3.3 Establish Chambers or town teams in five towns to promote economic activity				
	3.3.4 Promote Monaghan as a services location in the border region	Facilities packaged and marketed in conjunction with the rebranding of the county and presented as a strategic location for cross border trade.	MCC/LEO	Chambers of Commerce	2017-2018
	3.3.4 Implement REDZ & rural town/village initiative schemes and a structured programme to deal with vacancy & dereliction	Plans and application prepared and funds secured to carried out infrastructural improvements	MCC	Town Teams ; Chambers of Commerce; Municipal Districts	2015 – 2016
	3.3.6 Pilot a Heritage Towns Initiative in Clones & Castleblaney	Heritage town programme designed and implemented in a county town	MCC	Town Teams	2017
	3.3.7 Support development of guesthouses, B&B's, self-catering and residential accommodation in rural towns	Refurbishment of unused buildings in towns	MCC	MID(LEADER)	2016-2020
	3.3.8 Support the development of Arts & Community infrastructure in towns	Establish Arts & Community Buildings in each town	MCC	MID(LEADER)	2016-2020

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Strategic Objective	Actions	Output	LEAD	Partners	Timescale
3.4 Exploit underutilised economic assets	3.4.1 Identify alternative uses for redundant/underutilised farm assets i.e. disused poultry houses, mushroom houses, waste from agri-food industry.	Analysis and Development support to assist project proposals to develop adequate business plans and capital incentives to implement	MID (LEADER)	MCC, LEO	2016-2020
	3.4.2 Identify uses for redundant industrial & retail buildings – eg furniture manufacturing & display premises	Identify sites, potential uses & market	MCC	MID (LEADER)	2016-2020

7.4 High Level Goal 6: Maximise the potential of Natural Resources of the County

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
6.1 Facilitate renewable energy infrastructure development	6.1.1 Support projects that have the potential to deliver sustainable energy alternatives.	Increased usage of renewable energy technologies across industry.	MCC/SEAI	SEAI MID (LEADER)	2016-2020
	6.1.2 Support for training and capacity building in renewable energy technologies		CMETB;DkIT		
	6.1.3 Assist Community groups and enterprises to develop and implement renewable energy technologies	Creation of green image for greater number of businesses in the county.	MCC/SEAI		
	6.1.4 Provide support for the provision of training and supports targeted at raising awareness and capacity in relation to renewable energy technologies. Support R&D in the application of new technologies locally.	Increased knowledge and awareness of the place renewable energy can play in increasing costs savings and efficiencies.	MID (LEADER)		
6.2 Improve access to water resources within the county	6.2.1 Encourage and enhance access to our waterways and lakes	Increased accessibility through improved car parking, signage, fishing stands and jetties to our waterways.	MCC MID(LEADER)	Waterways Ireland, Inland Fisheries Ireland, Private landowners.	2017- 2018

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
6.3 Enhance contribution of tourism to the rural economy	6.3.1 Provide R& D support to expand tourism product offering, amenity sites/trails, festivals, adventure tourism product, and visitor attractions. Support targeted expansion of accommodation base.	New tourism amenities and attractions developed. Targeted accommodation facilities based on identified need.	MCC	MID(LEADER)	2016-2020
	6.3.2 Support continued development of Ulster Canal project and expand Greenway from Clones to Armagh	Clones Armagh Greenway project completed	MCC	MID(LEADER), Waterways Ireland	2016-2020
	6.3.3 Develop Borderlands marketing concept	Borderlands concept developed, materials produced and launched.	MCC	Tourism Ireland	2017
	6.3.4 Develop Monaghan as the Premier Angling County in Ireland	Invest in Lough Muckno & market through tourism strategy	MCC		2016 – 2020
	6.3.4 Redevelop and launch new county tourism branding.	New county tourism brand launched in tandem to county re branding initiative	MCC		2016
6.4 Develop and promote key sites of Multi layered significance	6.4.1 Improve access and infrastructure at: <ul style="list-style-type: none"> - Lough Muckno - Dartry Forest & Lakes - Rossmore - Ulster Canal - Patrick Kavanagh Country - Black Pigs Dyke. - Sliah Beagh 	Enhancement works completed and infrastructure improved to enhance the visitor experience at 7 key sites countywide.	MCC	MID(LEADER), Coillte, Waterways Ireland	2016-2020

8. Community Elements of the LECP

Role of LCDCs and Local Authorities in Local and Community Development

Recently the role of the LA in local and community development has been significantly strengthened and expanded, with particular focus on promoting the well-being and quality of life of citizens and communities, with the newly established LCDCs as the primary vehicle for the coordination of local and community activity within the administrative area of the local authority. The now disbanded Community Forum worked very well in Monaghan and has been replaced by the Public Participation Network and it has representatives sitting on the LCDC. There has been no provision made nationally for the important role performed previously by the Social Inclusion Measures Group (SIMG), which also operated effectively in County Monaghan. In reaching out to marginalised communities, and the marginalised within communities, and in order to provide them with the opportunity to participate in local decision making and the power to influence and shape local decisions, Monaghan LCDC, as part of the roll out of this plan, will establish an Equality Sub Group of the LCDC and it will report to the LCDC periodically through protocols agreed between the LCDC and the membership of the sub group. The aim of the LCDC Equality sub group will be to support the LCDC in the delivery of the equality remit both within the workings of the LCDC and the development and delivery of this Plan. Both the PPN and the Equality sub group will play crucial roles in delivering some of the Community Actions identified in this Plan.

The people of Monaghan have a vested interest and significant stake in the promotion and development of a wide field of ongoing community activities that will not necessarily be reflected in the strategic objectives and actions set out in this Plan. To attempt to cover all of these would render the Plan so big it would be unmanageable and would result in significant duplication, the avoidance of which is a core requirement of the LCDC and the LECP. Such areas include, but are not limited to Arts, Sports, Heritage and Tourism, areas that are not represented on the LCDC in their own right but whose core activity will impact on the activities of the LCDC and the LECP. Each of those areas has their own strategic policy document/s and while the LCDC and LECP will be cognisant of those and will support the implementation of them, it would not be appropriate to replicate them here. Rather, the LCDC will ensure that its activities complement those strategies and will avoid duplication. A schedule of the relevant documents is set out at Appendix A.

In addition there are a number of key events held annually that have become a part of the calendar in Monaghan that are not specifically included, such as Monaghan Social Inclusion Week, as they are an ongoing and established affair. Likewise with the annual community grants scheme operated by Monaghan County Council, ongoing activity in Age Friendly, Monaghan Sports Partnership, and other day to day activity in the social inclusion and community development areas.

In addition, the Plan has adequate flexibility to ensure that plans and strategies that evolve subsequent to the adoption of this Plan and can impact on the aims and aspirations of this Plan can be included in it as required.

Monaghan has comparatively few Traveller families living in the county, with circa about 110 families, and there have been a number of integration initiatives targeting Travellers. Through these initiatives and through consultation with Travellers, and a range of agencies involved in working with Travellers, the focus in the county now focuses on integrating Traveller initiatives with mainstream social inclusion work. This has proved more effective in reaching out to Travellers and is supported by Travellers.

Community Objectives and Actions:

8.1 High Level Goal 2:

To Support individuals and communities in participating in educational and lifelong learning opportunities

Strategic objective	Actions	Output	Lead	Partner	Timescale
2.6 To increase numbers participating in literacy programmes throughout the county.	2.6.1 Run a Literacy awareness week in the county to promote supports available to improve literacy and numeracy skills.	2.6.1 Literacy awareness campaign delivered	CMETB Monaghan Library Services	Monaghan Integrated Development	Annual 2016-2021
	2.6.2 Roll out NALA www.writeon.ie literacy programme in the county.	2.6.2 Increased number in adult literacy programmes in the county	CMETB Monaghan Library Services		2016-2021
	2.6.3 Support roll out of the Reading Recovery programme in primary schools throughout the county.	2.6.3 Increased levels of literacy within primary school children	Monaghan Education Centre		2016-2021
	2.6.4 To run programme of learning in the area of modern technology and social media in local communities	2.6.4 Increased capacity among the population in digital information and social media	CMETB/Monaghan Library Services		2016-2021

Strategic Objective	Actions	Output	LEAD	Partners	Timescale
2.7 To increase numbers participating in training and further education opportunities.	2.7.1 To identify the pre development supports needed to build the capacity of people to participate in educational opportunities.	2.7.1. Profile of the pre-development supports needed produced.	LCDC Equality Sub Group.	Monaghan Integrated Development	2016
	2.7.2 To develop a model of predevelopment supports to address the needs identified in action 2.2.1 and implement in targeted areas.	2.7.2. Increased numbers participating in lifelong learning.	SICAP		2017-2021
	2.7.3 To implement a range of initiatives to support early school leavers and socially excluded young people to participate in lifelong learning opportunities.	2.7.3 Increased numbers of early school leavers and SICAP target group Participating in lifelong learning.	SICAP		2017-2021
	2.7.4 To support the progression of disadvantaged young adults into further education, training and employment.	2.7.4 Increased numbers of disadvantaged young adults participating in further education, training and employment.	MID (SICAP)		2017-2021
	2.7.5 To support the progression of young adults with a learning disability into further education, training and employment.	2.7.5 Increased numbers of young adults with a learning disability participating in further education, training and employment	Equality sub group		2017-2021
2.9 Analyse the impact of transport on participation in education and training opportunities for people in county Monaghan.	2.9.1 Examine the potential of community transport models to meet the gaps in transport	2.9.1. Model of community transport developed	CMTCU	LCDC	2017-2021

8.2 High Level Goal 3:

To support development of social infrastructure and community development in the county.

Strategic objective	Actions	Output	Lead	Partner	Timescale
3.5 To enhance the social physical infrastructure in the county by restoring derelict buildings and land for social and economic benefit in the county.	3.5.1 Develop an incentive scheme to encourage redevelopment of derelict/vacant buildings in the towns of the county.	3.5.1.Reduced number of derelict/vacant buildings in the towns of the county	Monaghan county council/LEADER/REDZ	TEAGASC	2016-2021
	3.5.2 To explore alternative use for farm buildings.	3.5.2.Plan for alternative use of buildings produced	TEAGASC		2016-2021
	3.5.3 Develop community initiatives to address rural town decline	3.5.3 Grant aid programme delivered to support the revitalising of rural towns	LEADER		
3.6 To improve access to and availability of transport throughout rural Monaghan	3.6.1 To implement a rural transport plan for county Monaghan	3.6.1 Rural Transport plan for county produced.	CMTCU	LCDC	2016-2021
	3.6.2 Publish a guide to existing services in order to promote and raise awareness of all existing transport services in the county.	3.6.2.Publication on existing services produced and disseminated throughout the county.	CMTCU/Monaghan Age Friendly Alliance		2016

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Strategic objective	Actions	Output	Lead	Partner	Timescale
3.7 Develop and enhance youth facilities throughout county Monaghan	3.7.1 Develop a purpose built youth facility in Monaghan.	3.7.1.New Youth Facility in Monaghan town	Monaghan County Council/ Youth Network	HSE	2016-2021
	3.7.2 Carryout a review of existing youth facilities in the county to identify gaps in supports and opportunities for young people.	3.7.2.Report on existing youth facilities produced	Monaghan Youth Network, LEADER		2017
	3.7.3 Support provision of youth facilities throughout the county	3.7.3 Expansion of youth facilities in county	MID/Leader		2016-2021
3.8 Support the development of Border Regional Museum facility in Monaghan	3.8.1 Develop a new museum facility in Monaghan supporting heritage and culture for the border area.	3.8.1 New Museum developed	Monaghan County Council.	Friend of County Museum Committee	2016-2021
3.9 To strengthen and enhance peace, reconciliation and diversity throughout county Monaghan	3.9.1 Implement Monaghan Peace IV programme plan for Peace and Reconciliation	3.9.1 Monaghan PEACE IV plan implemented	Peace IV Partnership		2016-2021
3.10 To continue to promote good community relations.	3.10.1 Promote “Know your neighbour” initiatives and increased integration of all communities, particularly new communities and Travellers.	3.10.1 Increased participation of persons from new communities and travellers in community activities.	Monaghan Public Participation Network / Leader / SICAP	MCC / MID	2016 – 2021
	3.10.2 Extend the remit of the Crime Prevention Ambassadors programme and roll out county-wide, thus linking vulnerable people to information and supports that are available	3.10.2 Increase in membership of programme.	JPC/PPN	MCC	2016-2021
	3.10.3 Roll out the Community Text Alert initiative throughout the county as a response to rural crime.	3.10.3 Countywide participation in scheme.	JPC/PPN	MCC	2016-2021

8.3 High Level Goal 4:

To support and enhance civic participation in the county

Strategic objective	Actions	Output	Lead	partner	Timescale
4.1 Encourage and support active citizen participation in the County.	<p>4.1.1 Promote and support the Public Participation Network as a vehicle for public and community engagement.</p> <p>4.1.2 Provide developmental support and advice to community groups and organisations involved with the public participation network.</p>	4.1.1 Increased participation by community groups in the PPN structure	Monaghan Public Participation Network	Monaghan Public Participation Network	2016-2021
4.2 Support effective community engagement and consultation for the public participation network.	<p>4.2.1 Continue to develop innovative ways of consulting with the public, with a focus on the hard to reach and hard to hear voices in our community, including the development of a Citizens Forum.</p> <p>4.2.2 Develop a “Screening Template” which will examine all calls for consultation, identify the main issues/purpose of the call and who it is likely to affect thereby enabling more effective engagement.</p>	<p>4.2.1.Revised model of community consultation produced</p> <p>4.2.2.Screening template for consultation produced</p>	Monaghan Public Participation Network	Monaghan Public Participation Network	2016-2021

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Strategic Objective	Actions	Output	Lead	Partner	Timescale
4.3 Build and strengthen the capacity of the public participation network and its members	4.3.1 Develop and deliver annual training programme for PPN members to build their skills and capacity in community development and volunteerism.	4.3.1. Training programme delivered	Monaghan PPN	Equality sub group	2016-2021
	4.3.2 Deliver a capacity building training programme in the county to build capacity of community, sports and youth clubs and committees throughout the county.	4.3.2 Training programme delivered	PPN/MCC	Equality sub group /PPN/Sports partnership	2016-2021
	4.3.3 Maximise the drawdown of funding to the community sector by facilitating community-led project applications to funding bodies.	4.3.3 Improved funding for sector achieved.	MCC/PPN		2016-2021
	4.3.4 Support community groups to participate in the National competitions as a mechanism for planning and directing community activity and harnessing local voluntary effort.	4.3.4 Improved capacity to compete in National competitions.	MCC/PPN		2016-2021
	4.3.5 Promote participation in community awards schemes as a way to incentivise and reward excellence in community.	4.3.5 Community Awards scheme participation increased	MCC/PPN/MID		2016-2021
4.4 Develop the availability of all youth services and activities for all young people in the county	4.4.1. Support the development of Monaghan Youth Network and all of its associated membership.	4.4.1. Strengthening of youth network and more co-ordinated delivery of youth services.	MCC/CMETB	Youth groups in the county /PPN	2016-2021
	4.4.2. Support the implementation of the programme of work for Comhairle na nÓg	4.4.2 Programme plan delivered	Comhairle na nÓg/MCC		2016-2021

8.4 High level Goal 5

To promote the health and well being of all people in Monaghan by ensuring equal opportunity to access, participate and engage in the social, economic, cultural, sporting and educational opportunities available in the County.

Strategic objective	Actions	Output	Lead	Partners	Timescale
5.1 To raise awareness among services providers and agencies of the impact of social exclusion on people in county Monaghan	5.1.1 Carry out an audit to profile the barriers faced by people that prevent them from progressing into the work force or further education and to inform key service providers.	5.1.1. Profile of barriers to education and training produced.	LCDC/LCDC Equality Sub Group	MID (SICAP)	2016
	5.1.2 Develop and implement the <i>Pathways to Work</i> Guide that informs services providers and employers on how to support people to access training and education.	5.1.2 Publication of guide to supporting marginalised people to access further training and education	LCDC Equality Sub Group	MID (SICAP)	2016-2021
	5.1.3 Develop a guide to social inclusion and supporting toolkit to inform services providers of how social exclusion impacts on a person and how they can address exclusion in their services provision.	5.1.3 .A guide to social exclusion for services providers produced	LCDC Equality Sub Group		2016
	5.1.4 Develop and implement a series of workshops/training with key service providers linked to the guide and toolkit produced	5.1.4 Four workshops delivered to key services providers to raise awareness of social exclusion	LCDC Equality Sub Group		2017-2021

Strategic objective	Actions	Output	Lead	Partners	Timescale
5.2. To support people in the county who are carers and those who are in need of care.	5.2.1 Conduct research with carers in Monaghan to identify the specific needs of care and support they have.	5.2.1 Audit Report on needs of carers in the county produced.	Monaghan Age Friendly Alliance	Cavan Monaghan Carers Association /HSE	2016
	5.2.2 Develop pilot <i>Carers in the Community</i> scheme based on the findings of 5.2.1. to train and upskill carers to develop careers as carers	5.2.2..Pilot model produced based on finding of research report.	Monaghan Age Friendly Alliance	Cavan Monaghan Carers Association /HSE	2017 -2021
5.3 To improve and sustain the health and well being of all people in county Monaghan	5.3.1 Co-ordinate the rollout of Positive Mental Health Week annually to raise awareness of mental health supports in the county.	5.3.1 Annual week long series of events delivered.	Monaghan Positive Mental Health Committee	LCDC	2016-2021
	5.3.2 Develop and implement Monaghan Action Plan on suicide prevention	5.3.3 Monaghan suicide prevention Action Plan developed and implemented	HSE	LCDC	2016 - 2021
	5.3.3 Establish a Drug and Alcohol Forum for County Monaghan.	5.3.3 Increased awareness, information and co-ordination in tackling issues	MCC	HSE/MCC/Tusla/PPN/LCDC Equality Sub Group	2016
	5.3.4 Conduct a county wide audit and develop a co-ordinated approach to delivery of Drug and Alcohol Awareness-raising programmes in the county in line with Healthy Ireland's strategic objectives	5.3.4 Drug & Alcohol awareness raising campaign delivered	Monaghan Drug & Alcohol Forum	HSE/Tusla/PPN/LCDC Equality Sub Group	2016-2021
	5.3.5 Increase the participation in sport and physical exercise across the population	5.3.5 Increased numbers participating in sports and physical activity programmes	Monaghan Sports Partnership	HSE/ETB/PPN	2016-2021

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	<p>5.3.6 Develop and implement a healthy eating programme.</p> <p>5.3.7 To support the implementation of the Helping Hands programme and provision of befriending for socially isolated people in county Monaghan.</p>	<p>5.3.6 Community Healthy eating programme delivered</p> <p>5.3.7 Care and repair/befriending service delivery. Reduction in social isolation. Increased connection to community.</p>	<p>Cavan Monaghan Healthy Families</p> <p>MID (Monaghan Volunteer Centre)</p>	<p>HSE/ PPN/ETB/LCDC Equality Sub Group</p> <p>HSE/PPN</p>	<p>2016-2021</p> <p>2016-2021</p>
<p>5.4 To improve access to and knowledge of all services and supports available in the county.</p>	<p>5.4.1 Produce template for Accessible guide to services and information</p> <p>5.4.2 Produce Age Friendly <i>Guide to Communication</i> for service providers</p> <p>5.4.3 Reprint and circulate Monaghan Dementia Awareness Booklet</p> <p>5.4.4 Develop a roadmap of family support services in Monaghan.</p> <p>5.4.5 Develop an integrated mental health support signposting system</p> <p>5.4.6 Development of Community First Responder Schemes throughout the county.</p>	<p>5.4.1.Guide to accessible services produced</p> <p>5.4.2. Booklet produced and circulated</p> <p>5.4.3 Booklet produced and circulated</p> <p>5.4.4.Roadmap of family support services produced</p> <p>5.4.5 Mental health services signposting system produced</p> <p>5.4.6 Community responder scheme developed throughout the county</p>	<p>Monaghan County Council.</p> <p>Monaghan Age Friendly Alliance</p> <p>HSE/Monaghan Age Friendly Alliance</p> <p>Tusla</p> <p>Monaghan Positive Mental Health Committee</p> <p>HSE</p>	<p></p> <p></p> <p></p> <p>LCDC Equality Sub Group</p> <p></p> <p>PPN</p>	<p>2016</p> <p>2016</p> <p>2017</p> <p>2017/18</p> <p>2017/8</p> <p>2017</p>

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5.5 Support the integration of new communities in Co Monaghan	5.5.1 Continue to develop and strengthen a new communities network	5.5.1 Network enabling issues and concerns to be voiced and raised with policy/decision makers	MID (SICAP) (LEADER)	Equality sub group	2016-2021
	5.5.2 Use English conversation class provision as a means to promote integration	5.5.2 Integration and language proficiency promoted	MID (SICAP) (Monaghan Volunteer Centre) and ETB (ESOL)		2016-2021

8.5 High Level Goal 6

To protect, enhance and maximise the potential of the natural, cultural and heritage resources of County Monaghan

Strategic Objective	Actions	Output	Lead	Partners	Timescale
6.5 Improve public awareness of the natural resources of Co. Monaghan	6.5.1 Devise & implement a plan for protecting and improving the quality of water sources in Co Monaghan	6.5.1 Plan in place. Improvement in water quality achieved	Local Authority Water & Community Office / MCC	LAWCO/MCC/PPN/ River Trusts	2016-2021
	6.5.2 Develop a mix of awareness raising, capacity building and project development which supports the protection and sustainable use of water resources	Publication & distribution of materials through schools.	MCC	MID(LEADER) CMETB	2016- 2021
	6.5.3 Support for Communities to undertake analysis and development research into potential bio-diversity projects	Public programmes and training delivered on an annual basis to enhance biodiversity	MCC (Heritage)	MCC	
		Increased awareness	MCC (Heritage)	Leader	2016-2021
	6.5.4 Support for programmes and training which raise awareness and public interest in bio-diversity practices that conserve and enhance bio-diversity within rural areas		MCC (Heritage)		2016-2021
	6.5.5 Develop a user friendly information guide for local people about the sites of local history and heritage in their community.	Website and other promotion guides produced	MCC		2016-2021
	6.5.6 Develop a local history module to be delivered in schools throughout the County.	Increased awareness	MCC		2016-2021
	6.5.7 Increase presence on national social media to promote heritage and culture of County Monaghan	Increased awareness			2016-2021
6.6 Develop & expand the understanding of history & heritage in Co. Monaghan	6.6.I Collate and develop the local knowledge of the people of the county into a local tourism itinerary in specific areas.	6.6.I Heritage trails in three towns developed.	MCC		2016-2021

Strategic Objective	Actions	Output	Lead	Partners	Timescale
6.7 To improve the accessibility to and awareness of the key archaeological and heritage sites in the county.	6.7.1 Conduct an audit of access and signage issues in the key national archaeological and significant heritage sites in the county.	6.7.1 Audit & Register of Key sites	MCC		2016-2021
	6.7.2 Develop and implement a plan to address access and signage issues identified in action 6.2.1	6.7.2 Access & Signage provided to identified sites	MCC		2016-2021
	6.7.3 Develop Heritage Website	6.7.3 Website developed	PPN Heritage/MCC	Leader	2016-2021

9. Appendix A - References

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Monaghan County Council Library strategy

Monaghan Age Friendly Strategy

Monaghan County Childcare Local Development plan

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Department of Justice (2015) Traveller Interagency Process: The Way Forward, Report of 1st Annual TIG Conference May 2015.

Appendix B:

Monaghan Local Community Development Committee

Equality and Human Rights Impact Assessment

December 2015

1. Equality and Human Rights Impact Assessment

An Equality and Human Rights Impact Assessment is an instrument for assessing the impact of Monaghan LECP on agreed equality objectives and on specific groups experiencing inequality.

1.1 Stage of the proofing process

This Equality Proofing process involves four key stages that will aim to ensure that equality and human rights are embedded within the objectives of Monaghan LECP.

The four stages are:

- **Setting the context**
 - *Identifying the overall aim of the LECP, who is responsible for it and who will benefit.*
- **Planning and consultation –**
 - *Identifying the collation of data relevant to those protected under equality legislation and engagement with those protected in the consultation processes*
- **Action**
 - *Identifying the targeting of those protected under equality legislation within the actions of the LECP and identifying any barriers to their participation.*
- **Mainstreaming**
 - *Monitoring the impact of the LECP from an equality perspective and identifying models of good practice in terms of equality promotion for the future.*

1.2 Conducting the proofing process

- The draft LECP will be assessed using the agreed equality and human rights impact assessment template.
- A copy of the completed assessment template will be completed and presented to the LCDC for approval.
- Any recommendations for change identified in the assessment process will be made.
- The equality and human rights assessment template will be included as an appendix in the Final Monaghan LECP.

2. Equality and Human Rights Impact Assessment

2.1. Equality and Human Rights Impact Assessment:

Section One: Context

Question	Commentary	Follow up action
What are the main aims of Monaghan LECP?	Monaghan Local Community Development Committee (LCDC) through the delivery of the Local Economic and Community Plan (LECP) aims to develop and promote social and economic opportunities for all people living in and visiting co Monaghan.	None
How will the aims of Monaghan LECP be achieved?	The aims will be achieved through the delivery of the strategic and detailed action plan that supports the six high level goals that were identified in consultation with the key stakeholders and community in Monaghan.	None
Who has overall responsibility for delivery?	Monaghan LCDC, with the administrative support of Monaghan County Council is responsible for the delivery of the LECP.	None
Who will benefit from the policy?	This plan aims to benefit all those who live in county Monaghan, visitors to county Monaghan and potential investors in county Monaghan.	None
How will progress be monitored and impact measured?	Progress will be monitored against targets and indicators outlined in the plan. Impact on those experiencing disadvantage and exclusion will be measured through a review process established within the LCDC Equality sub group.	None

2.2. Equality and Human Rights Impact Assessment:

Section two: Planning and consultation

Question	Commentary	Follow up action
Has Monaghan LCDC considered up to date and relevant data with regard to the people across the nine grounds of equality legislation in the preparation of the LECP?	A detailed socio-economic profile of county Monaghan was produced as part of the preliminary preparation of the LECP. This profile identified trends throughout the county utilising the nine grounds of the Equal Status Act.	To carryout and review and update of the socio-economic profile on an ongoing basis, as new information becomes available.
Does the data suggest that any groups across any of the nine grounds are under-represented among those who seek access to activities coming within the scope of the LECP?	The analysis identified the need to raise awareness among service providers and communities in Monaghan of exclusion and inequality issues across each of the nine grounds.	None
Did Monaghan LCDC actively support the participation of groups experiencing inequality in the planning and consultation processes for the LECP?	Yes, through the Public Participation Network (PPN) targeted stakeholder consultation and community consultation events the LCDC ensured that the views of those most marginalised were encouraged to participate in the planning and development of the LECP	None
Are the strategic objectives of Monaghan LECP consistent with other strategies, policies and commitments nationally, regionally and locally?	Yes	None

2.3. *Equality and Human Rights Impact Assessment:*

Section Three: Action

Question	Commentary	Follow up action
Are the objectives and actions of Monaghan LECP free from any form of discrimination under all of the nine grounds identified in the equality legislation?	Yes	None
Does Monaghan LECP contribute to achieving equality for groups and their individual members who experience inequality?	Yes	None
Are there potential barriers or problems under any of the equality grounds associated with Monaghan LECP?	Some potential barriers to participation exist in a number of areas of the LECP. However, there are specific targeted actions within the LECP that aim to identify barriers experienced, with a view to removing them.	Will be addressed in ongoing monitoring of the LECP in context of impact of those actions.
Do the objectives and actions of Monaghan LECP make commitments to developing a capacity within member organisations to achieve equality for the people of Monaghan?	Yes	None
Does Monaghan LECP outline ways to support the participation of equality interests in the implementation of the objectives and actions of the plan?	Yes	None
Have adequate resources been allocated in targeted measures to meet equality objectives?	Yes	None
Have targets and indicators relevant to each of these groups been identified?	Yes	None

2.4. *Equality and Human Rights Impact Assessment:*

Section four: Mainstreaming

Question	Commentary	Follow up action
Does the plan have monitoring and evaluation systems in place to measure the impact of the LECP on those experiencing inequality?	Yes	Report to be produced by Equality sub group annually.
Does the plan identify opportunities to build the capacity of stakeholders and members in the area of equality promotion?	Yes	Training in Equality to be delivered to equality sub group. Recommended training for LCDC membership.
Does the plan allow for the identification of models of good practice in the area of equality promotion for mainstreaming purposes?	Yes	Include identification of models of good practices in the annual work plan of the Equality sub-group.
Does the plan allow for the production and dissemination of equality materials developed during implementation of actions?	Yes	Production and distribution of Social Inclusion guide produced

Glossary of terms

AFA	Age Friendly Alliance
BCCN	Border Counties Childcare Network
BMW	order Midlands & Western Region
CCC	County Childcare Committee
CDB	County Development Board
CDP	County Development Plan
CLÁR	Ceantair Laga Árd-Riachtanaís
CMETB	Cavan Monaghan Education and Training Board
CMRTC	Cavan Monaghan Rural Transport Coordination Unit
CSF	Community Support Framework
DECLG	Department of Environment, Community & Local Government
DED	District Electoral Division
DES	Department of Education & Skills
DJEI	Department of Jobs, Enterprise and Innovation
DkIT	Dundalk Institute of Technology
DTTAS	Department of Transport Tourism and Sport
DSP	Department of Social Protection
EI	Enterprise Ireland
ERDF	European Regional Development Fund
EU	European Union
FDI	Foreign Direct Investment
FRC	Family Resource Centre
GIS	Geographic Information Systems
HSE	Health Service Executive
ICT	Information Communications Technology
IDA	Industrial Development Authority
IFI	Inland Waterways Ireland AND International Fund for Ireland
ISC	Irish Sports Council
JPC	Joint Policing Committee
LCDC	Local Community Development Committee
LDC	Local Development Company (MID in Monaghan)
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

MCC	Monaghan County Council
MAN	Metropolitan Area Network
MD	Municipal District (X 3: Ballybay/Clones, Carrickmacross/Castleblaney & Monaghan)
MID	Monaghan Integrated Development Ltd
MSP	Monaghan Sports Partnership
NDP	National Development Plan
NGO	Non-Governmental Organisation
NTA	National Transport Authority
TII	Transport Infrastructure Ireland (formerly National Roads Authority and National Railway Procurement Agency)
OPC	Older Person's Council
PEACE	PEACE IV European cross border funding programme
PPN	Public Participation Network
REDZ	Rural Economic Development Zones
SEAI	Sustainable Energy Authority of Ireland
SEUPB	Special EU Programmes Body
SICAP	Social Inclusion Community Activation Programme
SIU	Social Inclusion Unit (in Monaghan County Council)
SLA	Service Level Agreement
SME	Small / Medium Enterprise
SOLAS	Seirbhísí Oideachais Leanunaigh agus Scileanna
TIG	Traveller Interagency Group