



Comhairle Chontae Mhuineacháin
Monaghan County Council



Monaghan Local Economic and Community Plan

2023 - 2029

March 2024

www.monaghan.ie



Foreword	I	7 Implementation Plan	85
Executive Summary	V	7.1 Goal 1	88
1 Introduction	1	7.2 Goal 2	90
1.1 Context	3	7.3 Goal 3	93
1.2 Preparation of the Plan	3	7.4 Goal 4	95
1.3 A Vision for Monaghan	6	7.5 Goal 5	97
1.4 Overriding Status of the Plan	7	7.6 Goal 6	99
2 Policy Context	9	8 Implementation Arrangements	101
2.1 International Policy	11	8.1 Implementation and Revision	103
2.2 National Policy	13	8.2 Monaghan LECP Monitoring and Evaluation Approach	104
2.3 Regional Policy	19	8.3 What is being Monitored?	104
2.4 Local Policy	20	8.4 What will be Reported?	105
3 Monaghan – Overview of the County	27	8.5 Data Sources	105
3.1 Population	29	9 Appendices	107
3.2 Housing and Household Characteristics	31	9.1 Appendix A – Policy Review List	108
3.3 Economy	35	9.2 Appendix B – Note on Screening for Strategic Environmental Assessment (SEA) and Appropriate Assessment	109
3.4 Social and Community	45	9.3 Appendix C – Implementation Plan Proofing	110
3.5 The Environment and Sustainability	53	9.4 Appendix D – Detailed Public and Business Survey Responses	125
4 Consultation	55	9.5 Appendix E – List of Funding Streams	148
4.1 Consultation Approach overview	57	9.6 Appendix F – List of Acronyms	149
4.2 Themes from the Consultation	58		
4.3 Emerging Strategic Priorities	65		
5 SCOT Analysis	67		
6 Overview	71		
6.2 Goal 1, Objectives and Desired Outcomes	73		
6.3 Goal 2, Objectives and Desired Outcomes	75		
6.4 Goal 3, Objectives and Desired Outcomes	77		
6.5 Goal 4, Objectives and Desired Outcomes	79		
6.6 Goal 5, Objectives and Desired Outcomes	81		
6.7 Goal 6, Objectives and Desired Outcomes	83		



Foreword

Chairperson of Monaghan LCDC

It is an honour to introduce the Local Economic and Community Plan 2023-2029, which provides a road map for an integrated approach to deliver on 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, building on the previous plan and driving forward economic and community development in the County.

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

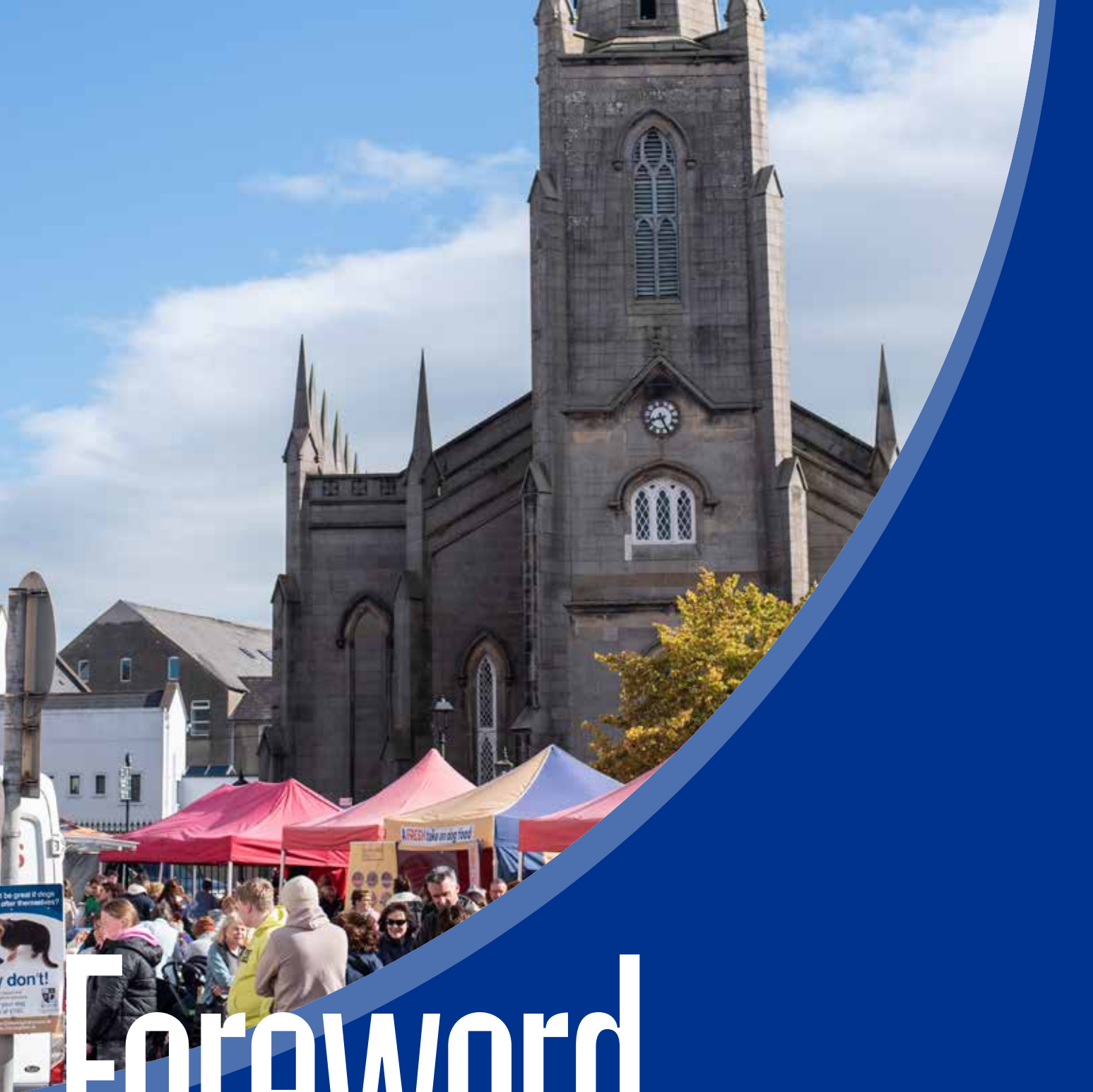
This plan is reliant on the willingness of local organisations, statutory bodies, communities and people to work together and creatively to deliver on the goals and objectives set out in the plan. We hope that it will give focus to the energy and momentum in the County to work towards securing a better 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. I would also like to give a special thanks to the outgoing Chairperson, Alan Johnston, for all his work, commitment, and dedication to getting the new plan to the stage it is at today.

The LCDC looks forward to working with all stakeholders towards the delivery, monitoring and implementation of this plan.

Councillor Cathy Bennett
Chairperson
Monaghan LCDC





Foreword

Chairperson of MCC SPC on Economic
Development and Enterprise Support

I am delighted to introduce Monaghan's second Local Economic and Community Plan (LECP) which will cover the period 2023-2029. 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 the benefit and improvement of County Monaghan.

Under the Local Government Reform Act 2014, 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 plan details 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 comprehensive 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.

We have been delighted with the response from 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, while also providing 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 on-going 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 stakeholders on its delivery.

Councillor Sean Gilliland
Chairperson
MCC SPC Economic Development &
Enterprise Support





Executive Summary

Introduction

Monaghan County Council's ambition with this document is to develop a Plan that reflects the voices of all the communities and people of our County, and which will ensure the best possible outcome for the development of the County into the future.

This new Local Economic and Community Plan (LECP) for County Monaghan is aligned with key policies at local, regional, and national level. These include the Monaghan County Development Plan 2019-2025, Monaghan Climate Change Adaptation Strategy 2019-2024, Monaghan's Digital Strategy 2021-2025 as well as the Northern and Western Regional Spatial & Economic Strategy 2020-2032 (NWRA RSES), the National Planning Framework (NPF) (2018), and the National Climate Action Plan 2023. Furthermore, the UN Sustainable Development Goals will anchor and guide the development of the plan from the outset, acknowledging the current climate and biodiversity emergency and the need to ensure a prosperous and sustainable future for our communities. In order to highlight the transparency and consistency of the supporting Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels.

The LECP will guide the sustainable, economic and community development of the County over the next 6 years (2023-2029). It will cover a wide spectrum of initiatives in areas such as inclusion, wellbeing, education, employment, innovation, and sustainability.

The new LECP will be a shared plan, built upon the perspectives of a range of key stakeholders, including the Monaghan Public Participation

Network (PPN), local business leaders and the wider community from across the County.

This LECP comprises of the following Chapters:

- » A vision for Monaghan developed from the views and feedback provided during the consultation process reflecting a future as put forward by Monaghan's community and businesses. (Chapter 1)
- » A summary of key policies, strategies and plans that the LECP supports, embodies, and aligns with at a local, regional and national level. (Chapter 2)
- » A socio-economic overview of the County, in areas including demographics, housing, the economy, social & community and the environment. (Chapter 3)
- » A summary of the consultation process with information on the consultation conducted and key findings identified from the analysis by theme. (Chapter 4)
- » An analysis of Monaghan's key strengths, constraints, opportunities, and threats (SCOT Analysis) as the County moves towards 2029. (Chapter 5)
- » High-level goals, objectives, and outcomes for the 6-year period between 2023-2029 that were developed from findings of the analysis and consultation. (Chapter 6)
- » An initial 2-year implementation plan outlining specific actions (along with enabling agencies and KPIs) to assist in achieving the high-level goals, objectives, and outcomes. (Chapter 7)
- » A proposed monitoring and evaluation process to assist in accurately reporting on the progress of the high-level goals, objectives, and Outcomes. (Chapter 8)



Research and Consultation

The new LECP has been developed through consultation with a range of different stakeholders. This has included the PPN, community and voluntary organisations, local business representatives, elected members, education and training providers and the public. A thorough consultation process was undertaken to ensure that engagement was received from communities across Monaghan and to encourage participation in the development of the County. A number of key strategic priorities were identified from the research and consultation. These can be summed up as follows:

- » Ensuring climate action is at the core of community and economic development into the future.
- » Broadening opportunities for further education and training to support personal development and enhance employability.



- » Enhancing inclusion and increasing supports for all the communities in the County.
- » Celebrating our heritage and culture and supporting its contribution to economic and community development.
- » Improving the vibrancy of our towns and villages as multi-functional and attractive places.
- » Diversifying the economy and supporting businesses to enable sustainable economic growth.

High-Level Goals and Objectives

Using the information and findings from the socio-economic analysis, consultation process and review of existing policy, 6 high-level goals along with associated objectives and outcomes have been developed to cover the 2023-2029 period.

The goals, objectives and outcomes have been prepared by Monaghan County Council, the LCDC and SPC for Economic Development and Enterprise Support in consultation with other key stakeholders and agencies that will assist in the delivery of the plan. The 6 high-level goals are as follows:

High-Level Goals	Objectives
<p>Goal 1: Support and promote diversity, equity and respect to enhance inclusion and wellbeing in communities across the County</p>	<ul style="list-style-type: none"> • Objective 1.1 Encourage and support community and volunteering groups in the County • Objective 1.2 Enhance health and wellbeing across the County • Objective 1.3 Reduce poverty and deprivation across all communities
<p>Goal 2: Transition to a more sustainable County based around climate action, biodiversity, decarbonisation, clean energy and environmental responsibility</p>	<ul style="list-style-type: none"> • Objective 2.1 Reduce the level of emissions in the County in line with national policy • Objective 2.2 Encourage community-based climate and sustainability projects • Objective 2.3 Increase the level of sustainable and active travel in the County

High-Level Goals	Objectives
<p>Goal 3: Increase access to training and educational resources to promote opportunities for personal and professional development</p>	<ul style="list-style-type: none"> • Objective 3.1 Encourage life-long learning and upskilling including in the area of digital skills • Objective 3.2 Increase access to in-county traineeships & apprenticeships to support skills development and training • Objective 3.3 Support marginalised and vulnerable groups to access education and training
<p>Goal 4: Prioritise the targeted regeneration of the County’s towns and villages to address economic and community decline in rural areas</p>	<ul style="list-style-type: none"> • Objective 4.1 Enhance key infrastructure across the County including in relation to roads and public transport • Objective 4.2 Implement the Town Centre First Policy to reduce dereliction and vacancy • Objective 4.3 Support the evening and night-time economy
<p>Goal 5: Grow and diversify the economy, and attract and create high value sustainable employment</p>	<ul style="list-style-type: none"> • Objective 5.1 Attract foreign direct investment to support job creation • Objective 5.2 Support existing enterprises and encourage innovative entrepreneurship • Objective 5.3 Strengthen and build upon the world-class agri-business sector
<p>Goal 6: Foster, develop and invest in arts, culture, and the creative sector and unlock Monaghan’s tourism potential to support economic growth and sustainable development</p>	<ul style="list-style-type: none"> • Objective 6.1 Improve the visibility of Monaghan as a tourism destination • Objective 6.2 Seek to enhance the County’s tourism offering • Objective 6.3 Support and develop the Creative and Cultural sector of the County



1. Introduction

The new Local Economic and Community Plan (LECP) will cover a 6-year period from 2023 – 2029 and will guide the sustainable economic and community development of County Monaghan. The LECP has been prepared by the Strategic Policy Committee (SPC) for Economic Development and Enterprise Support and the Local Community Development Committee (LCDC), under the guidance of the LECP Advisory Steering Group (ASG) and in line with the revised LECP guidelines released in 2021. Furthermore, a wide range of stakeholders, including the community and various agencies and groups, have provided input to the development of the new LECP to ensure that it reflects the needs and ambitions of the entire County.

As outlined below and in contrast to the 2015-2021 LECP, the new LECP covers both community and economic elements in an integrated and combined way that reflects the cross-cutting nature of elements across the goals, objectives, outcomes, and actions. The community elements of the plan have been prepared and approved by the LCDC and include goals, objectives, outcomes, and actions related to health and wellbeing, education and training, sustainability and the County’s heritage and creative sector. The economic elements of the plan have been prepared and approved by the Strategic Policy Committee (SPC) for Economic Development and Enterprise Support and include goals, objectives, outcomes, and actions related to driving job creation and increasing employment, supporting key sectors in the County (including agriculture), improving transport infrastructure and services, promoting entrepreneurship, and attracting investment.

Furthermore, the goals, objectives, outcomes and actions were proofed, in consultation with key stakeholders, to ensure they reflected and addressed cross-cutting priorities of sustainability, equality, poverty, rurality, age and disability outlined in the LECP guidelines. In doing so it was also ensured that the LECP supports the public sector duty to promote equality, prevent discrimination and protect human rights. Similarly, the LECP is consistent and aligned with the Monaghan County Development Plan, the Northern and Western Assembly’s Regional Spatial and Economic Strategy (NWRAS), and other key policies at the local, regional and national level. This proofing is available in Appendix C.

While Monaghan County Council has the overall responsibility for the plan, its successful implementation will require a collaborative approach with key stakeholders from across the County acting as leads or implementing partners of specific actions in the implementation plan. This will include stakeholders from the private sector, the PPN, education and training providers, the creative sector, community and voluntary groups, and other agencies that provide vital services in the County. As such, the plan will be implemented through programmes and initiatives delivered both by the local authority as well as other key stakeholders and partners in Monaghan.



1.1 Context

The Monaghan LECP has been developed in the context of the revised guidance (Local Economic and Community Plans Guidelines) issued by the Department of Rural and Community Development and the Department of Housing, Local Government and Heritage in 2021. The overall LECP now comprises of two interconnected parts as follows:

- » **The LECP Framework**, covering the 2023-2029 period, which consists of the high-level goals, the objectives and the outcomes. The high-level goals are strategic in nature providing the general direction of the plan, the objectives identify more specific areas to address, and the desired outcomes represent key aims/impacts it is hoped the plan will achieve over the 6-year period.
- » **The Implementation Plan**, which is for an initial two years, includes specific actions to assist in achieving the overall goals, objectives and outcomes of the LECP. It includes lead and implementing partners as well as Key Performance Indicators for each action. The implementation plan will be revised every two years.

The more flexible approach to implementation outlined in the LECP Guidelines means that Monaghan's new LECP can be updated to address issues as they arise and to remain fully relevant and aligned with the needs of the County over the course of the 6-year period. It also allows Monaghan County Council and its partners to identify actions that may be underperforming, not progressing nor having the desired impact and to revise or replace these with actions better aligned with the County's needs. To ensure that the advantages of this new approach are realised, close monitoring and evaluation of progress in relation to the actions as well as the overall outcomes, objectives and goals will be required.

1.2 Preparation of the Plan

The plan has been developed through the following stages aligned with the 2021 LECP guidelines:



Preparation – The first stage in developing Monaghan's new LECP was the collation and analysis of socio-economic data from relevant sources (e.g., CSO data) as well as a review of the policy context. This information allowed the Council, the LCDC and SPC to understand and identify the needs of the County, strengths that could be built upon and priorities arising from existing strategies at a local, regional and national level that the LECP will align with. This information was used to develop the Socio-Economic Statement, including 6 draft high-level goals, which were utilised to generate discussion as part of the consultation process.



2.

Consultation – During this stage, a thorough consultation process was undertaken with a wide range of stakeholders which included community input. The consultation process included workshops, stakeholder interviews, surveys, and written submissions on the Socio-Economic Statement. Following completion of the consultation process, the draft high-level goals were revised to align with the views and ambition put forward by the various stakeholders including from the community and voluntary sector, education and training providers, elected members and private sector representatives.

3.

Development of the Objectives, Outcomes and Actions – Using the findings, feedback and ideas from the analysis and consultation stages, the objectives, outcomes and actions were developed. Relevant agencies and partners were consulted during the development of the objectives, outcomes and actions to ensure they were realistic and achievable and aligned with their ambition as well as existing programmes, where appropriate. As highlighted above, this included proofing of the goals, objectives, outcomes and actions to ensure that they covered the crosscutting priorities of sustainability, equality, poverty, rurality, age, and disability outlined in the LECP guidelines as well as for alignment with local, regional and national policy.

4.

Finalise Plan – Following the finalisation and approval of the objectives, outcomes and actions by the LCDC and SPC, input was sought from the Northern and Western Regional Assembly (NWRA) and Monaghan’s three Municipal Districts. This input was then reflected in the completed draft of the full LECP. To ensure the LECP’s compliance with environmental regulations, a Strategic Environmental Assessment Screening report and Appropriate Assessment Screening report were also completed. Following circulation of the full draft LECP for review, the plan was revised and finalised and formally approved by Monaghan County Council on **08/01/2024**.

Responsibilities in developing the LECP

In line with the LECP Guidelines the following responsibilities were assigned for the development of the plan:

- » **Monaghan County Council LECP Advisory Steering Group (ASG):** The ASG provided oversight for the overall development of the LECP.
- » **Local Community Development Committee (LCDC):** The LCDC was responsible for the preparation of the community elements of the LECP.
- » **Strategic Policy Committee (SPC) for Planning, Economic Development and Infrastructure:** The SPC was responsible for the preparation of the economic elements of the LECP.
- » **Regional Assembly:** The Northern and Western Regional Assembly was consulted for inputs to ensure consistency and alignment with the Regional Spatial and Economic Strategy 2020-2032 (RSES).
- » **Municipal Districts:** The Municipal Districts of Ballybay-Clones, Carrickmacross-Castleblayney, and Monaghan were consulted for input and consistency in relation to the economic and community elements of the plan and with the existing County Development Plan.



1.3 A Vision for Monaghan

A vision for the new LECP has been developed to set out a clear ambition for the future of the County and to act as a coordinating anchor for Monaghan’s economic and community development. It has been shaped from the findings of analysis of existing data and the thorough consultation process with stakeholders from across the County.

The vision complements the high-level goals, objectives and outcomes outlined in the subsequent chapters of this document and aligns with the actions of the implementation plan.

A photograph of a forest path with a semi-transparent text box overlaid on the left side. The path is dirt and leads through a dense forest of tall, thin trees. The lighting is bright, suggesting a sunny day. The text box is white with a slight shadow, containing the vision statement in bold black text.

Monaghan will continue to be an attractive and welcoming County with vibrant communities and a diverse economy, built around wellbeing, innovation, prosperity and sustainability.



1.4 Overriding Status of the Plan

Implementing this Plan will involve Monaghan County Council helping to facilitate, promote, support and coordinate stakeholders in their activities in a way that is consistent with existing and emerging plans which set out public policy for sustainable development, including that relating to the economy, communities, infrastructure, land use, tourism, environmental protection and environmental management.

This Plan is situated alongside this hierarchy of statutory documents that has been subject to environmental assessment/screening for

environmental assessment, as appropriate, and forms the decision-making and consent granting framework. The Plan does not provide consent or establish a framework for granting consent and will not be binding on any decisions relating to the granting of consent.

The Plan fully aligns with the provisions of the existing National Planning Framework, Ireland 2040, National Climate Action Plan 2023, Housing for All 2021, the Regional Spatial and Economic Strategy 2020-2032 and the current County Development Plan, all of which have been subject to legislative

requirements relating to public consultation and environmental assessment/screening for environmental assessment. As such, the Plan is wholly subject to the requirements of the provisions set out in these documents, including provisions relating to sustainable development, environmental protection and environmental management that have been integrated into these documents, including through SEA and AA processes, and does not introduce any alterations or additions to those provisions.

In order to be realised, projects included in this Plan (in a similar way to other projects from any other sectors) will have to comply, as relevant, with various legislation, policies, plans and

programmes (including requirements for lower-tier Appropriate Assessment, Environmental Impact Assessment (EIA) and other licencing requirements as appropriate) that form the statutory decision-making and consent granting framework. It is a specific provision of this Plan to ensure that all of the provisions from the County Development Plan identified as mitigation in the accompanying Screening for SEA and AA reports shall be complied with throughout the implementation of this Plan.





2. POLICY CONTEXT

Policy Context

This section provides a summary of existing policies and strategies that are influencing the development of County Monaghan and contributed to shaping the goals, objectives, outcomes, and actions of the LECP. It includes international, national, regional and local level policy and strategy and highlights existing priorities related to economic and community development to which the LECP is aligned. This includes the following:



Community

- » Creating resilient and viable communities and pursuing a town centre first policy to help address dereliction and vacancy in Monaghan's towns and villages.
- » Enhancing inclusion, community wellbeing and health for all those that live in the County.
- » Making Monaghan a more sustainable County through protecting the environment and implementing climate action initiatives.
- » Supporting and encouraging participation in Monaghan's arts, culture and creative sectors.
- » Ensuring access to appropriate services and adequate supply of housing across the County.

Economic

- » Driving the balanced economic development of the County including through the provision of appropriate infrastructure.
- » Supporting existing businesses, attracting investment, and enhancing cross-border trade.
- » Pursuing growth in key areas such as the agri-food sector, opportunities related to the green economy and tourism.
- » Ensuring the development of a skilled workforce that aligns with the needs of the private sector and increases employability across the County.
- » Embracing the use of technology not only in the private sector but across the entire community to drive economic and community development.

Furthermore, given the current climate and biodiversity crisis, Monaghan County Council acknowledges the importance of the UN Sustainable Development Goals (UN SDGs). The SDGs have been reflected in the development of the goals, objectives, outcomes and actions. Similarly, the LECP is consistent with the County Development Plan, the Regional Economic and Spatial Strategy, and the delivery of other existing programmes at a local level, such as the Social Inclusion and Community Activation Programme (SICAP). Selected key strategies and policies are outlined below.

2.1 International Policy

2.1.1 United Nations Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet. Key to achieving this are the 17 Sustainable Development Goals (SDGs). The SDGs highlight the need to combine strategies and policy to work together to end poverty, reduce inequalities, improve health and education, and drive economic growth, all whilst protecting and conserving the natural environment, biodiversity and working to tackle climate change. While the 17 SDGs are important for all countries and communities, a small number have been selected below to highlight the alignment with the LECP in general and the vision for Monaghan as it develops into the future. This includes:

SDG 11: Sustainable Cities and Communities

– Creating sustainable towns and villages with vibrant communities which are safe, inclusive and resilient is a key element of this SDG. This aligns with existing policies in Ireland in relation to spatial planning at a national level as well as Monaghan’s own County Development Plan. Furthermore, this SDG looks to ensure access to high-quality services and to create positive linkages between the environment, the economy and community. This is reflected strongly across the goals and objectives of the LECP.

SDG 8: Decent Work and Economic Growth

– Promoting sustainable, inclusive economic growth and creating fulfilling employment for all is strongly emphasised within the objectives of the SDGs, including SDG 8. Similarly, strengthening and diversifying the economy, attracting investment and creating meaningful employment have been aims of a number of current and past strategies in Monaghan and are also aligned with the purposes of the LECP.

SDG 13: Climate Action – The impact of climate change and the biodiversity crisis are being felt in communities across Ireland and the globe. Climate action and other initiatives to conserve and protect the natural environment will be key to addressing the effects of climate change and to protect the environment for future generations. This SDG aligns with both national and local policy and is a key element of the LECP.



SUSTAINABLE DEVELOPMENT GOALS



Figure 2.1: United Nations Sustainable Development Goals

2.2 National Policy

2.2.1 Climate Action Plan 2023

The Climate Action Plan (CAP) is a national plan for Ireland to fulfil commitments to achieve a 51% reduction in emissions by 2030 and net-zero emissions by 2050. Each local authority is required to prepare a Climate Action Plan at least once every five years, containing both mitigation and adaptation measures. Local authorities will also develop decarbonisation zones with a range of climate mitigation, adaptation and biodiversity measures.

The CAP also seeks to empower local communities to address the transition to a more sustainable and carbon neutral society through community-led climate action initiatives. CAP 2023 reiterates the Government's support for community-led climate action with €60 million in funding to be made available under the Community Climate Action Programme. A further €50 million has been made available under the Climate Action Fund for the installation of solar PV for schools, and a further €50 million made available for climate action business supports through the Sustainable Energy Authority of Ireland (SEAI).

2.2.2 Town Centre First: A Policy Approach for Irish Towns (2022)

The Town Centre First (TCF) policy is a government framework to support the revitalisation and development of Ireland's town centres as attractive and sustainable places. Towns and villages across the country face a number of common challenges, such as vacancy and dereliction, decreasing populations and associated economic decline. The TCF policy also reflects insights gained during the COVID-19 pandemic around the importance of town centres for communities and looks to support their development as vibrant hubs for social, economic and cultural activity.

As part of the policy, local authorities are to appoint a Town Regeneration Officer to work with local communities to develop Town Centre First teams and implement Town Centre First Plans and related initiatives. These teams will comprise of local residents, businesses and community representatives and will lead on the development of initiatives that will have a positive impact on their town or village centre.



2.2.3 Project Ireland 2040: National Planning Framework (2018)

The National Planning Framework (NPF) is a high-level strategy that aims to shape growth and development in Ireland out to the year 2040. The NPF draws upon lessons learned from the National Spatial Strategy 2002-2022 and provides a framework for the sustainable development of Ireland’s existing settlements, as an alternative to an uncoordinated “business as usual” approach to development. The Strategy also contains a range of National Strategic Outcomes (NSOs), providing a wider context for targeting future growth across the country.

Specific growth priorities for Monaghan are outlined within the NPF. The importance of the Dublin-Belfast corridor is seen as a key driver of growth and change within Monaghan and the wider North-East region. Enhanced connectivity, through both physical and digital infrastructure, will help place Monaghan and other counties within the North-East to capitalise on the advantages of being located between the island’s two capitals.



2.2.4 Project Ireland 2040: National Development Plan 2021 – 2030

The National Development Plan (NDP) 2021-2030 sets out the investment priorities that underpin the implementation of the National Planning Framework as part of Project Ireland 2040. Through a total investment of €165 billion, this level of capital spending aims to ensure ongoing cross-sectoral regional development and public investment. A large proportion of this investment is directed at major national infrastructure projects relating to sustainable mobility, international and regional connectivity, transitions to a low carbon and climate-resilient economy, compact growth, enhanced amenity and heritage, among others. Particular infrastructure works outlined in the NDP are of direct relevance to Monaghan, such as projects relating to the N2 national road development between Castleblayney, Clontibret and the Border.

Wider public investment will be allocated through the following four national funding streams to help drive growth and development in key sectors. These include the:

- **Rural Regeneration and Development Fund** – to promote rural renewal and the regeneration of rural towns and villages.
- **Urban Regeneration and Development Fund** – to support major development and regeneration projects in Ireland’s urban centres.
- **Disruptive Technologies Innovation Fund** – to develop Ireland’s innovation ecosystem.
- **Climate Action Fund** – to support the transition to a low-carbon and climate-resilient society.

These funds will present further opportunities to drive investment across Monaghan.





2.2.5 Our Rural Future – Rural Development Policy 2021 – 2025

Our Rural Future aims to provide a framework for the development of rural Ireland over a 5-year time frame. The policy aims to address both the challenges facing rural areas and the opportunities which rural economies and communities can benefit from in the coming years.

The policy attempts to address these challenges and capitalise on these opportunities through 8 Policy Themes:

1. Optimising Digital Connectivity.
2. Supporting Employment and Careers in Rural Areas
3. Revitalising Towns and Villages.
4. Enhancing Participation, Leadership and Resilience in Rural Areas.
5. Enhancing Public Services in Rural Areas.
6. Transitioning to a Climate Neutral Society.
7. Supporting the Sustainability of Agriculture, Marine and Forestry.
8. Supporting the Sustainability of our Islands and Coastal Communities.

The themes contained in this policy focus on both the social and economic development of rural areas in Ireland, recognising that both strong communities and strong local economies are vital in maintaining vibrancy and enabling the future development of our society.

2.2.6 Housing for All – A New Housing Plan for Ireland 2021

Housing for All is the Irish Government’s national housing policy framework up to 2030. It is a multi-annual, multi-billion euro plan that aims to improve Ireland’s housing market and deliver more homes to meet housing needs over the next decade.

The Housing for All Plan establishes a target to deliver 33,000 new homes per annum, with over 300,000 new homes to be delivered up to 2030. The Plan establishes the following primary pathways to achieve its aims:

- » Supporting home ownership and increasing affordability
- » Eradicating homelessness, increasing social housing delivery, and supporting social inclusion
- » Increasing new housing supply
- » Addressing vacancy and efficient use of existing stock

As housing is an ever-important feature affecting our quality of life, the importance of the supply, availability and affordability of high-quality and energy-efficient housing cannot be understated when considering how to best shape the future growth of Monaghan. As well as this, the Plan outlines the importance of connecting homes and households through greater provision of broadband services across Ireland to enable a sustainable housing system.

2.2.7 National Volunteering Strategy 2021 – 2025

The publication of the National Volunteering Strategy fulfils the commitment under the Sustainable, Inclusive and Empowered Communities Strategy to develop and publish a dedicated national strategy for the voluntary sector. The National Volunteering Strategy aims to recognise, promote and further support the valuable contribution that Ireland’s volunteers make to Irish society across a diverse range of sectors, including arts and heritage, education, health, sport, environment and social inclusion.

Overall, the Strategy seeks to develop and enhance the role of volunteers and voluntary organisations in developing and sustaining vibrant communities.

To realise the vision of the strategy, 5 strategic objectives are outlined:

1. To increase participation and diversity in volunteering including embracing new trends and innovation.
2. To facilitate, develop and support the Volunteering Environment so that it contributes to vibrant and sustainable communities.
3. To recognise, celebrate and communicate the value and impact of volunteers and volunteering in all its forms.

2.2.8 Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019 – 2024

4. To promote ethical and skills-based international volunteering to deliver results for beneficiaries and to enhance Global Citizenship in Ireland.
5. To improve policy coherence on volunteering across Government both nationally and locally.

It is recognised that volunteers and voluntary activities make an essential contribution to the vitality and wellbeing of Monaghan.

The Sustainable, Inclusive and Empowered Community Strategy acknowledges the essential contribution that community groups make to our society and economy and strengthens the relationship between the government and the community and voluntary sector. The Strategy estimates that there are approximately 29,000 non-profit organisations in Ireland, with one third of these comprising registered charities. As such, the Strategy sets out the Irish government’s policy framework to support these groups within the community and voluntary sector up to 2040. The vision for the strategy reflects these sentiments:

“To create vibrant, sustainable, inclusive, empowered and self-determining communities that support the social, cultural and economic well-being of all members.”

Within the Strategy, a set of actions are outlined that will help to empower communities and strengthen their working relationship with Local Authorities and Local Community Development Committees. These actions are related to areas such as capacity building for community workers, volunteers in community organisations and voluntary board members, awareness raising and training.



2.3 Regional Policy

2.3.1 Regional Spatial and Economic Strategy (RSES) for the Northern and Western Region 2020 – 2032

The Regional Spatial and Economic Strategy (RSES) for the Northern and Western Region provides an overarching framework for the creation and enhancement of attractive places, with the necessary supporting infrastructures to stimulate enterprise investment and to realise economic potential. It echoes the NPF in emphasising sustainable development patterns and seeks to focus growth within existing urban areas and in regional growth centres.

The RSES provides a spatial planning framework for the region focused **on compact growth and placemaking**, with more sustainable growth focussed on existing cities, towns, and villages instead of uncoordinated sprawl or excessive one-off housing. More coordinated and concentrated development aims to deliver greater quality of life and more attractive centres for investment and economic growth. In the context of County Monaghan, Monaghan Town is seen as a Key Town for the North-West region: a centre of significant scale that can act as regional drivers that complement and support the higher order urban areas within the settlement hierarchy of the Strategy. Carrickmacross is also seen as a Place of Strategic Potential, performing important sub-regional functions for employment, housing, and services, with Carrickmacross as the hub for south Monaghan.

2.3.2 North-West Regional Enterprise Plan to 2024

The Regional Enterprise Plan to 2024 for the North-West is a strategic regional document which outlines the challenges and opportunities influencing the development of enterprise in the North-West region. Building on the actions achieved through previous Regional Enterprise Plans, the plan uses a ‘bottom-up’ collaborative approach that involves the enterprise agencies, local enterprise offices, local authorities, higher and further education bodies, private sector and others within the region to deliver balanced regional growth throughout the North-West.

The Plan contains 6 strategic objective areas, relating to areas such as encouraging entrepreneurship, renewable energy, promoting the region, transitioning business to low energy consumption/carbon production, cross border relationships and building skills capacity among the regions labour force.

2.4 Local Policy

2.4.1 Monaghan County Development Plan 2019 – 2025

The Monaghan County Development Plan 2019 - 2025 sets out the proposed objectives for the sustainable development of Monaghan over the 6-year period. It builds upon the 2013-2019 County Development Plan, considering lessons learned from its implementation.

The current County Development Plan looks to leverage Monaghan’s strengths and support the creation of jobs and the development of urban and rural places with high- quality physical and social infrastructure. The County Development plan sets out 8 strategic objectives covering a number of different areas including planning and zoning of land, economic and community development, infrastructure, and the built and natural environment.

The County Development Plan and LECP are designed to be complementary policies which are required to align on the overarching strategy for the community and economic development of the County.

2.4.2 Monaghan LECP 2016 – 2021

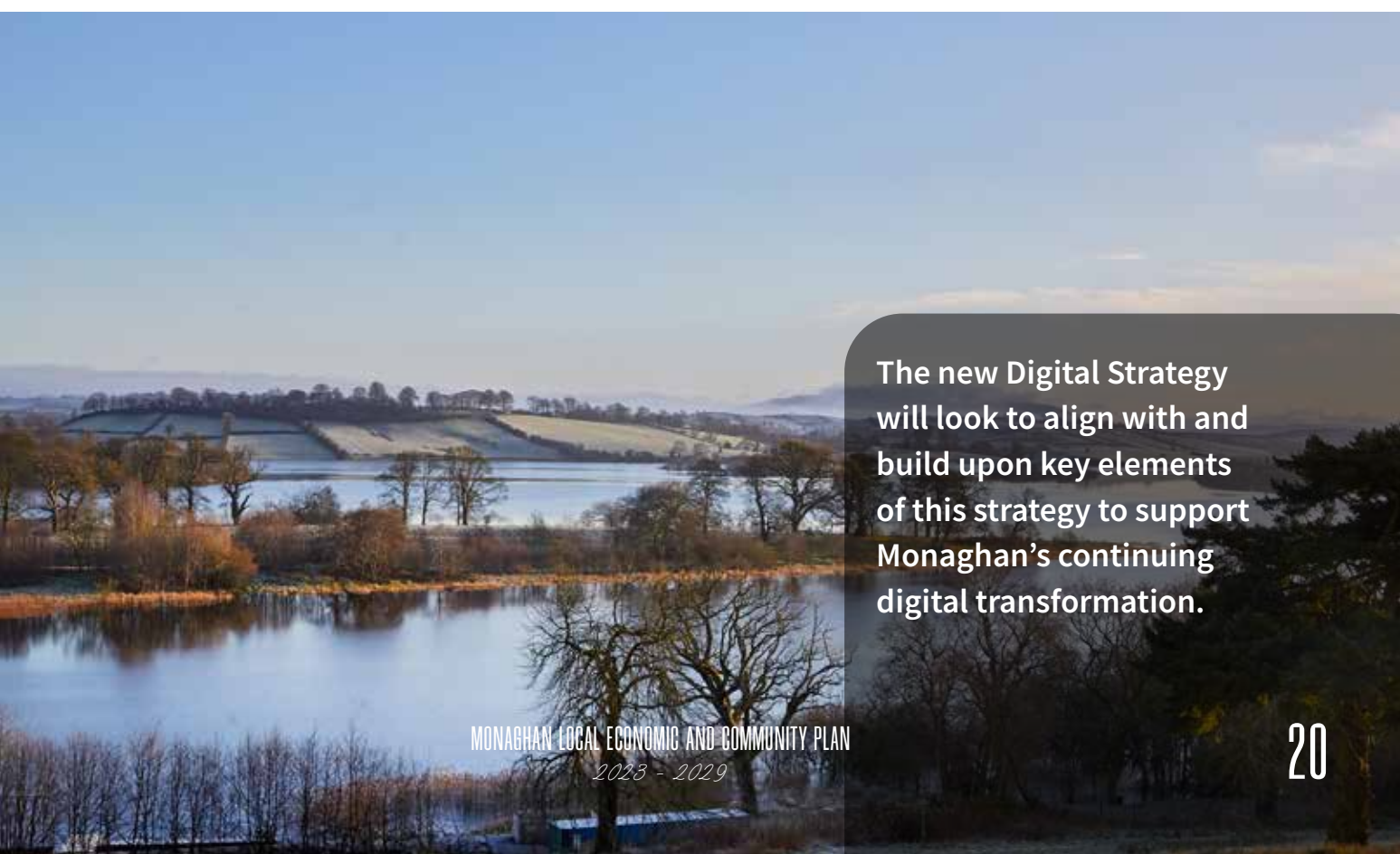
This document is the previous iteration of the Local Economic and Community Plan for County Monaghan, aimed at promoting and supporting the economic and community development of the County. The plan put people and the community at its centre, with a vision to improve the quality of life and wellbeing across the County.

The plan had 6 high-level goals which covered areas such as brand and image promotion, skills and training, economic growth, health and wellbeing, the environment and civic and voluntary participation. It has been reviewed for learnings for the new LECP as well as the identification of areas that can be built upon in the LECP.

2.4.3 Monaghan Digital Strategy 2021 – 2025

The Digital Strategy for Monaghan 2021 - 2025 aims to chart the digital transformation of Monaghan through embracing technology across the entire County. The strategy looks to enable the community and private sector to harness the benefits of this digital transformation. The objectives, goals and actions contained within the Monaghan Digital Strategy are framed around 5 Strategic Digital Priorities. These are:

<p>1. The Digital Citizen</p>	<p>2. Digital Community</p>	<p>3. Digital Commerce</p>
<p>4. Digital Connectivity</p>	<p>5. Digital Council</p>	



The new Digital Strategy will look to align with and build upon key elements of this strategy to support Monaghan’s continuing digital transformation.

2.4.4 Monaghan County Council Corporate Plan 2020 – 2024

The Corporate Plan is the strategic framework for Monaghan County Council for the period 2020-2024 and has been developed through consultation with the residents of Monaghan and key stakeholders as laid out in the provisions of the Local Government Act of 2001. This document describes the function and structure of the Council and how the Council is acknowledging challenges currently facing the County, such as Brexit and climate change. A range of high-level goals are offered with detailed supporting strategies for accomplishing each goal presented. Implementation of the Plan is ensured by the Council's senior management and through Annual Service Plans ensuring the realisation of each high-level goal.



2.4.5 Monaghan County Council Climate Change Adaptation Strategy 2019 – 2024

This document is the County's approach to addressing climate change by planning for and adapting to climate events. It builds on EU and National legislation, such as the EU Strategy on Adaptation to Climate Change and the Climate Action Plan. The County's strategy is built around plans and actions that address a set of themes which strive to boost the sustainability and climate resiliency of County Monaghan.

Themes
<p>Theme 1: Local Adaptation Governance and Business Operations</p>
<p>Theme 2: Infrastructure and Built Environment</p>
<p>Theme 3: Land Use and Development</p>
<p>Theme 4: Drainage and Flood Management</p>
<p>Theme 5: Natural Resources and Cultural Infrastructure</p>
<p>Theme 6: Community Health and Wellbeing</p>

2.4.6 County Monaghan Social Enterprise Strategy 2021 – 2025

This strategy outlines the structure of social enterprise institutions in County Monaghan, identifies challenges they face and proposes areas of potential development for the sector. The development of this strategy is informed through the National Social Enterprise Policy for Ireland 2019 – 2022. Thorough surveys of operating social enterprises were conducted to gain an understanding of the services they provide, employee structure, concerns associated with Covid-19 and Brexit, and support needed for growth and prosperity of social enterprises in the County. The Strategy puts forward several action recommendations and an accompanying implementation plan which outlines the execution of each action plan over a 5-year period.

2.4.7 Monaghan Biodiversity and Heritage Strategic Plan 2020 – 2025

This Strategic Plan acknowledges both the challenges and opportunities facing the County’s natural and cultural heritage, which include climate change mitigation, wetland and farmland conservation, and protecting linguistic variety and indigenous knowledge. Crafted through one Monaghan County Heritage Forum and 5 public workshops, several preventative strategies and actions are presented in the plan, including halting biodiversity loss, promoting preservation and re-use of historic structures, and encouraging local residents and private firms to participate in safeguarding Monaghan’s biodiversity and heritage.



2.4.8 Monaghan County Council Tourism Strategy 2017 – 2022

The Tourism Strategy presents a pathway to boost the tourism sector in County Monaghan. Influential policies include People, Place and Policy, Growing Tourism to 2025 and the Monaghan County Council Local Economic and Community Plan 2016 – 2021 (LECP). The Strategy aims to capitalise on the natural beauty and cultural heritage of the County, promote festivals and events, establish Monaghan as a unique tourism destination and benefit from its Border region location by attracting more visitors from Northern Ireland.

2.4.9 Monaghan Age Friendly Strategy 2020 – 2024

This Strategy is a result of the consultation of the Monaghan Age Friendly Programme with older people residing in the County able to document their concerns, challenges and suggestions toward improving their life experiences. The document is built from the first Age Friendly Strategy that proposed 30 actions, of which 26 have been implemented or progressed successfully. Responses compiled during the consultation are grouped into eight themes:

Themes	Aim
Theme 1: Outdoor Spaces and Buildings	Aims to make outdoor spaces and buildings accessible and safe for older people.
Theme 2: Transport	Aims to promote safe, accessible, reliable and comfortable transport services for older people.
Theme 3: Housing	Aims to provide accessible and appropriate housing choices and supports for older people.
Theme 4: Respect and Social Inclusion	Aims to combat negative views on ageing and discrimination against older people.
Theme 5: Social Participation	Aims to provide opportunities for older people to play an active part their community.
Theme 6: Communication and Information	Aims to ensure that older people can easily access information on services, supports and activities.
Theme 7: Civic Participation and Employment	Aims to increase employment, volunteering and civic participation for older people.
Theme 8: Community Support and Health	Aims to provide easily accessible health and community services for older people.

2.4.10 Monaghan Migrant Integration Strategy and Action Plan 2020 – 2023

The overarching goal of this policy is to promote integration of the ‘non-Irish’ population present in the County and allow them to fully participate in local life while maintaining their unique cultural identity. This strategy is based on the National Migrant Integration Strategy 2017-2020 with additions or alterations to reflect the local needs of County Monaghan. Further influences include the UN Sustainable Development Goals and EU Common Basic Principles for Immigrant Integration. A series of 7 focus group consultations with migrants, refugees and asylum seekers influenced the actions and strategic goals laid out in the Strategy. The final 6 strategic goals in the Action Plan include:

1. Enhance language and communication skills for migrants through improved access to appropriate English language training.
2. Improve access to Public Services, Healthcare and Transport (Public Sector duty).
3. Improve access to and availability of Education and Training opportunities for migrants and increase awareness and understanding of cultural diversity in the Education sector.
4. Remove barriers and improve access to Employment and Business Development for Migrants.
5. To promote Integration and Acceptance of Migrants in the Wider Community through increasing opportunities for community integration and awareness raising.
6. To address the Standard and Suitability of Housing and Accommodation for Migrants.

2.4.11 Monaghan County Council Arts Development Plan 2016 – 2023

This Plan seeks to protect and invest in the established art community in the County and ensure an environment exists where the arts can continue to prosper. This document builds on the priorities established in the Arts Council’s 10-year strategy, Making Great Art Work 2016 – 2025, as well as the Framework for Collaboration between the Arts Council and City and County Managers Association (CCMA) from 2016.



2.4.12 Monaghan PPN Community Wellbeing Statement

The Monaghan PPN Community Wellbeing Statement is a high-level document that provides the vision for what PPN member groups within Monaghan wish to achieve. The document also provides guidance to achieve this vision through 6 wellbeing headings:

1. Culture, Values and Meaning
2. Environment and Sustainability
3. Health (Physical and Mental)
4. Participation, Democracy and Good Governance
5. Social and Community Development
6. Work, Economy and Resources

While not a statutory document, it is intended to act as a reference guide to help address the issues experienced by PPN members and the people and communities they serve.

The specific vision for community wellbeing is heavily centred on becoming a more welcoming and diverse County, supported by good access to health, education, work and recreation. The County's community and voluntary groups are seen as the key enablers for this vision, provided that collaboration and participation within among these groups is achieved.

2.4.13 Library Service Development Plan 2018-2022

The Monaghan County Library services set out their goals and aspirations in this four-year plan, crafted through consultation with library staff, members and stakeholders. The 6 strategic aims presented within seek to:

- » Offer up-to-date information through modern technological amenities to the community, to be a go-to source for those seeking to study and appreciate their cultural heritage and identity.
- » Increase the range of offerings to the community through partnership with key stakeholders.
- » Improve service and boost membership through marketing and public relations.
- » Be accessible and welcoming to all members of the community.
- » Ceaselessly improve the facilities and services offered by the library.





3. MONAGHAN

Overview of the County

Monaghan – Overview of the County

The analysis outlined below is based on the Monaghan County Socio-Economic Profile combined with analysis of 2016 Census data and 2022 Census data where available. More up-to-date information has also been incorporated from other departmental releases, as well as other sources of data such as the Sustainable Energy Authority of Ireland (SEAI), Pobal and the GeoDirectory. This provides an initial overview of a selection of key areas: demographics (e.g., population), housing, the economy, social and community, and the environment.

This analysis primarily compares County statistics to those of the Northern and Western Region and the State. Where available, relevant analysis at an Electoral Division (ED) level was undertaken for more granular insights.

The findings from this analysis and the policy review have been used to help identify the strengths, constraints, opportunities, and threats in the County. This has provided the project with a solid foundation from which to start the consultation process and towards the development of the detailed high-level goals, objectives, outcomes and actions of the LECP.



3.1 Population

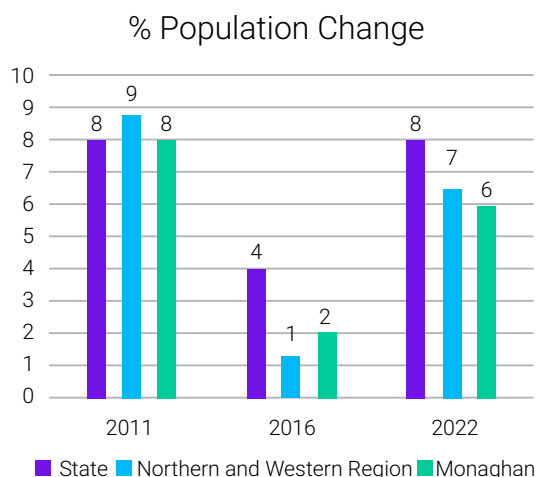
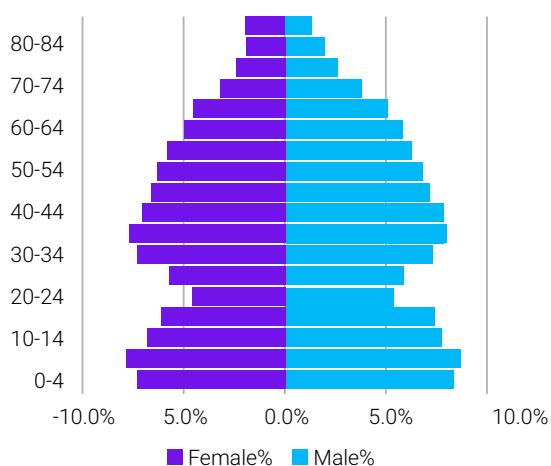
The preliminary Census results show that Monaghan's population **grew by 6% to 64,832**, which means the number of people in the County rose by 3,902 between April 2016 and April 2022. Over the same period, **Ireland's population grew by 8%**.

Taking the average annual population growth between 2002 and 2022 County Monaghan is projected to have a population of **approximately 80,000 inhabitants by the year 2050**.

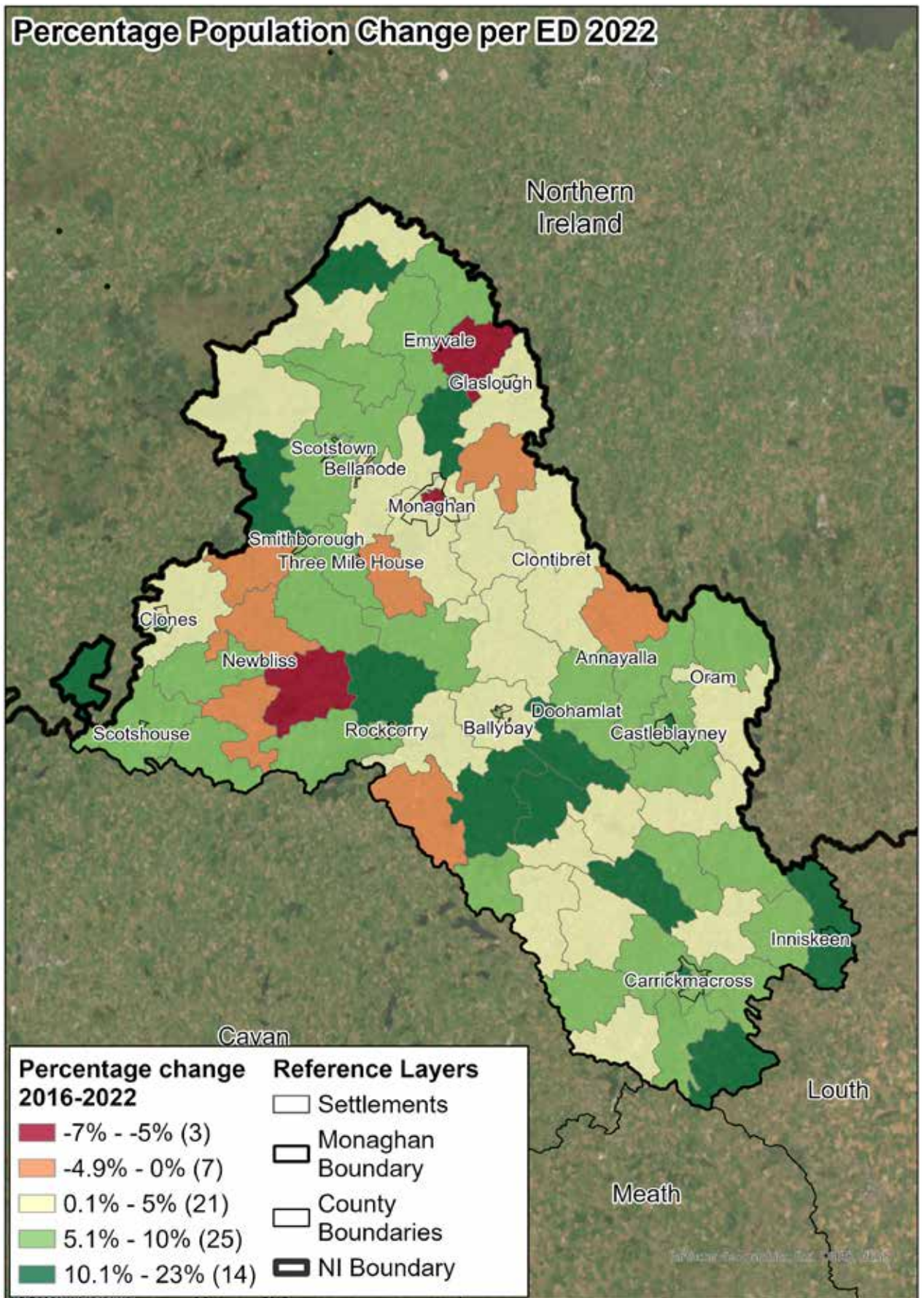
- » Monaghan's population breakdown is made up of 32,171 female and 32,661 male residents, which means there were **102 males for every 100 females**. In Ireland overall, there were 98 males for every 100 females.
- » The **average age of Monaghan's population in April 2022 was 38.7 years**, compared with 37.4 years in April 2016. Nationally, the average age of the population was 38.8, up from 37.4 in April 2016.
- » **The number of people aged 65 and over continues to grow**. This age group increased by 21% to 10,397 in Monaghan,

and by 22% nationally since 2016.

- » Of those towns with a population of at least 500 people in April 2022, **Carrickmacross was the youngest, with an average of 37.1 years. The oldest was Emyvale, with an average age of 41.5 years.**
- » In April 2022, **52% of Monaghan's residents were born in the County**. A further **26% were born elsewhere in the State**. The remaining **23% were born outside the State**, which was up from 21% in 2016. Nationally, 20% of the usually resident population in April 2022 was born outside of the State.
- » In Monaghan, **the number of dual Irish citizens increased from 775 to 1,427** while non-Irish citizens accounted for 10% of the County's population. Nationally, dual Irish citizenship increased by 63% and non-Irish citizens made up 12% of the population.
- » Between 2011 and 2016 **the largest growth recorded by a single age cohort was the 60 - 69 group with a growth rate of 13.4%**.
- » The age cohort with the **lowest growth rate between 2011 and 2016 was the 20 - 29 group which decreased by -19.1%**.



Percentage Population Change per ED 2022



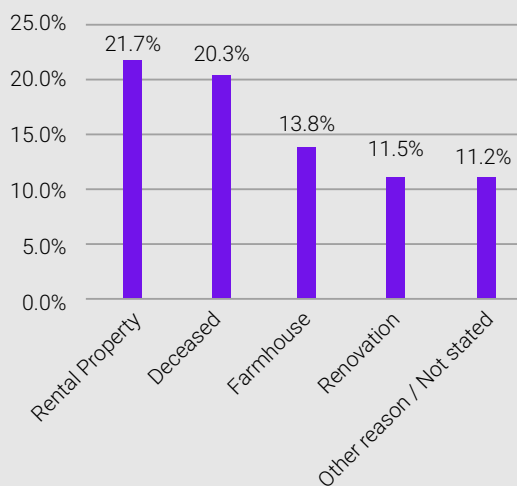
3.2 Housing and Household Characteristics

According to preliminary findings from Census 2022 the **rate of housing stock increase in County Monaghan was at a similar rate (4.9%)** to that of the population growth (5.6%). This steady growth rate, though lower than the Regional and National figure, should help mitigate against future misalignment in housing demand. If needed, latent additional housing capacity is available through the reintroduction of **vacant properties (11.2%)** into the available housing stock.

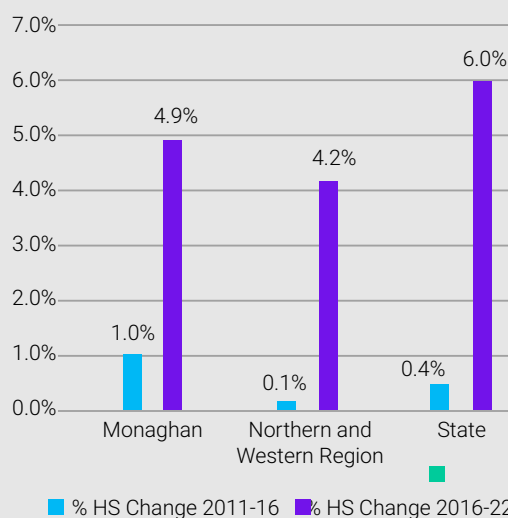
» The **housing stock in Monaghan stood at 26,548 dwellings**, an increase of 1,492 (4.9%) dwellings from the 2016 figure. This is below the regional increase (1,870 dwellings) and national average of increase (3,901 dwellings).

- » Both the Region at 4.2% and County Monaghan at 4.9% are lagging behind the national growth rate in housing stock (6.0%) for the period between 2016 and 2022.
- » In 2022, **Monaghan’s housing stock vacancy rate stood at 10.8% which is lower than the regional (12.3%), but higher than the national (7.8%) average.**
- » **2,298 Monaghan residents had moved in the year prior to Census 2022. 67% moved elsewhere within the County.** Nationally, 71% of people who moved to a new home stayed in the same County.
- » **25% of Monaghan households that moved owned their new home with a loan or mortgage, while 15% owned it without a loan or mortgage.**

Top 5 Reasons for Vacancy - Monaghan



% Housing Stock Change



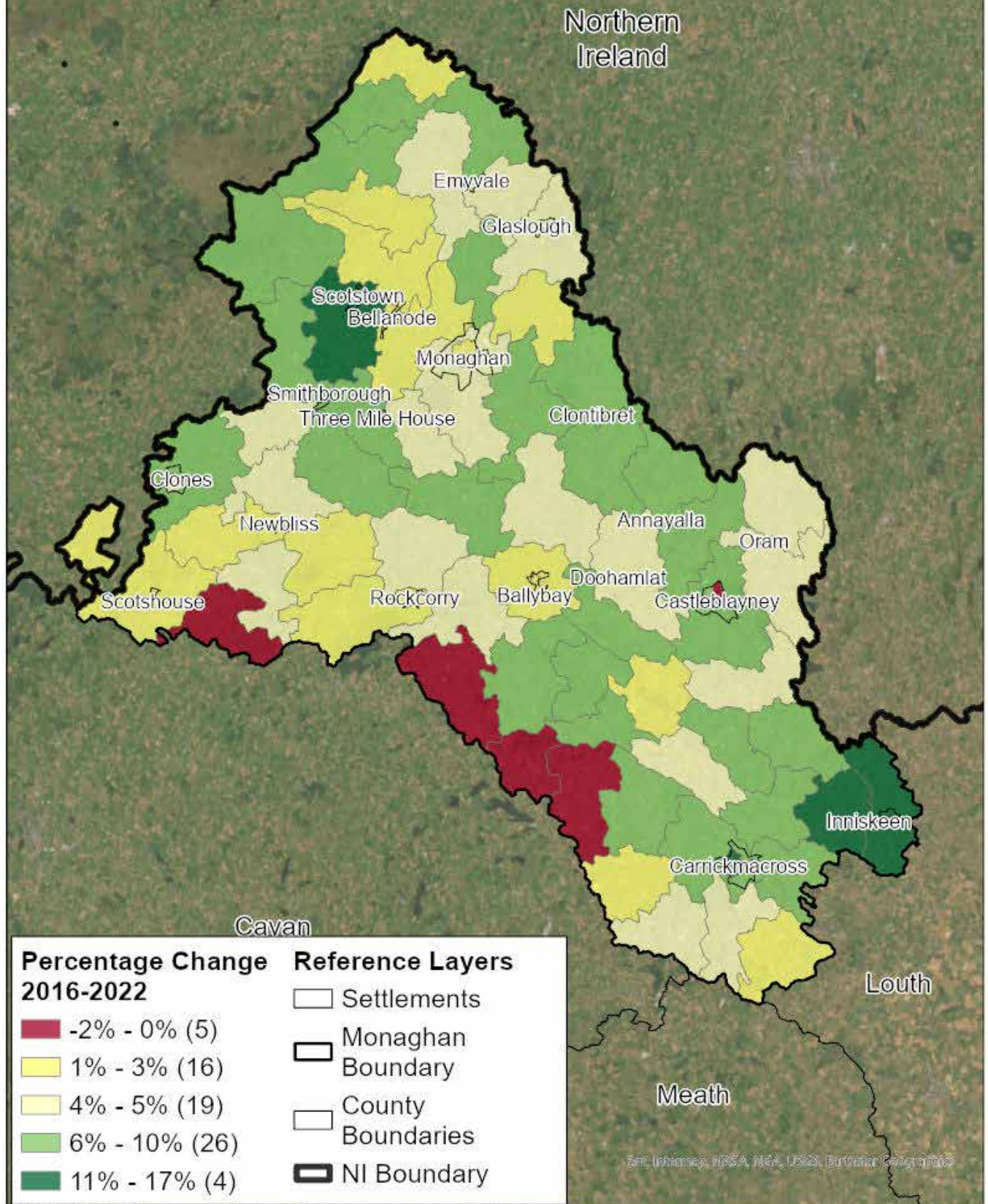


- » **In 2022, 71% of households in Monaghan owned their own home, with a further 24% renting.** This compared with 66% of households owning their home nationally and 28% renting.
- » **Households that moved in Monaghan were more likely to move to a detached house (46%)** than movers nationally (23%). **Fewer than 13% moved to a flat or apartment,** compared to 34% who did so nationally.
- » The two main reasons reported for vacancy within Monaghan are **“Rental Property” (21.7%)** and **“Deceased” (20.3%)**. These account for more than 40% of the vacancies.
- » Monaghan has the lowest number of vacant dwellings in the Northern and Western Region. The Electoral Division with the highest vacancy rate was Ballybay at 39% and the Electoral Division with the lowest vacancy rate was Drumhillagh at 5%.
- » **The average age (year built) of housing stock in Monaghan is 1977.** This is older than both the regional (1981) and national (1978) age of housing stock.
- » The single largest time period of house construction in Monaghan was “2001 – 2010” at 27%, which is lower than the percentage for the Region (29.9%) but higher than the percentage for the State (25.4%).
- » **The median residential property prices within Monaghan increased by 16% in 2022.**

Household occupation by age of dwelling					
Period built	2011	2016	% in 2016	N&W Region % in 2016	State % in 2016
Pre 1919	2550	2237	10.4%	7.6%	8.3%
1919 - 1945	1674	1540	7.1%	6.4%	6.5%
1946 - 1960	1303	1245	5.8%	6.0%	7.4%
1961 - 1970	1154	1165	5.4%	5.1%	6.8%
1971 - 1980	3075	3040	14.1%	11.4%	12.6%
1981 - 1990	2353	2292	10.6%	11.3%	10.1%
1991 - 2000	2657	2680	12.4%	15.0%	14.2%
2001 - 2010	3369	5831	27.0%	29.9%	25.4%
2011 or later	2474	514	2.4%	2.1%	2.0%
Not stated	567	1068	4.9%		
Total	21176	21612	100.0%		
Average Year of Stock	1976	1977		1981	1978

Permanent private households by central heating							
	2011	2016	% Change	% in 2011	% in 2016	N&W Region in 2016	State % in 2016
Central heating							
No Central heating	249	177	-1.1%	1.2%	0.8%	1.1%	1.4%
Oil	16497	16481	-0.2%	77.9%	76.3%	61.3%	40.4%
Natural Gas	1101	1287	2.8%	5.2%	6.0%	4.4%	33.5%
Electricity	848	852	0.1%	4.0%	3.9%	6.1%	8.6%
Coal (incl. Anthracite)	1482	1508	0.4%	7.0%	7.0%	7.8%	5.1%
Peat (incl. turf)	126	126	0.0%	0.6%	0.6%	13.6%	5.3%
Liquid Petroleum Gas (LPG)	181	178	0.0%	0.9%	0.8%	0.8%	0.6%
Wood (incl. wood pellets)	426	501	1.1%	2.0%	2.3%	2.0%	2.0%
Other	130	151	0.3%	0.6%	0.7%	0.9%	0.7%
Not stated	136	351	3.2%	0.6%	1.6%	1.9%	2.4%
Total	21176	21612		100.0%	100.0%	100.0%	100.0%

Percentage Housing Stock Change per ED 2016-2022



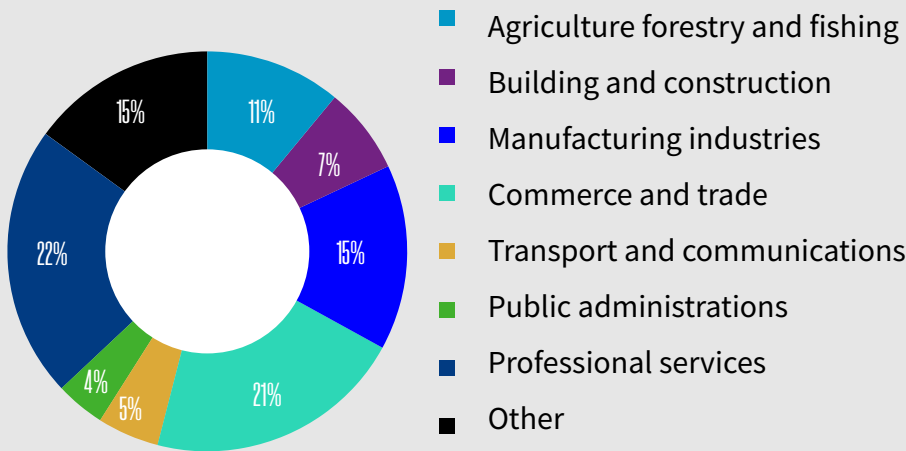
3.3 Economy

Under the County Development Plan (2019-25), Monaghan Town is identified as the primary economic growth town in the County with Carrickmacross and Castleblayney as secondary economic centres. Capacity exists in these three locations to provide new employment opportunities that are accessible from across the County, the wider surrounding Region and within easy reach of the Dublin - Belfast Corridor.

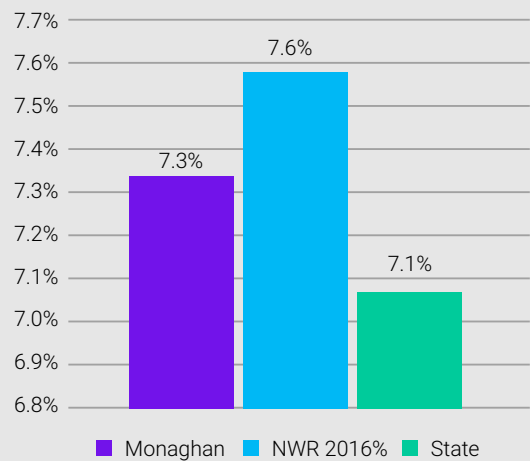
Over the five-year period from 2014 to 2019 the economy of the Border Region grew by an average of 5.1% a year. This growth rate was higher than the growth rate for the Northern and Western Region (3.7%) but significantly less than the National growth rate (15.4%).

- » There is a notable presence in the sectors of **agri-food and engineering** with world leading companies located in the County.
- » There were **8 IDA supported companies** in the County in 2021. Furthermore, there were **79 Enterprise Ireland** supported companies which employed 6,255 people in 2022.
- » There were 28,571 people (aged 15 and over) at **work in Monaghan, an increase of 12% between 2016 and 2022. Nationally, there was an additional 16% at work.**
- » **In 2020, Gross Income per Person in Monaghan was €26,248 per annum, which was almost 10% lower than the National average** per County (€29,085). The Regional average per County for the Northern and Western Region was €26,912.
- » Although the number of persons employed in the “Agriculture, forestry and fishing” sector decreased by 1.1% between 2011 and 2016, **this sector still employed more than one-tenth of the workforce in Monaghan in 2016.**
- » In 2020, the total number of farms in Monaghan stood at 4,478. **“Specialist beef production” is the major farming activity in Monaghan**, with this type of agricultural holding accounting for more than two-thirds of agricultural holdings.
- » **The commercial vacancy rate at Q4 of 2022 for Monaghan stood at 13.7%**, which represented an increase of 0.1% and was lower than the regional (16.5%) and the national (14.5%) average per County.
- » **In Monaghan, 21% of the workforce (aged 15 and over) worked from home at least one day a week in 2022.** The national figure was 32%.

Occupation by Industry (2016)



Unemployment Rates 2016



3.3.1 Enterprise

» More than three-quarters (75.9%) of employees residing in Monaghan work for enterprises that employ under 10 people (35.2%) or between 50 and 249 people (40.5%). This is higher than the regional average (31.3% and 26.3%) and the national average (28.5% and 23.7%).

Number of employees by enterprise size (CSO 2019)					
	Under 10	10 - 19	20 - 49	50 - 249	250 and over
Monaghan	35.2%	0.0%	24.1%	40.7%	0.0%
Regional Rank (8)	3	6	2	1	6
Regional average	31.3%	8.9%	20.3%	26.3%	13.2%
National Rank (26)	4	22	3	1	23
National average	28.5%	10.8%	18.0%	23.7%	18.9%

- » More than 90% of active enterprises located in Monaghan employ “Under 10” employees, this figure is in step with the regional (93.3%) and national averages (92.9%). Monaghan had a higher proportion of enterprises within the “10-19” (5.3%) and “20-49” (2.5%) categories than at regional (4% and 2.1%) and national (4% and 2.2%) levels.

Number of active enterprises by enterprise size (CSO 2019)					
	Under 10	10 - 19	20 - 49	50 - 249	250 and over
Monaghan	92.1%	5.3%	2.5%	0.0%	0.0%
Regional Rank (8)	8	1	1	5	6
Regional average	93.3%	4.0%	2.1%	0.5%	0.1%
National Rank (26)	22	1	5	22	23
National average	92.9%	4.0%	2.2%	0.8%	0.1%

- » In 2020, the top three economic activities in the County by number of employees were “manufacturing”, “wholesale and retail trade, repair of motor vehicles and motorcycles” and “human health/social work.” This largely aligns with the average for the Border region apart from “accommodation and food service activities,” which make up the third largest activity by number of employees in the region and the seventh largest for Monaghan.

Top three of economic activities by number of employees 2020			
	Manufacturing	Wholesale and retail trade, repair of motor vehicles and motorcycles	Human Health and Social Work
Monaghan	4,311	3,520	2,116
Regional Rank (8)	5	5	5
Reginal Share	9.6%	8.5%	7.8%
Regional Average	6,439	5,912	3,375
National Rank (26)	17	20	21
National Share	1.9%	1.0%	0.9%
National Average	8,464	13,018	8,812

- » Since 2016, the County has increased in the number of human health and social work employees by over 50 or nearly 3%.
- » The top three sectors by number of enterprises in the County were “construction”, “wholesale and retail trade, repair of motor vehicles and motorcycles” and “manufacturing.” Monaghan’s manufacturing sector is strong with over one in ten enterprises in State operating in the County.

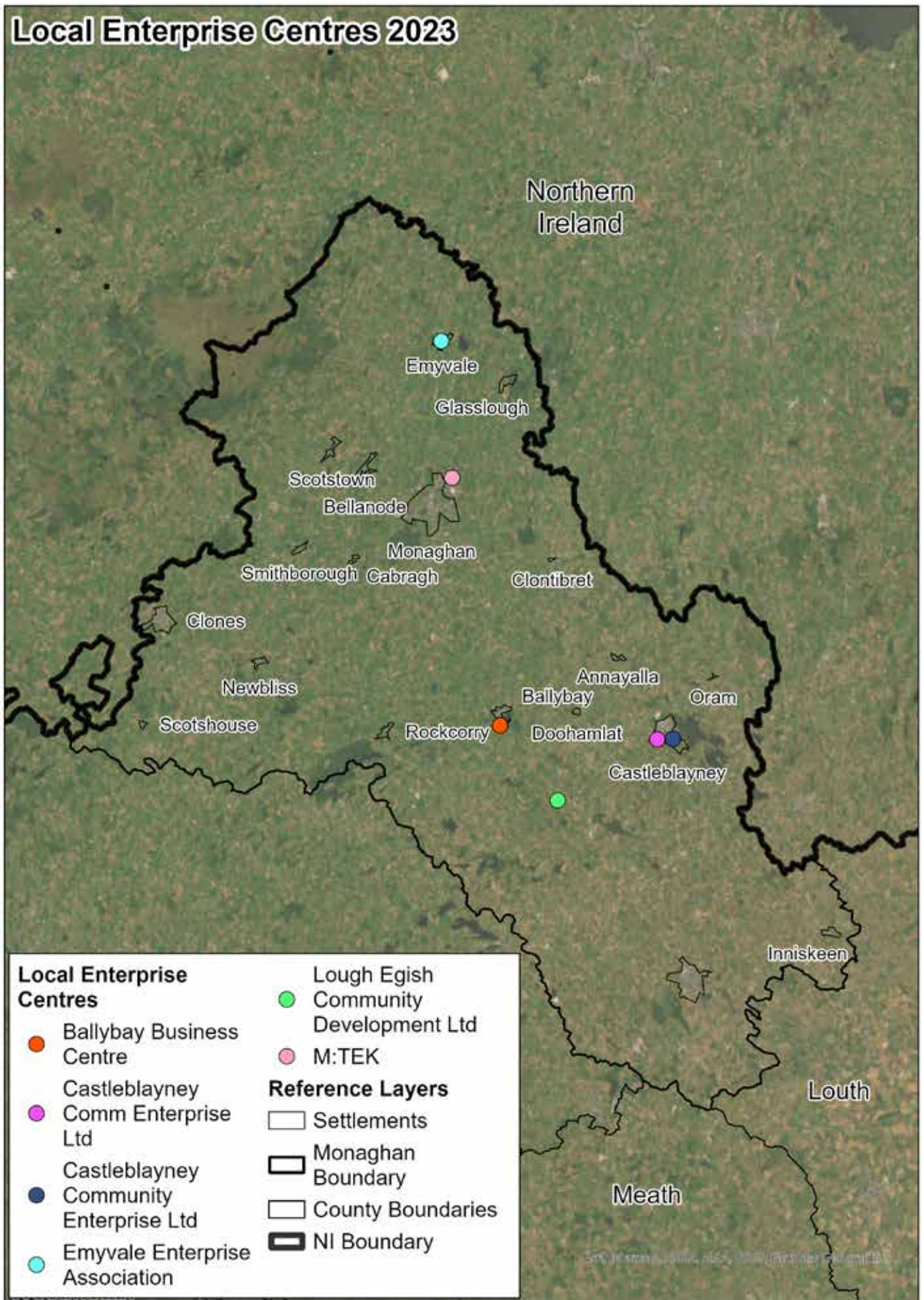
Top three of economic activities by active enterprises 2020

	Construction	Wholesale and retail trade, repair of motor vehicles and motorcycles	Manufacturing
Monaghan	1,018	815	355
Regional Rank (8)	5	5	4
Regional Share	7.8%	9.2%	10.8%
Regional Average	1,627	1,108	409
National Rank (26)	19	19	17
National Share	1.6%	1.7%	2.1%
National Average	2,410	1,800	650

- » This largely aligns with the figures for the Border region as the top two enterprise activities are “construction”, “wholesale and retail trade, repair of motor vehicles and motorcycles”, with the third being “professional, scientific and technical activities.”
- » Since 2016, the County has increased in the number of construction enterprises by 244, a 32% growth. The number of manufacturing enterprises has increased by 52, a 17.2% growth.
- » Monaghan has 6 Local Enterprise Centres in the County (Enterprise Ireland, 2023).



Local Enterprise Centres 2023



3.3.2 Tourism

- » Monaghan together with Roscommon had the lowest number of tourist accommodation facilities in the State as of May 2023. The 26 tourist accommodation facilities in Monaghan accounted for 3% of the regional total and 1% of the national total. The number of tourist accommodation facilities in Monaghan is around four times less than the regional (108 accommodations) and national (101 accommodations) averages.

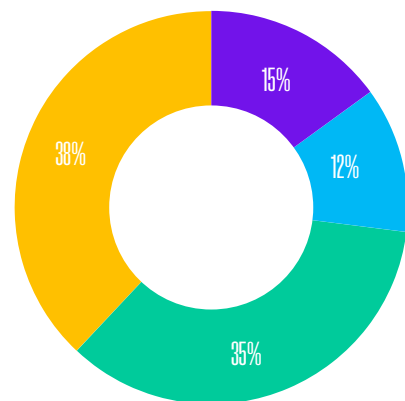
Number of Tourist Accommodation Facilities	
Monaghan	26
Regional Rank (8)	7
Regional Share	3.0%
Regional Average	108
National Rank (26)	21
National Share	1.0%
National Average	101

Of the 26 tourist accommodation facilities in Monaghan, more than 70% are categorised as either “Self-Catering Accommodation” (38%) or “Hotel” (35%).

Fáilte Ireland listed 7 tourist attractions in the County, which is the lowest in the Region and the second lowest nationally. The 7 tourist attractions in Monaghan account for 2.6% of the regional total and less than 1% of the national figure.

Number of Tourist Attractions	
Monaghan	7
Regional Rank (8)	8
Regional Share	2.6%
Regional Average	34
National Rank (26)	25
National Share	0.7%
National Average	40

Monaghan Share of Tourist Accommodation



■ B&Bs ■ Guesthouse ■ Hotel ■ Self Catering Accommodation

3.3.3 Agriculture

» The Agricultural Census in 2020 recorded 4,478 farms within Monaghan, which was the third lowest figure within the Region and the 12th highest figure nationally. The number of farms in Monaghan was closer to the national average (5,194) than the regional average (7,161) and accounted for 7.8% of the regional total and 3.3% of the national total.

Number of Farms 2020	
Co. Monaghan	4,478
Regional Rank (8)	6
Regional Share	7.8%
Regional Average	7,161
National Rank (26)	12
National Share	3.3%
National Average	5,194

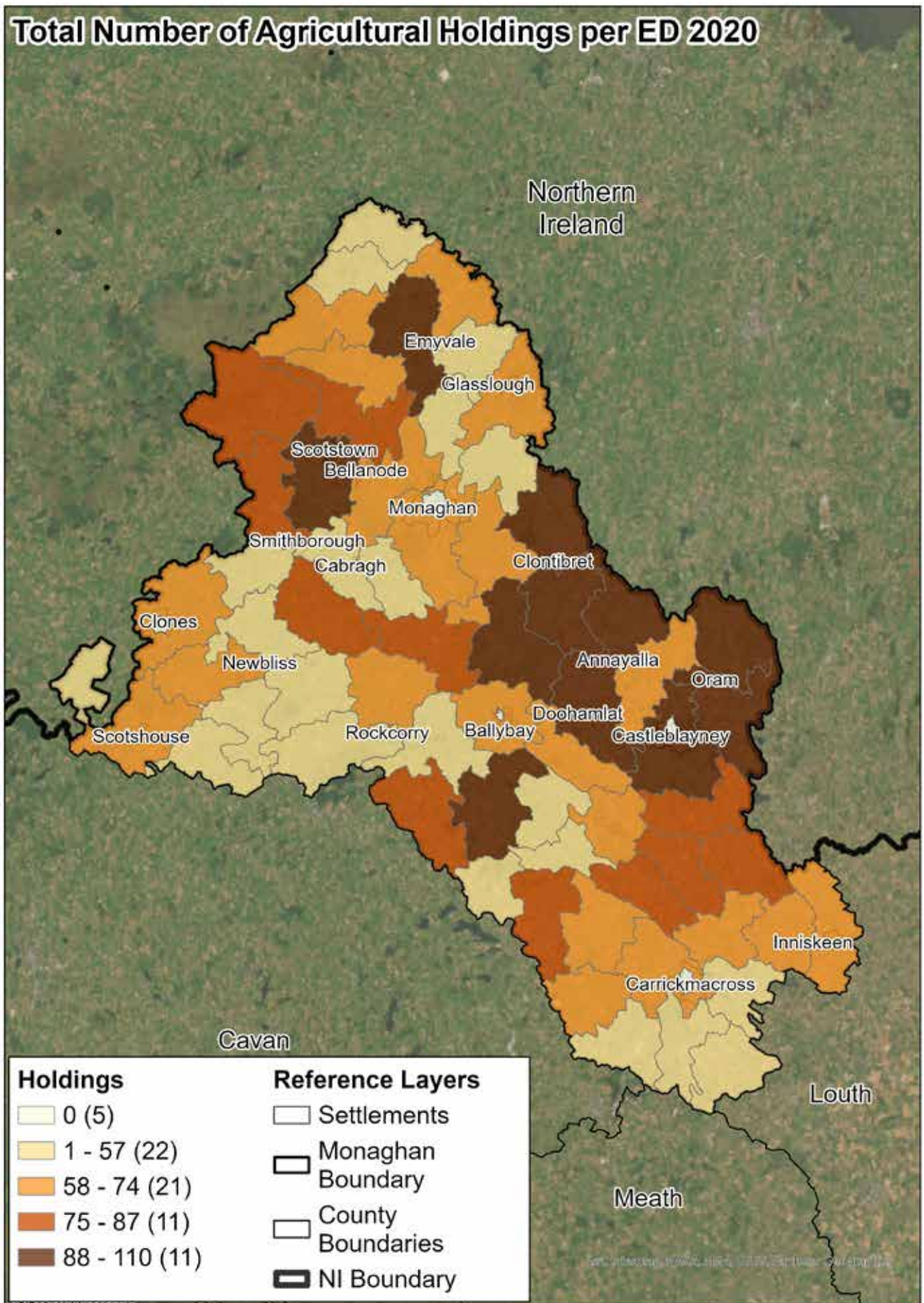
» The number of farms recorded in Monaghan during 2020 decreased 1.9% on the figure recorded in 2010, which was a smaller decrease than that recorded at the regional (3.5%) and national (3.6%) levels.

Change in number of farms 2010 - 2020	
Co. Monaghan	-1.9%
Regional Rank (8)	2
Regional Average	-3.5%
National Rank (26.)	6
National Average	-3.6%

» Almost 50% of farms within Monaghan are sized as “Less than 10 ha” or “10 ha or more but less than 20 ha”. In 2020, Monaghan had the fourth and seventh highest number of farms smaller than 10 ha in the Region and state, respectively.

Number of Farms by Size of Farm						
	Less than 10 ha	10 ha or more but less than 20 ha	20 ha or more but less than 30 ha	30 ha or more but less than 50 ha	50 ha or more but less than 100 ha	100 ha or more
Co. Monaghan	1,177	1,268	819	807	384	23
Regional Rank (8)	4	6	7	7	6	8
Regional Share	8.6%	7.7%	7.7%	7.7%	7.6%	2.3%
Regional Average	1,707	2,054	1,331	1,314	628	127
National Rank (26)	7	9	12	13	20	26
National Share	4.2%	4.1%	3.6%	2.9%	1.9%	0.4%
National Average	1,083	1,187	884	1,054	760	226

Total Number of Agricultural Holdings per ED 2020



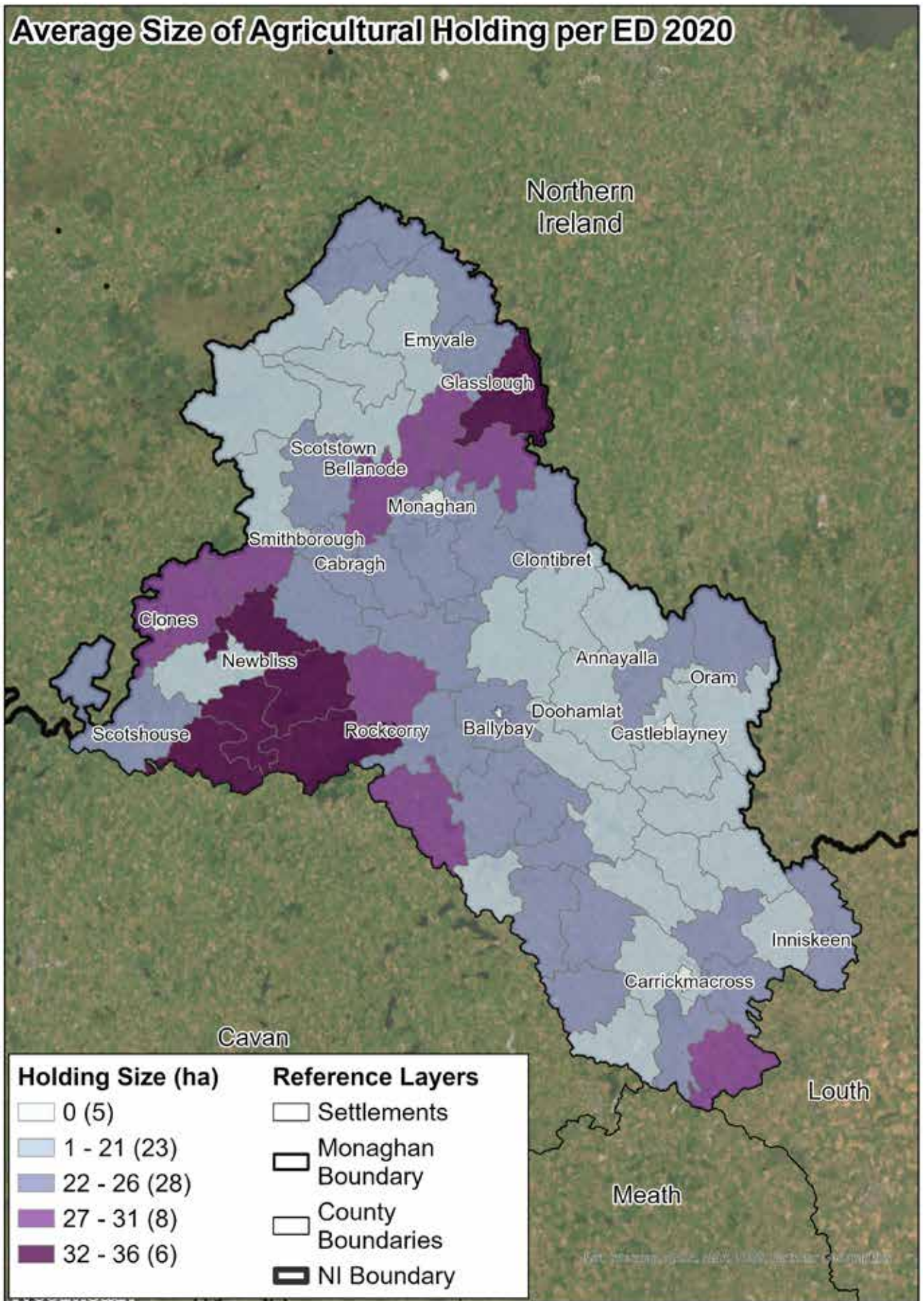
- » Agricultural holdings are geographically concentrated along Monaghan’s border with Northern Ireland. The largest farms in are concentrated in two areas. The first and larger concentration is along the north-eastern boundary with Cavan. The second and smaller concentration of larger farms is to the north along the border with Northern Ireland.
- » Most of the agricultural holdings in Monaghan were categorised as “Specialist beef production”, however, it only accounted for 8.8% and 4.1% of the regional and national share, respectively. Monaghan is a regional leader in “Specialist dairying” as the County has the second highest number of “Specialist dairy” agricultural holdings, which accounted for almost a quarter of “Specialist dairy” agricultural holdings within the region.
- » Similarly, one of Monaghan’s key strengths in relation to agriculture is in the poultry sector which was also a recurring theme during the consultation process.

Agricultural holdings by type								
	Mixed crops and livestock	Mixed field crops	Mixed grazing livestock	Other	Specialist beef production	Specialist dairying	Specialist sheep	Specialist tillage
Co. Monaghan	9	287	176	260	3,005	538	191	12
Regional Rank (8)	3	7	8	1	6	2	8	3
Regional Share	6.1%	6.9%	3.9%	46.0%	8.8%	24.5%	1.7%	6.3%
Regional Average	18	524	560	71	4,273	275	1,400	24
National Rank (26)	18	17	16	1	11	9	18	19
National Share	0.5%	2.5%	2.1%	16.8%	4.1%	3.5%	1.1%	0.3%
National Average	66	443	327	60	2,852	589	671	175

- » More than three quarters of farmers in Monaghan are 45 years of age and older. Monaghan had a lower proportion of farmers aged “65 years and over” than that of the Region (34.6%) and the State (32.7%). Monaghan also had the third highest regional and fifth highest national figure for farmers aged 35 and under.
- » Since 1991, there is a trend toward the ageing of farmers within Monaghan, with the number of farmers aged 65 years and over trending upward and the number of farmers aged 35 years and under trending downward.

Age of farmer					
	Under 35 years	35 - 44 years	45 - 54 years	55 - 64 years	65 years and over
Monaghan	8.1%	15.3%	22.8%	23.8%	29.9%
Regional Rank (8)	3	2	1	6	8
Regional average	6.9%	13.3%	20.9%	24.2%	34.6%
National Rank (26)	5	4	8	21	21
National average	7.0%	13.7%	21.9%	24.7%	32.7%

Average Size of Agricultural Holding per ED 2020

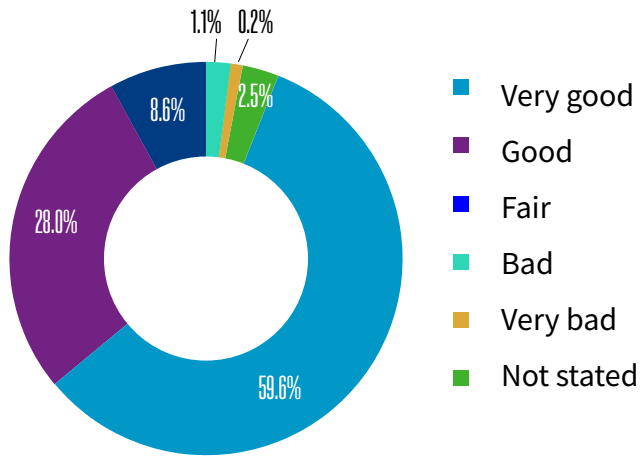


3.4 Social and Community

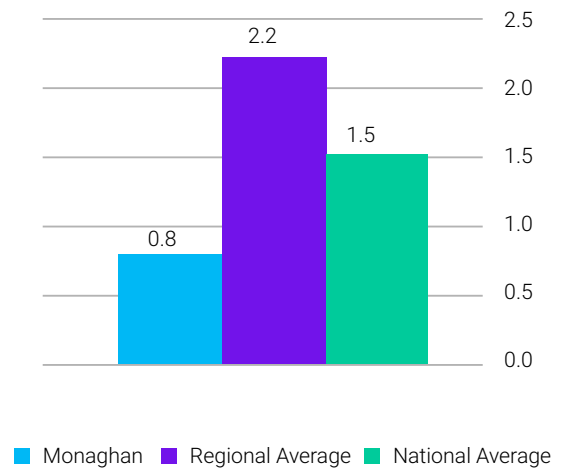
The creation of strong inclusive communities is essential to the promotion of County Monaghan as an attractive place to live and work. The County Development Plan for Monaghan (2019 to 2025) aims to improve existing facilities (libraries, leisure, recreation, arts and amenity facilities) and make provision for new facilities in order to enhance access to education, recreation, healthcare and cultural infrastructure. This infrastructure is essential to social cohesion and provides a strong sense of community.

- » **In 2016, 40.6% of Monaghan’s population aged 15 and over had completed some form of tertiary education** This was below both the Region (44.8%) and the State (48.1%).
- » The most prevalent category for tertiary qualifications obtained in Monaghan in 2016 were within the fields of “Social Sciences” (9.6%), “Engineering” (9.2%), and “Health and Welfare” (7.9%). 55.1% of persons aged 15 and over did not state a field of study for qualification obtained.
- » **In 2022, 86% of people in Monaghan stated that their health was good or very good compared with 88% in 2016.** Nationally, there was a 4% decrease in the good/very good categories, down from 87% to 83% between 2016 and 2022.
- » **Due to the war in Ukraine, as of February 2023, just short of 60,000 Ukrainians have arrived in Ireland.** 15,161 Ukrainian refugees arrived in the Northern and Western Region, and of them **500 arrived in Monaghan.** This represents 0.8% of Monaghan’s population. This may increase pressure on the provision of key services in the County and work should be done to ensure that the necessary capacity is available.
- » Based on the 2016 Pobal Deprivation Index (a measure of the overall social and economic factors influencing the state of poverty or affluence of an area) **Monaghan had a deprivation index score of -3.23, which classifies the County as being “Marginally below Average”.** The deprivation score decreased from -3.97 to -3.23 between 2011-2016.
- » **Based on 2016 population figures for Electoral Divisions for Monaghan; 11.3% lived in Electoral Divisions classed as “Marginally Above Average”, 85.4% lived in EDs classed as “Marginally Below Average”, and 3.4% lived in Electoral Divisions classed as “Disadvantaged”.**
- » There were 14,330 children aged 15 and under in Monaghan in April 2022, **38% of these were in some form of childcare, compared with 33% nationally.**
- » **The number of people who stated that they could speak Irish in Monaghan was up 6.8% to 23,571 from 22,065 in 2016.** Of this grouping 724 said they spoke Irish daily, while 1,358 spoke Irish weekly.

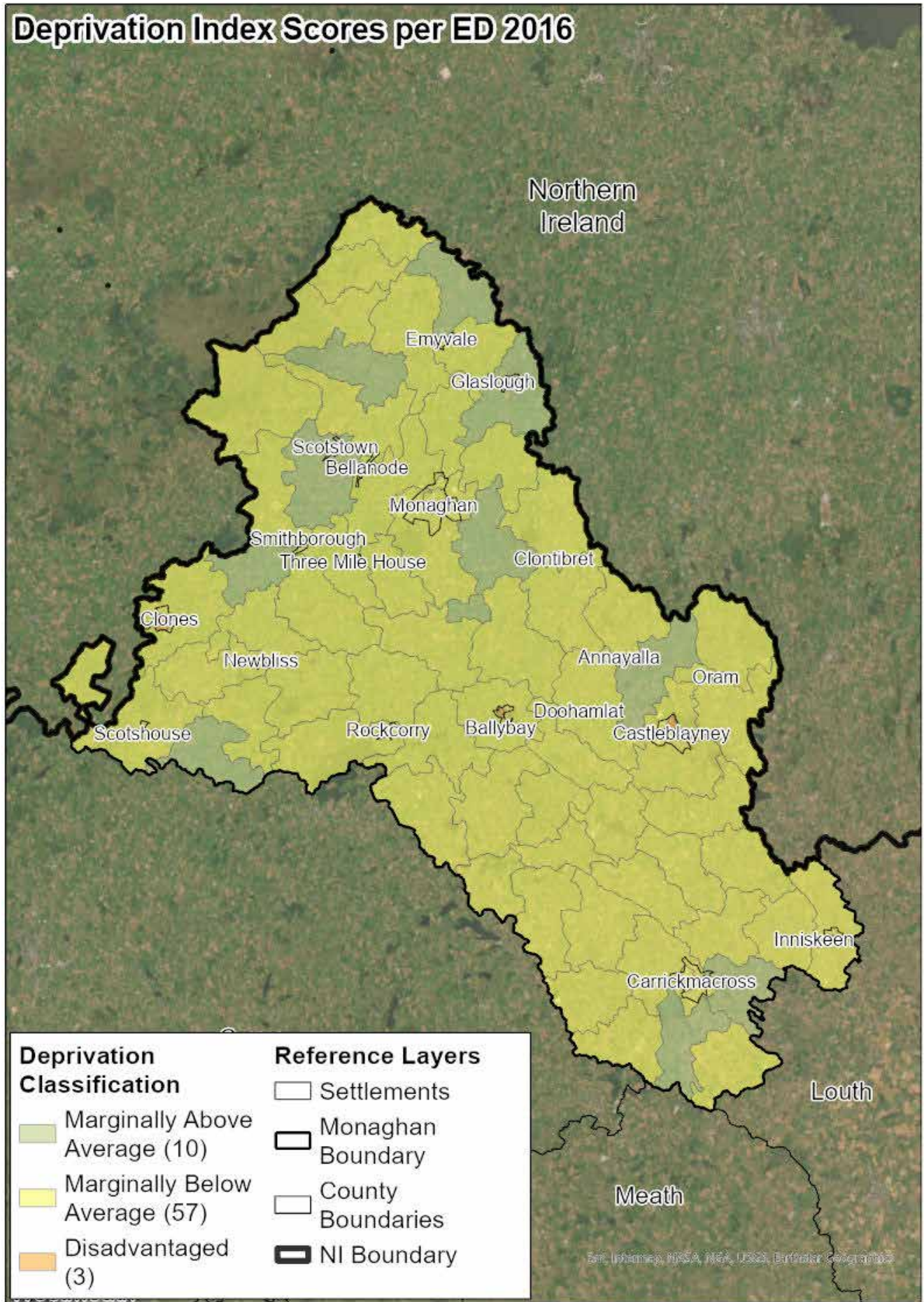
General Health



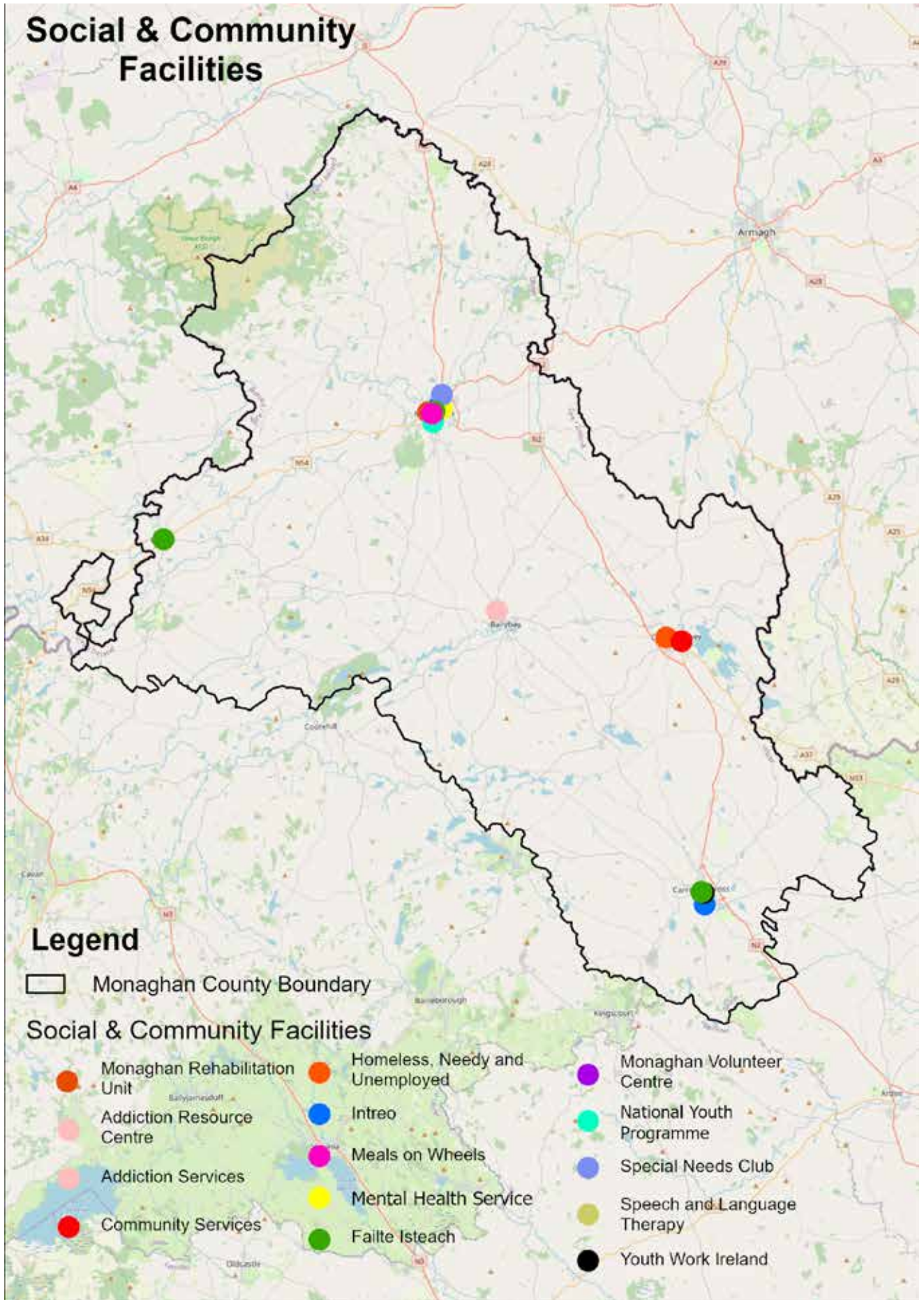
Arrivals from Ukraine as % of Population - Feb 2023

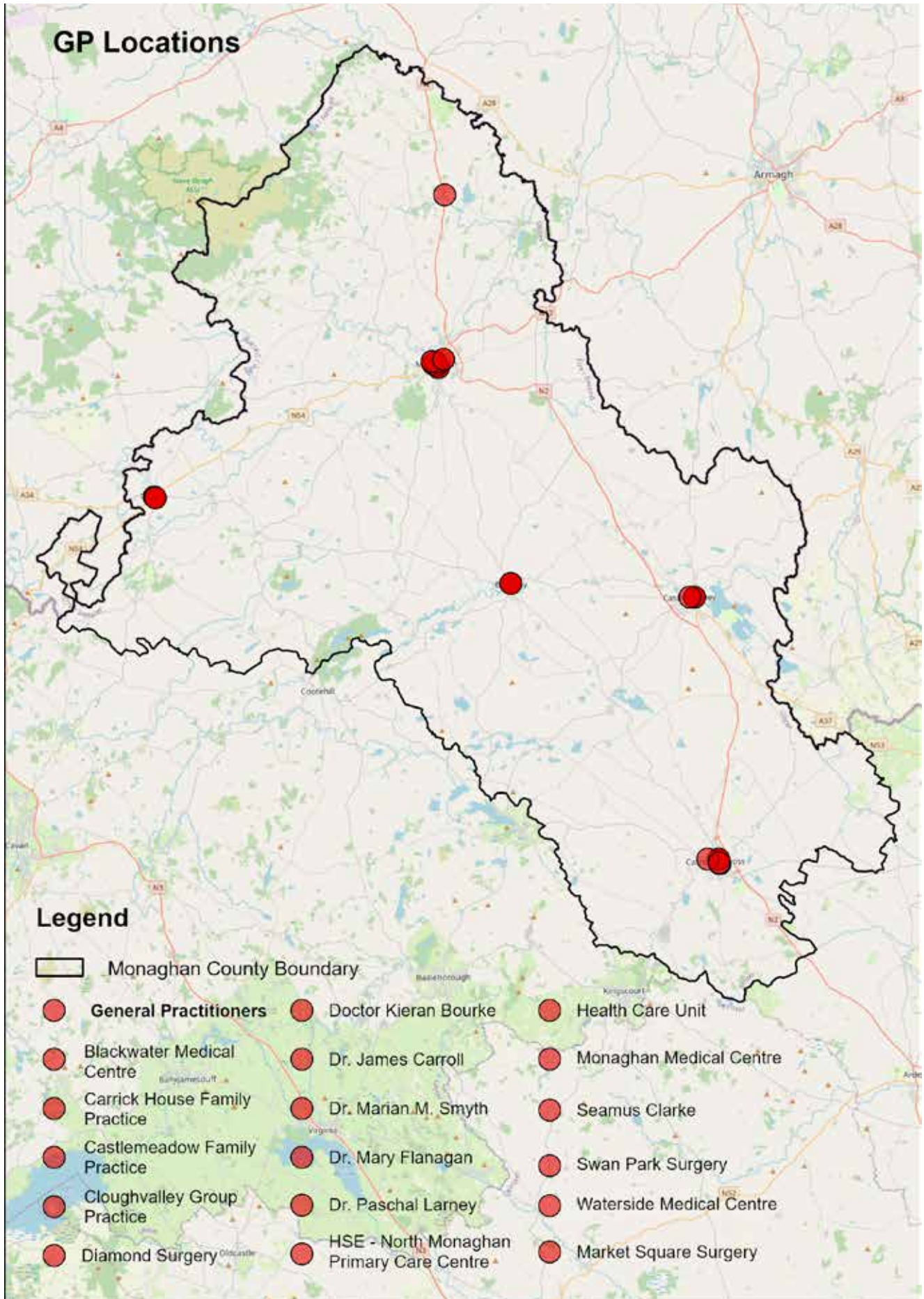


Deprivation Index Scores per ED 2016



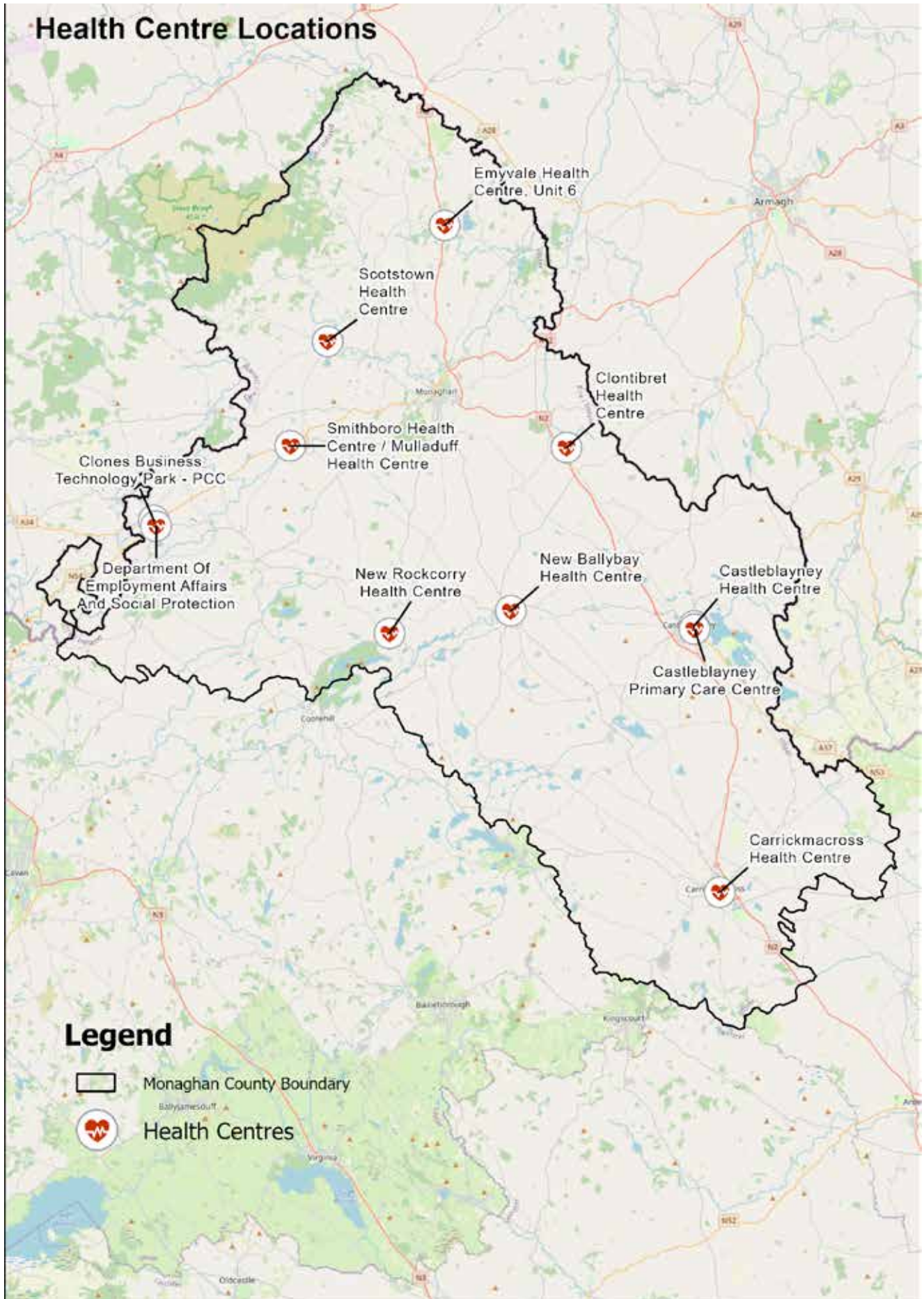
Social & Community Facilities





Data Source¹

¹ Geohive - GPs - HSE Ireland



Data Source²

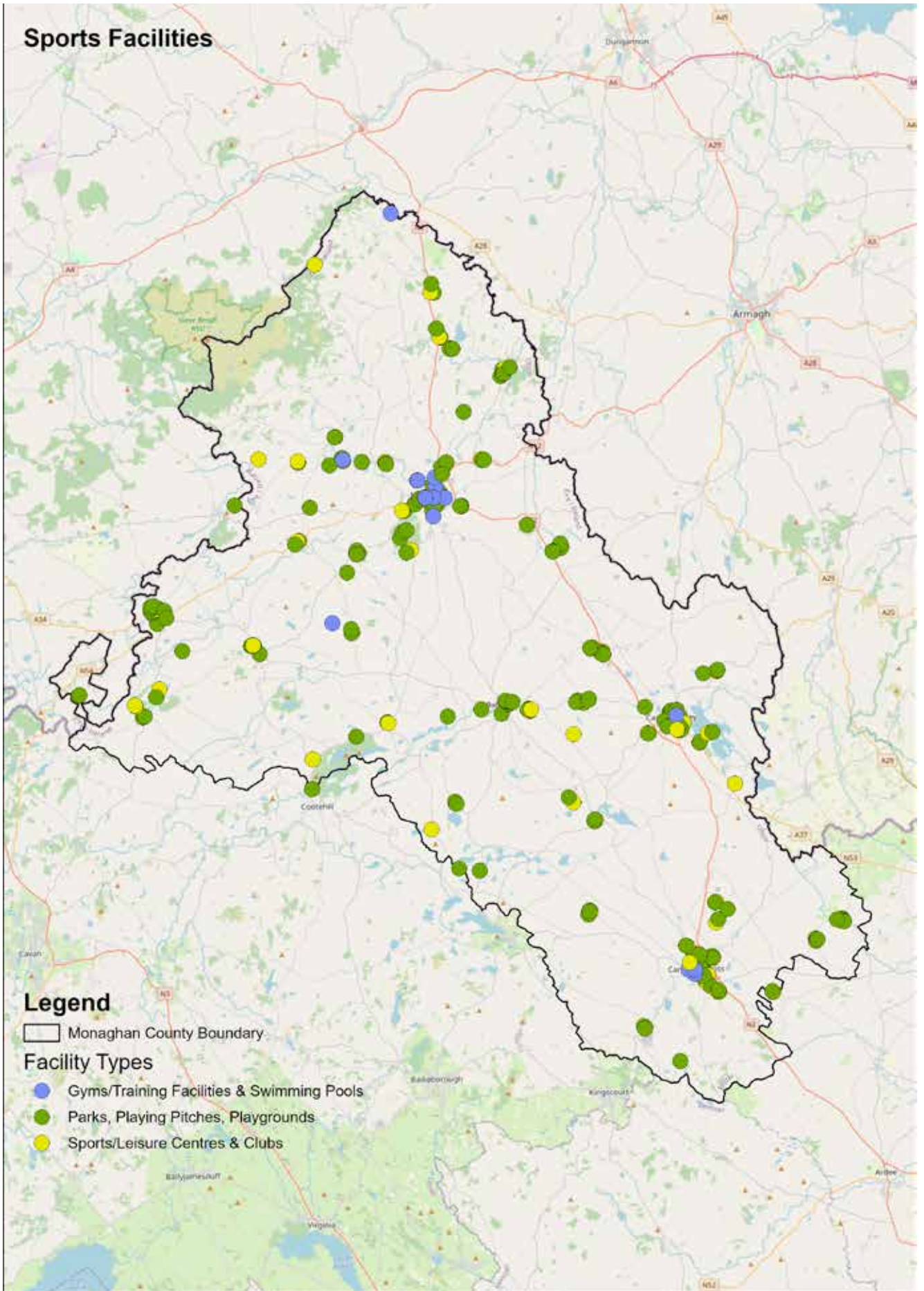
² Geohive - Health Centres - HSE Ireland



Data Source³

³Geohive - Hospitals - HSE Ireland

Sports Facilities



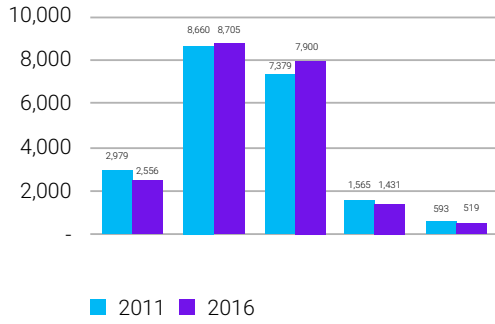
3.5 The Environment and Sustainability

Monaghan has a rich natural environment including forests and lakes and is well known for its unique drumlin landscape. This is reflected in a number of existing and proposed natural heritage and conservation areas outlined below. However, there is work to do to become a more sustainable County including in relation to the uptake of more sustainable modes of transport, continuing to work with the county's important agricultural sector, improving energy efficiency and reducing emissions across all areas of life. Key findings from this part of the analysis include:

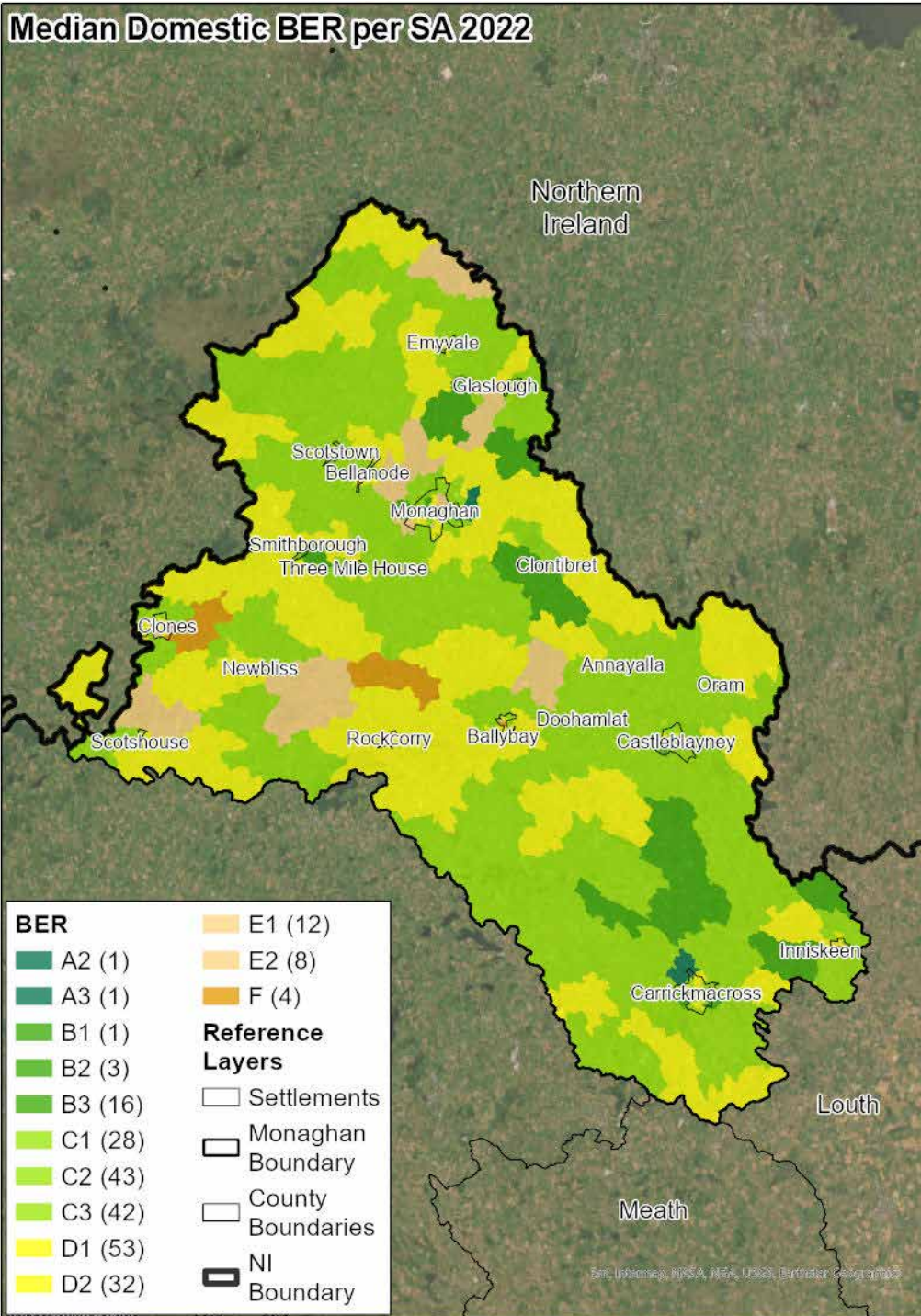
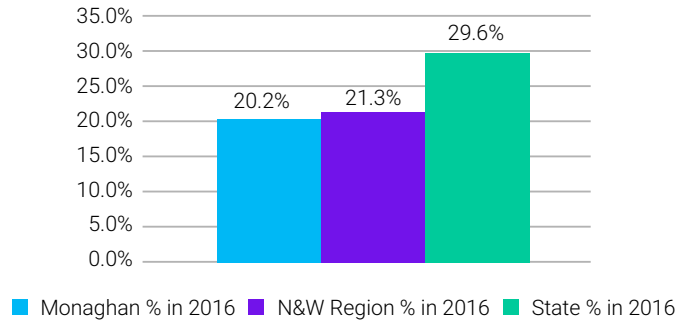
- » In 2022, Monaghan had 1 Natural Heritage Area (Eshbrack Bog), 43 Proposed Natural Heritage Areas, 1 Special Area of Conservation (Kilroosky Lough Cluster) and 1 Special Protection Area (Slieve Beagh).
- » **Agriculture is the economic sector with largest carbon footprint in Ireland**, with the sector accounting for **almost 40% of total carbon emissions in 2021** (EPA, 2021).
- » Data from the SEAI (2009-2021) highlights that the average Building Energy Rating (BER)⁴ of a residential building in Monaghan is classified as C1. This was the second lowest median BER for the Northern and Western Region. The general spatial trend in the data shows that high BER ratings are located in and around settlements, with lower BER ratings situated in rural areas.
- » **Fossil fuels accounted for more than 90% of the source of central heating in Monaghan in 2016** with “Oil” being the most dominant category accounting for more than three-quarters (77.9%) on its own. This high rate of burning fossil fuels for central heating was also the case for the Region (88%) and the State (84.9%).
- » As of 2022, **Monaghan had 3 wind farms, which represented 2.6% of the regional total and 1% of the national total of wind farms**. These three wind farms had a total installed capacity of 26.2 MW, which is below the regional (192 MW) and national (172MW) average per County.
- » **In 2016, 90% of households in Monaghan own one or more vehicles**. Car dependence was also a feature for the Northern and Western Region (87.2%) and the State (84.8%) but at lower rates than Monaghan.
- » **40% of commuters in Monaghan in 2016 reported having a commute of less than 15 minutes**.
- » In 2016, **20% of commuters in Monaghan made use of sustainable modes of transport (on-foot, bicycle, bus, minibus coach, or rail) to travel to work**, which was below the Region (21.3%) and behind the State (29.6%).
- » During 2022, a total of 59 new Electric Vehicles (EVs) were registered in Monaghan, which represented 0.4% of the 15,578 EVs sold in Ireland. However, between 2021 and 2022 the number of EVs sold in Monaghan increased by 156%. As of 2023, Monaghan had **12 public EV charging stations**.

⁴The BER rates a building's energy performance on a scale from A-G.

Cars per Household - Monaghan



Utilisation of Sustainable Modes of Transport





4. CONSULTATION

Consultation

The new LECP has been developed through consultation with a range of different stakeholders. This has included the PPN, community and voluntary organisations, local business representatives, elected members, education and training providers and the public. A thorough consultation process was undertaken to ensure that engagement was received from communities across Monaghan and to encourage participation in the development of the County.

The consultation allowed for the identification of key strengths and opportunities available to the County which can be built upon over the next six years. It also highlighted specific areas for action related to the needs of the community and private sector as well as

other ideas which could be implemented over the timeframe of the LECP. As such, the consultation has directly contributed to shaping the SCOT Analysis that follows, as well as the goals, objectives, outcomes, and actions. It has therefore played a highly important role in the development of the new LECP. The continued engagement with key stakeholders and the community will be required to ensure that the Plan is progressed and successfully implemented over the next number of years. The below sections outline the approach and various elements of the consultation process as well as the key findings grouped by theme.



4.1 Consultation Approach overview

The formal consultation process took place over the course of March – June 2023. It involved representatives from across communities in the County and included the private sector, PPN representatives, education and training providers, the public and community groups. There were a number of different elements to the consultation approach including the ability to submit written submissions, online surveys, workshops (online and in-person) and 1-1 interviews. To encourage engagement the consultation was promoted via the Council’s website, social media, and via traditional media as well as being circulated through relevant stakeholder networks.

Additional consultation was conducted with stakeholders who were listed as potential lead agencies or where relevant, implementing partners, in relation to the specific actions outlined in the initial two-year implementation plan. The aim was to secure buy-in from the agencies that would be responsible for implementing actions and ensure that it was realistic and aligned with their respective priorities and existing programmes.

The below provides a summary of the approach:

Online surveys: 2 surveys were available to complete online, a community survey and a business survey. The surveys were available to be completed throughout April 2023 with 107 responses received, 76 on the community survey and 31 on the business survey. The surveys gathered views on climate action, community needs, the business environment as well as Monaghan’s strengths and constraints.

Stakeholder interviews: 9 individuals were interviewed as part of the consultation process in April 2023. This included individuals from agencies and groups with direct knowledge

of the current situation on the ground in Monaghan and specific needs and priorities in the County.

Workshops: 8 workshops were conducted between April and June 2023. This included 5 in-person workshops and 3 online workshops. In relation to the in-person workshops, sessions were held in each of the Municipal Districts in the County, namely Clones, Carrickmacross and Monaghan. The workshops included members of the public, elected members, community group representatives, MIDL, PPN representatives, the Local Authority, service providers and individuals from the private sector including the important agricultural sector in the County. The workshops were based around the generation of ideas for actions and the identification of gaps in areas relating to the six high-level goals.

Socio-Economic Statement and Written submissions: The Socio-Economic Statement was published on the Council’s website and used to encourage informed participation in the consultation. Written submissions were also accepted over the course of April 2023 for those who wished to engage in that format.



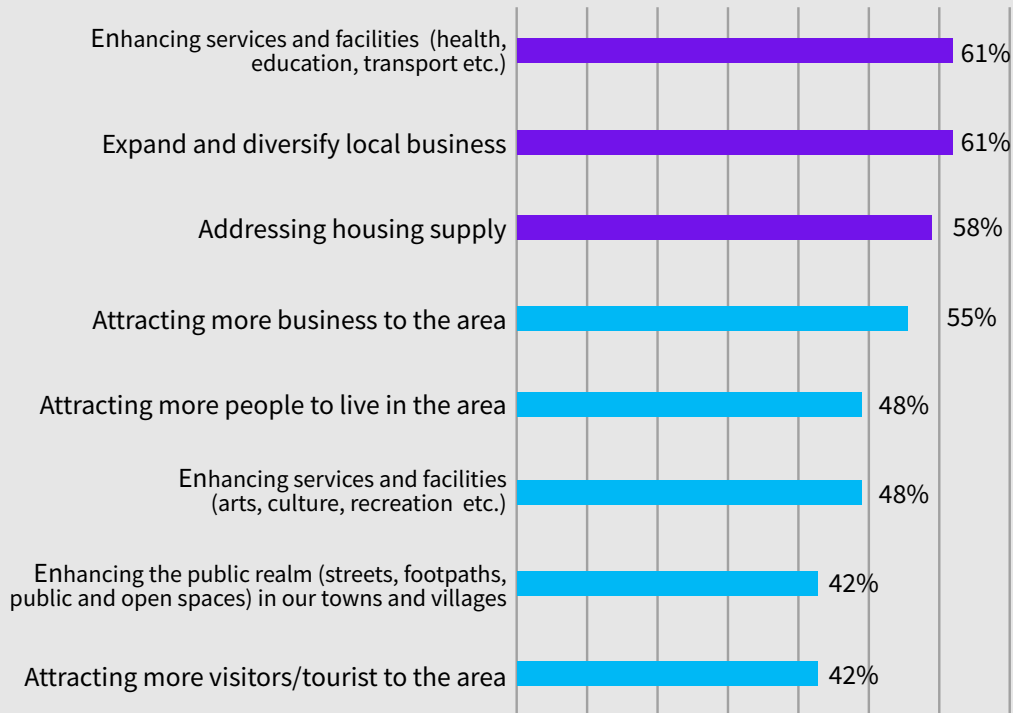
4.2 Themes from the Consultation

Following the completion of the consultation process, information gathered from the various consultation strands (i.e., the surveys, interviews, workshops, and written submissions) were analysed for findings. Summary findings are outlined below by theme. As previously mentioned, the ideas and views put forward during the consultation by the various stakeholders, including members of the public, were then used to develop specific objectives, outcomes, and actions for the new LECP.

Economic Development and Job Creation

- » Driving economic development and creating meaningful employment was seen to be important to securing a prosperous future for the County. This was echoed throughout the consultation across stakeholder groups, including both the community and the private sector.
 - » Key strengths highlighted in relation to Monaghan as a place to do business included the County's growth potential and access to markets and customers, and business supports. Constraints were highlighted around attracting and obtaining skilled and experienced staff and the availability of warehouse and office space.
 - » Diversifying the economy, attracting more businesses, and supporting existing businesses were highlighted as important areas to pursue for the new LECP. Similarly, it was felt there was a need to create higher paying jobs in the County.
- » The strong culture of entrepreneurialism in the County was evident and something that should continue to be fostered through supports for small businesses including in relation to back-office and administrative issues.
 - » It was felt that a more coordinated and comprehensive approach to marketing and promoting the County as a business location was needed, including through identifying any existing clusters in the County that could be further developed.
 - » It was noted that Monaghan needed to differentiate itself from competing locations in the Region who may have clearer branding, better infrastructure links and a more coherent offering for businesses.
 - » Opportunities may exist in relation to the development of the bioeconomy and AI via the Data Value Hub as well as more generally in relation to the green economy. However, continuing to support and expand the world-class sectors in the County such as agriculture and engineering was highlighted as being key to Monaghan's future.
 - » Regeneration of town and village centres which may have seen decline in recent years should be pursued and efforts made to bring vacant and derelict sites/buildings back into use. Support should also be given to the retail and hospitality sector which can revitalise these areas through increased footfall.
 - » Infrastructure to support the development of the County was also a key point highlighted during the consultation. This included progressing key projects related to road and transport infrastructure, ensuring the availability of appropriate space for businesses and the continued roll-out of broadband and other methods for accessing high-speed internet.

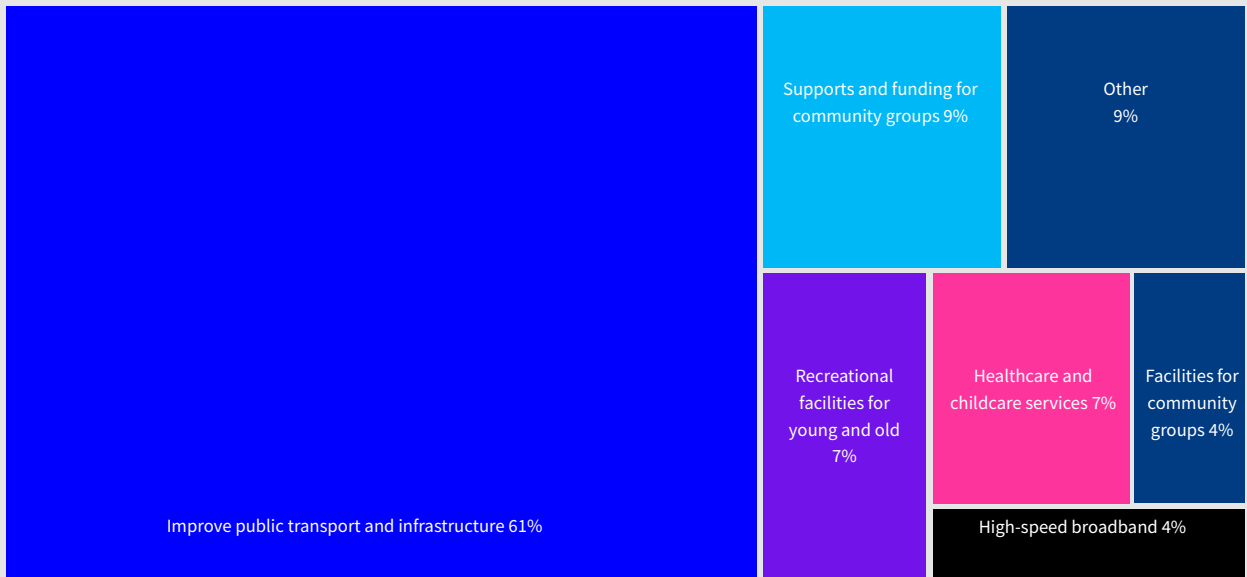
Q35. What key objectives would you prioritise to create a sustainable and prosperous future for the business and people of County Monaghan?



Community Development

- » Highlighting the interconnected nature of community and economic development, improving services and facilities in relation to access to health, education, and transport, as well as housing supply were seen to be important in ensuring a sustainable and prosperous future for both the people and businesses of the County. Similarly, ensuring the adequate provision of childcare was felt to be essential in relation to allowing people to return to work.
- » The need for improved public transport was a recurrent point across all strands of the consultation. This was both in relation to the need for improved frequency as well as enhanced and additional routes. It was felt that this would assist in accessing education, employment and services as well as potentially helping to address issues of isolation in rural areas. Furthermore, it was highlighted that increased public transport could reduce the high level of dependency on private vehicle use in the County and contribute to reducing emissions.
- » The health and wellbeing of the community was also a clear priority that appeared during the consultation. A wide array of ideas and views were put forward to support health and wellbeing such as initiatives related to inclusion, sport participation and physical activity, counselling and holistic therapies, carers in the community, mental health, disability supports and a number of age friendly initiatives.
- » Similarly, the need to address poverty and disadvantage in the County was also highlighted.
- » The need for supports for new communities was also noted as important, particularly in relation to language skills, access to healthcare, housing, education and employment. Certain communities, for example those affected by war, may also need very specific supports and the County should ensure that appropriate resources are in place. Additionally, the contribution of new communities to the economic and community development of Monaghan was emphasised and it was felt more could be done to harness their exceptional skillsets for the benefit of the entire County.
- » In relation to young people, for those not interested in sport it was felt there needs to be more recreational activities and facilities. Similarly, the roll-out of the Planet Youth programme across the County and adequate mental health supports were seen to be important.
- » With regards to the community and voluntary sector, the important work carried out by such organisations across the County was noted along with their contribution to community wellbeing. However, it was stressed that more support was needed for community and voluntary organisations, with specific issues raised around the ability to attract new volunteers and the complex requirements relating to administration and funding applications.

Q12. Are there any particular services, activities or facilities currently not provided for in County Monaghan which you feel are needed to support rural communities and social participation?



Education and Training

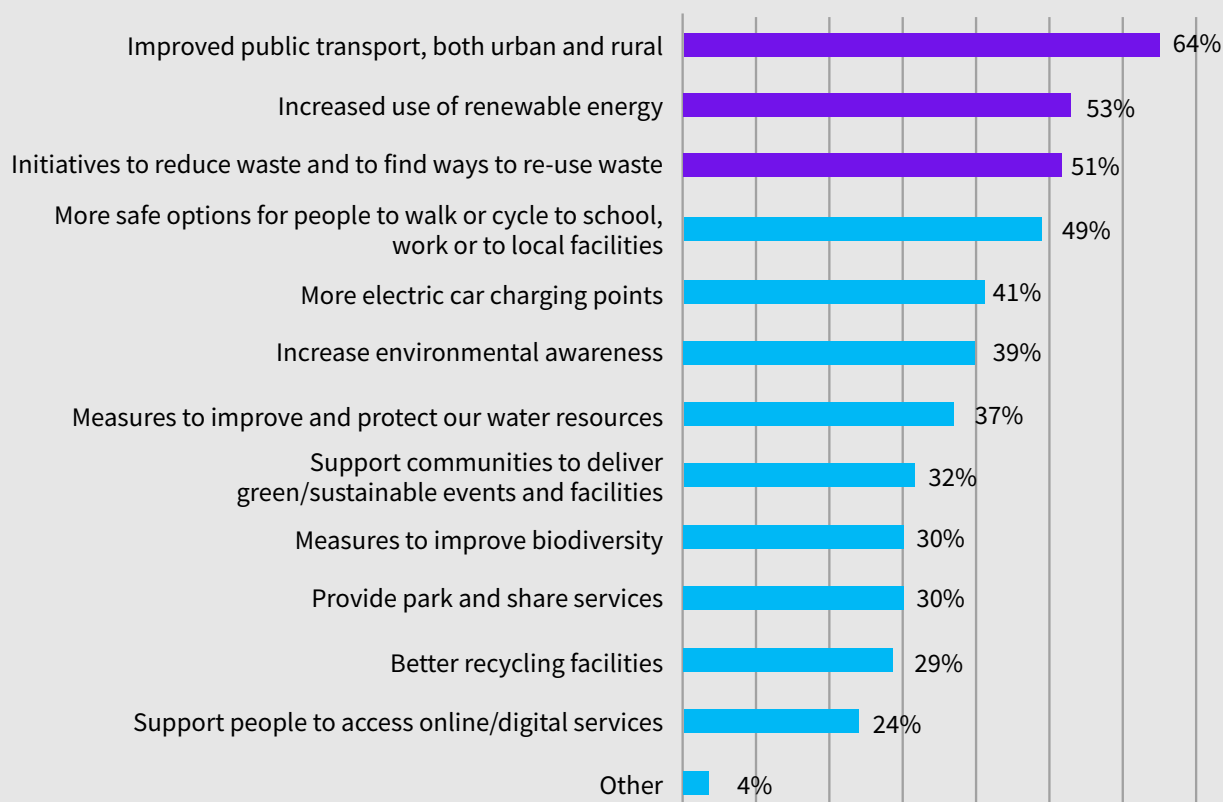
- » It was noted during the consultation that County Monaghan performed well in relation to those progressing to third-level and further education. However, it was felt that lifelong learning and the uptake of digital skills should be further encouraged across all ages with courses provided in suitable locations and online to support this objective. Similarly, it was believed that more could be done to highlight available courses in the County provided by the likes of CMETB.
- » With regards to online learning, the opportunities that existed to reach more people through online learning were acknowledged although it was highlighted that some individuals preferred in-person learning.
- » It was also noted that not everyone in the community can afford to travel and/or live outside the County to complete further education and training. As such, it was felt that efforts should be made by relevant stakeholders to increase the provision of in-County apprenticeships and traineeships.
- » Similarly, it was felt that more professional development courses could be provided in the County. In relation to the agriculture sector, it was suggested that more specific programmes could be developed e.g., for poultry and pig farming, that would align better with the needs of the County's farming community.
- » On the provision of apprenticeships and similar, it was felt that linkages between the private sector, education and training providers could be further enhanced by building on the good work completed to date by CMETB. Similarly, thought should be given to how degree level courses can be provided/ supported in the County and links with relevant third-level providers in the region should be enhanced.
- » Furthermore, it was stressed that support needed to be given to assist those from disadvantaged or marginalised groups and/or those with specific needs to access education and training. This includes those with autism and those living with disabilities. Language training for new communities to assist with integration was also highlighted which could enable greater access to education and employment.
- » Connected to the previously mentioned supports for the community and voluntary sector, there was a recurring view that further training and capacity building could be provided, particularly around administration, regulations and funding applications for community and voluntary organisations in the County.
- » With regards to access to education and training, it was emphasised that issues relating to broadband and transport (including public transport) were still acting as barriers in the community. Therefore, improving public transport links, continuing the roll-out of broadband across the County and raising awareness of other ways to access high speed internet could assist with this issue.

Climate and the Environment

- » The important work that has been done in Monaghan in relation to the environment was highlighted, whilst acknowledging that there was more work to do to ensure that it was protected for future generations. It was felt this should include not only climate action initiatives, but wider initiatives related to the conservation of the natural environment and biodiversity.
- » Progressing to a more sustainable County will include building upon existing and new initiatives in relation to climate action and biodiversity including, further developing the decarbonisation zone in Monaghan town. This will be further progressed through the development of a Climate Action Plan for the County.
- » Linking to several other points raised during the consultation process was the need to encourage the use of more sustainable and active modes of transport to assist in reducing emissions in the County. Suggestions included encouraging walking and cycling (including through the provision of adequate cycle paths and walkways), the continued roll-out of EV chargers and an enhanced public transport service. The greenways were noted as a positive development and something that should be promoted.
- » With regards to the community, it was felt that there needs to be adequate supports and champions for local community groups and resident associations to push forward climate action and biodiversity initiatives. This could include initiatives related to community energy projects, retrofitting and water quality. In general, it was felt that it was important to continue to engage with the community on how they can become involved in sustainability initiatives, including through schools and community groups.
- » On the private sector, findings from the consultation suggested that more could be done to assist businesses in becoming more sustainable, and further awareness is required around the supports, grants, and initiatives that businesses can avail of in relation to sustainability. The benefits of “going green” should also be highlighted to businesses.
- » Similarly, notwithstanding the good progress made in the agricultural sector to date, it was felt that further collaborative efforts with the farming community were needed to enhance sustainability in the sector. This could include an enhanced provision of grants to assist with developing more energy efficient buildings, specific studies into solutions for ammonia emissions related to poultry farming, the use of more sustainable transport for agriculture and the development of anaerobic digesters.



Q17. Which of these green initiatives would you see benefitting Monaghan the most?



Tourism, Heritage and the Creative Sector

- » The County's rich heritage and creative sector were highlighted and discussed during the consultation process. It was acknowledged that it contributes greatly to the County's sense of place, community development, wellbeing and the economy. As such, heritage initiatives and the creative sector should continue to be supported and promoted and individuals should be encouraged to participate and get involved at a local level.
- » The strong Irish language community in the County was also highlighted, with a number of suggestions raised around how it could be further supported and promoted including through exploring the potential for the development of a dedicated community hub.
- » In relation to tourism, generally it was felt that the County has not realised its full potential. It was suggested that there is a need for further collaboration within the tourism sector and greater promotion and marketing of the County at a national and international level to attract visitors.
- » With regards to visitor attractions and amenities, the Ulster Canal Greenway and the Marina in Clones were highlighted as good opportunities to attract visitors and create related employment. Similarly, it was felt there was both an opportunity and a need to increase the range and type of visitor accommodation available. Other opportunities highlighted included outdoor and adventure tourism, fishing, family tourism, political tourism and heritage attractions.

4.3 Emerging Strategic Priorities

Ensuring climate action is at the core of community and economic development into the future.

In order to achieve the climate action targets set out at national and regional levels, significant efforts must be made by communities and businesses in Monaghan to create a sustainable County for future generations. This will be heavily reliant on putting climate action at the heart of community and economic development. This will include initiatives aimed at reducing Monaghan's emissions, be it through promoting more active and sustainable travel or providing 'going green' grants to Monaghan businesses.

Broadening opportunities for further education and training to support personal development and enhance employability.

Ensuring the right type of training and education supports are available for those living in the County will be essential to people engaging in further education across Monaghan. Working with industries and education providers to help develop practical and appropriate education and training programmes for the County will help foster a well-educated and highly skilled population, including in disadvantaged and marginalised communities.

Enhancing inclusion and increasing supports for all communities in the County.

There is a strong need to support and promote inclusivity across all communities in the County. Similarly, ensuring access to the necessary services and supports for new communities as well as marginalised and disadvantaged groups will be important for community wellbeing and development. This includes access to health, education and employment services as well as participation in community groups.

Celebrating our heritage and culture and supporting its contribution to economic and community development.

Monaghan's heritage and culture are key assets contributing to both economic and community development. The County's natural and built heritage as well as its history and creative sector are deeply connected and have created a County in which creativity and culture thrive. Continuing to support and celebrate these assets will be an important element in the County's development over the coming years and will benefit businesses, residents and visitors.

Improving the vibrancy of our towns and villages as multifunctional and attractive places.

In recent years, there has been a renewed importance placed at national and local level on the vibrancy and health of our towns and villages, particularly those in rural Ireland. Government initiatives, such as the Town Centre First Policy, aim to provide opportunities for communities to renew and regenerate towns and villages into more attractive and vibrant places. In Monaghan, this will include reducing vacancy and dereliction, enhancing supports for active travel and expanding the night-time economy within the County's towns and villages.

Diversifying the economy and supporting businesses to enable sustainable economic growth.

Supporting existing businesses and continuing to work to diversify the economy through both attracting new investment and fostering innovative home-grown companies will be key to the County's prosperity over the

coming years. Key sectors that can be built upon include engineering and agricultural (particularly poultry) with opportunities also existing in the green economy (e.g., renewables and retrofitting). Furthermore, increased job and career opportunities have the potential to attract people to Monaghan contributing to the creation of a skilled talent base to support the economy as well as the development of communities across the County.





5. SCOT ANALYSIS



SCOT Analysis

Considering the findings from the research and consultation, an analysis of Monaghan’s Strengths, Constraints, Opportunities and Threats (SCOT) has been developed. The SCOT can be defined as follows:



Strengths

– the advantages of the County at present



Opportunities

– the future strengths of the County.



Constraints

– the challenges facing the County at present



Threats

– the future constraints of the County.

Table 6 1: SCOT Analysis

Strengths	Constraints
<ul style="list-style-type: none"> • Monaghan’s diverse community and its people. • Strategic location on the border with good access to main routes north and south, with the east of the County inside the commuter belt for Dublin. • Entrepreneurial culture with a number of successful indigenous businesses and 6,255 people employed in Enterprise Ireland supported companies. • Notable agri-food and engineering presence in the County. • Consistent population growth recorded since 2002. • Commercial vacancy at County level is below the state average. • Housing affordability and quality of life. • Natural environment, history, culture and arts. • Attractions such as the Ulster-Canal Greenway, Castle Leslie, Concra Wood, Rossmore Forest Park, Lough Muckno. 	<ul style="list-style-type: none"> • Accessibility with low levels of public transport. • Commercial vacancy in certain urban centres continues to pose a challenge. • Relatively low level of FDI with 8 IDA companies supported in the County in 2021. • Environmental and health impact from high level of car usage. • Growing elderly population and reduction in key working-age cohorts. • Access to broadband continues to be an issue in some areas, particularly in rural locations. • Low population growth in comparison to state average. • Isolation and mental health issues. • Lack of health provision (e.g., no Accident and Emergency and low ambulance cover).

Opportunities

- Attract further FDI and continue to encourage the development of innovative home-grown companies.
- Remote and hybrid working which could attract people to live in the County.
- Increased public transport including to rural areas.
- Further capitalise on the County's strategic location in order to attract investment and commuters.
- Enhance further education provision in the Monaghan Institute.
- Increase sustainability throughout the County.
- Capitalise on the County's tourism potential including in relation to the Ulster Canal Greenway and the forthcoming marina in Clones.
- Support the development of clusters in key sectors such as agri-food, engineering and explore new opportunities in the green economy.
- Repurpose vacant and derelict sites for community and commercial purposes.

Threats

- Long-term consequences of Brexit and the effects of current inflation on businesses and the community (cost of living crisis).
- Increasing risk of recession and global economic downturn.
- Vacancy and dereliction in urban areas could lead to economic decline if not addressed.
- Dependency on border trade which is affected by currency and policy fluctuations.
- Decreases in key working-age cohorts could affect workforce availability and impact economic competitiveness.
- Issues with broadband and 5G coverage, if not addressed could detract from opportunities related to remote workers and general investment.
- Uneven development across the County could lead to increased inequalities.
- Failure to address deprivation and health issues could lead to further decline in community wellbeing.
- Climate change and the biodiversity crisis will negatively impact the County.



6. HIGH-LEVEL GOALS, OBJECTIVES AND OUTCOMES

6.1 Overview

Using the information and findings from the socio-economic analysis, consultation process and review of existing policy, six high-level goals along with associated objectives and outcomes have been developed to cover the 2023-2029 period. The goals, objectives and outcomes have been prepared by Monaghan County Council, the LCDC and SPC for Economic Development and Enterprise Support in consultation with other key stakeholders and agencies that will assist in the delivery of the plan. The six high-level goals are as follows:

As required by the LECP guidelines, both economic and community elements are addressed by the goals, objectives and outcomes. They have been developed to strengthen and address the needs of the community and the economy of the County to ensure a prosperous and sustainable future for all. Furthermore, they support the crosscutting priorities outlined in the LECP guidelines⁵ as well as the public sector duty to promote equality, prevent discrimination and protect human rights. The below sections provide outline detail on each of the goals, along with their associated objectives and outcomes. The specific actions related to each goal are included in the initial 2-year implementation plan outlined in Chapter 7.

Table 7.1: High-Level Goals

Goal	Goal Description
Goal 1	Support and promote diversity, equity and respect to enhance inclusion and wellbeing in communities across the County.
Goal 2	Transition to a more sustainable County based around climate action, biodiversity, decarbonisation, clean energy and environmental responsibility.
Goal 3	Increase access to training and educational resources to promote opportunities for personal and professional development.
Goal 4	Prioritise the targeted regeneration of the County's towns and villages to address economic and community decline in rural areas.
Goal 5	Grow and diversify the economy, and attract and create high value sustainable employment.
Goal 6	Foster, develop and invest in arts, culture, and the creative sector and unlock Monaghan's tourism potential to support economic growth and sustainable development.

⁵ Crosscutting priorities identified as sustainability, equality, poverty, rurality, age and disability.

6.2 Goal 1, Objectives and Desired Outcomes

Goal 1 – Support and promote diversity, equity and respect to enhance inclusion and wellbeing in communities across the County

Monaghan County Council is committed to fostering an inclusive and healthy County which empowers communities to play an active role in their own areas. As such, this goal strives to support disadvantaged and marginalised communities, as well as those living with disabilities, and provide a voice to everyone in the County, irrespective of background. It will include working with local stakeholders to create a welcoming and supportive environment for all residents and seeking to reduce social exclusion and poverty where it exists. In doing so, the goal will also seek to encourage healthy life choices and improve health and wellbeing across all our communities. Furthermore, acknowledging the important role that the community and voluntary sector play across the County, this goal will look to support these groups through enhanced capacity building, awareness raising and networking opportunities.

Goal 1 is strongly aligned with the NWRA's objectives for an inclusive region as outlined in Chapter 7 of the RSES, the National Planning Framework's (NPF) National Strategic Outcome (NSO) 3 on Strengthened Rural Economies and Communities and NSO 10 on Access to Quality Childcare, Education and Health Services; and the UN SDGs 1, 3 and 5.

Objective 1.1 Encourage and support community and volunteering groups in the County

Monaghan's community and volunteering groups are at the heart of the County showcasing the County's community spirit and strong volunteering culture. The groups and organisations span a diverse range of activities and areas and play vital roles in relation to community development and wellbeing. As such, ensuring that the County's community and voluntary groups are supported and empowered is an important objective of this LECP. This will include raising awareness of existing community and voluntary groups, the benefits of volunteering, and the opportunities available, with the hope of increasing the number of volunteers across the County. In addition, the objective will seek to explore initiatives to help upskill and build capacity across the County's community and voluntary groups, including in relation to administrative and regulatory requirements as well as more complex and time intensive funding applications.

Objective 1.2 Enhance health and wellbeing across the County

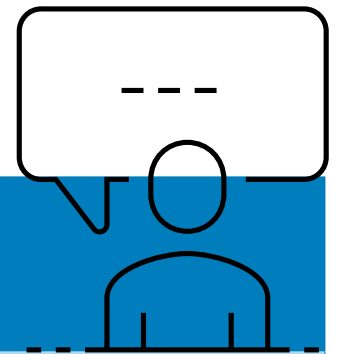
Good health and wellbeing, both physical and mental, are some of the most important cornerstones of successful communities and economies. Supporting all the community to enjoy healthy and fulfilling lives, regardless of age or background is an essential element of the LECP. This will be achieved through a number of different initiatives that will seek to provide the necessary supports, facilities and services to enhance community health and wellbeing including for those living with a disability. This will include the implementation of programmes and initiatives that support health, wellbeing and inclusion across all groups including the Healthy Ireland programme, the Planet Youth programme and Monaghan's Age Friendly Strategy. It will also seek to ensure access to healthcare and other

supports for new communities as well as encouraging participation in physical activity, sports and recreation across the County.

Objective 1.3 Reduce poverty and deprivation across all communities

Continuing to work to reduce poverty and deprivation across all our communities is a top priority for the County and is linked to objective 1.2 above in relation to overall improvements in health and wellbeing. Supporting marginalised, vulnerable and disadvantaged groups to access education, employment and other supports and services including through the SICAP programme will be an important element in achieving

this objective. It will also seek to address the digital disparity in relation to accessing high-speed internet as well as supporting those from disadvantaged communities to participate in creative and cultural programmes that can assist in enhancing community wellbeing and outcomes in disadvantaged areas. Furthermore, it will look to support the development of childcare services across the County to meet the demand of a growing population and assist with allowing parents to get back to work.



Goal 1 Key Desired Outcomes

1. Increased number of volunteers registered with Monaghan Volunteer Centre
2. Increased number of those recording themselves as in good or very good health
3. Record a decrease in the level of deprivation in the Pobal HP Deprivation Index

6.3 Goal 2

Objectives and Desired Outcomes

Goal 2 – Transition to a more sustainable County based around climate action, biodiversity, decarbonisation, clean energy and environmental responsibility

The environment is a valuable resource which is becoming increasingly vulnerable due to the effects of climate change and the biodiversity crisis. The transition away from a carbon-based economy is a core national and regional policy objective. Monaghan County Council aims to deliver high standards of protection for water and air and promote the sustainable management of the environment through education and initiatives which can mitigate the impacts of Climate Change. The protection of the environment in County Monaghan is also key to maintaining the County as an attractive place to live, visit and work. As such, it is imperative that Monaghan strives to realise national, regional and local aims in relation to developing a more sustainable future for the communities and businesses of the County.

This goal will look to build on the good work already underway that has been outlined in the strategic objectives of Monaghan's County Development Plan. It also aligns with the objectives in Chapter 5 (Natural Region) and Chapter 6 (Connected Region) of the NWRA RSES, the NPF's NSO 4 on

Sustainability and NSO 8 on a Climate Neutral and Climate Resilient Society; the National Climate Action Plan 2023 and a number of UN SDGs including 7, 12 and 13.

Objective 2.1 Reduce the level of emissions in the County in line with national policy

This objective is aligned with national and regional policy on climate and the environment. With Ireland's Climate Action Plan (CAP) outlining ambitions to reduce emissions across the state by 51% by 2030 and to reach net zero emissions by 2050, efforts must be made by all counties to align their ambitions with those outlined in the CAP. Initiatives related to this objective will include supporting the development of a Climate Action Plan for the County and progressing the decarbonization zone recommendations for Monaghan town. The Council and other key stakeholders will also work collaboratively with the County's private sector, including the important agricultural sector, to further enhance sustainability and reduce emissions. Similarly, renewable and sustainable energy sources will also be important in the transition to a more sustainable society, and options will be explored around the feasibility of establishing additional sources of renewable and sustainable energy in the County.

Objective 2.2 Encourage community-based climate and sustainability projects

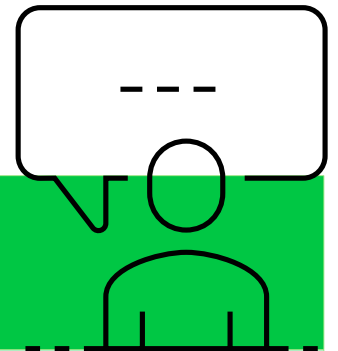
This objective will look to engage and encourage the community to become involved in climate and sustainability initiatives in their local areas. This will require a holistic approach to embed sustainability into everyday life and ensure that every individual feels informed and empowered on how they can contribute to a more sustainable County. This will include awareness raising

around existing initiatives that the community can participate in as well as ensuring that relevant and adequate supports are in place to allow community-based projects to be progressed. Given the County's beautiful natural landscape, it will also be important to continue to support and raise awareness of biodiversity initiatives to protect the County's natural assets, including our lakes, rivers, hills, hedgerows and drumlins.

Objective 2.3 Increase the level of sustainable and active travel in the County

This objective seeks to increase the use of more sustainable and active travel in Monaghan which in turn should have a positive effect in reducing the level of

traffic related emissions across the County. This will include encouraging the uptake of cycling and walking which will not only contribute to a reduction in emissions but also to the health and wellbeing of the community. An important element of this will be to ensure the adequate provision of cycleways and pathways, so that cyclists and walkers feel safe throughout the County. Regarding transport by private vehicle, electric vehicles (EVs) are growing in popularity as a more climate-friendly alternative to the traditional petrol/diesel powered cars. As such, it will be important to continue to support the transition to electric vehicles through progressing the roll-out of EV charging points including through the EU FASTER project.



Goal 2 Key Desired Outcomes

1. Achieve a decrease of 51% in emissions in line with government policy
2. Increased number of community-based climate and sustainability projects
3. Record increase in those using sustainable and active travel to get to work and education

6.4 Goal 3, Objectives and Desired Outcomes

Goal 3 – Increase access to training and educational resources to promote opportunities for personal and professional development

The personal and professional development of the people of Monaghan has been, and will continue to be, a key contributing factor in the positive development of the County. This goal will look to continue to support the people of Monaghan in attaining the education and skills required to assist in increasing employability, wellbeing and general life satisfaction. In doing so it will seek to encourage and promote strategic initiatives that assist in the development of the County's people and foster a diverse talent pool through a range of education and training opportunities. This approach will provide opportunities for individuals to refine existing skills and develop new skills in both their professional and personal lives. This will include skills in jobs of the future such as retrofitting and renewables and traditional trades that support the economy. As such, the goal also plays an important role in supporting the local economy and input from both public and private sector groups and stakeholders will be required to realise this goal.

This goal aligns with a number of objectives outlined in Chapter 6 (Connected Region)

and Chapter 7 (Inclusive Region) of the NWRA's RSES, the NPF's NSO 3 on Strengthened Rural Economies and Communities and NSO 10 on Access to Quality Childcare, Education and Health Services and UN SDGs 4, 8 and 10.

Objective 3.1 Encourage life-long learning and upskilling including in the area of digital skills

Lifelong learning and upskilling is essential for modern economies of all scales to grow and prosper. This is no more apparent than with digital skills, particularly within adult populations and early school leavers. Monaghan will seek to achieve this objective by promoting lifelong learning and upskilling amongst the community and working with relevant stakeholders, including in the private sector, to identify skills gaps that can be addressed to support the local economy. Furthermore, the objective will contribute to the development of a smart region as envisaged in the NWRA's RSES by encouraging the uptake of digital skills and building upon initiatives related to Monaghan's Digital Strategy as well as looking to improve adult literacy across the County.

Objective 3.2 Increase access to in-county traineeships and apprenticeships to support skills development and training

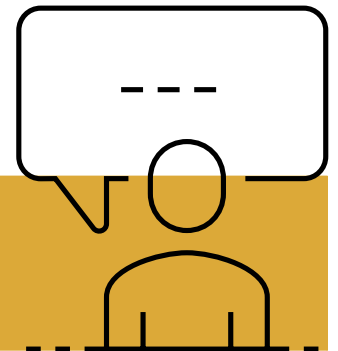
This objective looks to increase the number of in-county traineeships and apprenticeships available in the County. In doing so, it seeks to enhance access to training and apprenticeships across the community, particularly for those that may not be able to afford to attend courses outside of their home County. It supports objective 3.1 in relation to upskilling the community and objective 3.3 below in relation to enhanced access to training for those from marginalised and vulnerable groups. It will

require a collaborative approach from relevant partners including education and training providers, the private sector and other stakeholders in the wider region to identify specific sectors and solutions to enhance the provision of traineeships and apprenticeships in County.

Objective 3.3 Support marginalised and vulnerable groups to access education and training

Enhancing access to skills and training for our most vulnerable and marginalised groups, including for those with disabilities, will be an important objective over the lifetime of the LECP. This will require continued engagement

and outreach with such groups and the identification and delivery of specific supports to enhance their participation in training, upskilling and lifelong learning. It will include raising awareness amongst service providers and employers on how they can support individuals to access training and education, and exploring pathways to employment for those that have left education early or may have been out of work for an extended period of time.



Goal 3 Key Desired Outcomes

1. Increased number of courses and participants in-county
2. Improvement recorded in those obtaining further and higher-level education
3. Reduction in unemployment recorded

6.5 Goal 4, Objectives and Desired Outcomes

ensure the development of resilient, sustainable and prosperous communities. The goal aligns with the objectives of Chapter 3 (People and Places) of the NWRA RSES, the NPF's NSO 1 on Compact Growth and NSO 3 on Strengthened Rural Communities and UN SDGs 8, 10, and 11.

Objective 4.1 Enhance key infrastructure across the County including in relation to roads and public transport

Enhancing key infrastructure to support both the economic and community development of the County will be essential to creating a County in which people want to live, work and visit. Roads and public transport traditionally form the backbone of our key transport infrastructure. This objective will seek to progress key infrastructure projects in line with the County Development Plan and National Development Plan over the course of the LECF timeframe from 2023-2029. This will include upgrades to the road network to improve safety and efficiency and enhancement of public transport and associated infrastructure using an evidence-based approach.

Objective 4.2 Implement the town centre first policy to reduce dereliction and vacancy

The Town Centre First policy aims to enhance the vibrancy and attractiveness of towns across the County, for the benefit of residents, businesses and visitors alike. This objective aligns with the aims of that policy and will seek to reduce the levels of dereliction and vacancy across the County's towns and villages. To achieve this, an accurate record of vacancy and dereliction in the County will need to be regularly recorded and buildings and sites identified for regeneration. Opportunities will

Goal 4 – Prioritise the targeted regeneration of the County's towns and villages to address economic and community decline in rural areas

County Monaghan's towns and villages are important hubs of community and economic activity providing essential services both to their immediate residents and their greater catchment areas. This is recognised in the NWRA RSES which identifies Monaghan town as a Key Town in the region and Carrickmacross as a place of regional potential. However, like many towns and villages across the Country, Monaghan's settlements are experiencing significant challenges. Commercial vacancy, dereliction and rural decline are all challenges to the growth and sustainability of many of Monaghan's towns and villages, impacting heavily on the communities and businesses within them.

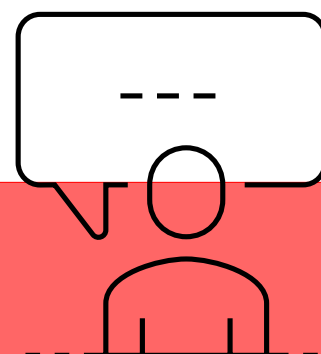
Despite these challenges, several national policies have been adopted to directly support our towns and villages including policies such as Town Centre First and Our Rural Future. As such, this goal looks to support the regeneration and renewal of towns and villages throughout the County to

also need to be explored to bring buildings back into use for both community and commercial purposes. Similarly, gaps in the provision of facilities and amenities that could enhance the vibrancy of town and village centres will be identified to assist with targeted regeneration in an overall drive to address economic and community decline where it exists.

Objective 4.3 Support the evening and night-time economy

A strong evening and night-time economy can add to an area's sense of place and contribute to the vibrancy and vitality of towns and villages.

Through the provision of opportunities to socialise, the evening and night-time economy can drive footfall into towns and villages, boost tourism and increase economic activity particularly in relation to the hospitality and leisure sector. As such, this objective looks to support the further development of the evening and night-time economy across the County. This will include exploring initiatives that can assist in enhancing the County's offering and seeking to achieve recognition for the County in the form of Purple Flag award.



Goal 4 Key Desired Outcomes

1. Reduction in commercial vacancy rate recorded.
2. Existing key infrastructure projects progressed.
3. Increased number and frequency of Public Transport routes.
4. Purple Flag attained.

6.6 Goal 5, Objectives and Desired Outcomes

Goal 5 – Grow and diversify the economy, and attract and create high value sustainable employment

This goal focuses on Monaghan’s economic wellbeing and job creation. Monaghan has a number of highly successful homegrown companies that are a testament to the can-do spirit of its people and the entrepreneurial culture in the County. This includes world leading companies in sectors such as agri-food and engineering. The County is also strategically placed close to the border benefitting from proximity to key transport routes North and South. Over the next 6 years the County should look to build upon its successes, strengthen and further diversify its economy and drive job creation. This will include supporting existing businesses, competing for new investment and ensuring a business ecosystem that fosters innovation and growth. Similarly, in relation to job creation, the LECP will seek to align with the RSES population growth to employment growth ambition of a ratio of 2:3 (jobs-to-population ratio).

This goal covers both economic and community elements of the LECP through its ability to contribute to increased employment and reduced poverty as well as being interconnected with other goals relating to the

creation of an educated and skilled population and vibrant towns and villages. The goal is aligned with the NWRA’s objectives for a vibrant region in Chapter 4 of the RSES, the NPF’s NSO 5 A Strong Economy supported by Enterprise, Innovation and Skills and UN SDGs 8, 9, and 12.

Objective 5.1 Attract foreign direct investment to support job creation

This objective looks to increase the levels of foreign direct investment (FDI) into Monaghan to assist with generating employment across the County. Monaghan’s strategic position and proximity to transport routes North and South coupled with its educated workforce and successful track record as a location for leading global businesses, means that it is well placed to attract further FDI to the County. To achieve this objective, a more coordinated approach to attracting investment and driving economic development will need to be developed in collaboration with key stakeholders such as MIDL, IDA, and training and education providers. Furthermore, there will be a need to clearly market the County’s key strengths in comparison to competing locations and ensure appropriate provision of space to support economic activity.

Objective 5.2 Support existing enterprises and encourage innovative entrepreneurship

Monaghan’s homegrown companies and existing businesses, including those in the hospitality, retail, agricultural, engineering and creative sectors, provide vital employment and services to the County and contribute greatly to the vibrancy of the County’s towns and villages. As such, in tandem with attracting new business to the County, supporting our existing indigenous enterprises and continuing to encourage and foster Monaghan’s culture

of entrepreneurialism will be an important objective over the lifetime of this LECP. This will include ensuring adequate supports for new and existing businesses, and highlighting opportunities that may exist in relation to high potential sectors such as the green economy and AI. Furthermore, it will include supporting the development of the creative economy and social enterprises across the County.

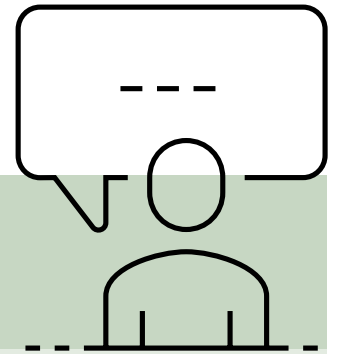
Objective 5.3 Strengthen and build upon the world-class agri-business sector

Monaghan's agricultural heritage is clear in all aspects of life throughout the County. This is no more apparent than in the County's world

class agri-business sector. Strengthening and building upon this sector will therefore be an important area to address as part the LECP and covers both economic and community elements. This will include leveraging the strength of the sector to attract and create further employment in the County, exploring the potential for cluster development, raising awareness of the opportunities that exist and supporting the sector's efforts in relation to recruitment and training.

Goal 5 Key Desired Outcomes

1. Increased number of LEO, EI and IDA supported companies in the County.
2. Increased levels of employment recorded.
3. Agri-business sector businesses and employment increased.



6.7 Goal 6, Objectives and Desired Outcomes

Goal 6 – Foster, develop and invest in arts, culture, and the creative sector and unlock Monaghan’s tourism potential to support economic growth and sustainable development

Monaghan’s arts, culture and creative sector contribute to a rich heritage that supports both community wellbeing and inclusion. The County’s heritage and creative sector also contributes significantly to the economy through attracting visitors and complements Monaghan’s wider tourism offering. Indeed, the County has a variety of experiences, events and attractions for visitors to enjoy. Its rolling drumlin landscape is home to attractions and amenities such as Castle Leslie, Rally School Ireland, Rossmore Forest Park, Lough Muckno and Concra Wood. These offerings are supported by a calendar of events such as the Harvest Time Blues Festival and Monaghan Street Food Festival. Carrickmacross Lace and the Patrick Kavanagh Centre add further to the cultural attractions of the County.

Yet despite this offering and the good work done to date, progress can still be made in relation to fulfilling the County’s tourism potential. As such, this Goal seeks to build on existing progress and capitalise on the County’s rich tourism offering while further supporting

and developing the County’s arts, culture and creative sector for all the community to enjoy. Centre to this will be a sustainable approach that protects the County’s assets for future generations. This goal aligns with the NWRA’s objectives relating to heritage in Chapter 5 of the RSES, NPF’s NSO 7 Enhanced Amenity and Heritage, and UN SDGs 8, 12, and 15.

Objective 6.1 Improve the visibility of Monaghan as a tourism destination

Improving Monaghan’s visibility and recognition as a tourism destination will be an important element in attracting both domestic and international visitors to the County and increasing the economic contribution generated by tourism. With the tourism industry experiencing a strong return to pre-Covid performance levels, Monaghan is well placed to unlock its potential and attract further visitors. This will require the development of greater coordination and collaboration between tourism providers, the Council and other relevant stakeholders in the promotion of the County and the development of a new tourism strategy. It will also require enhanced and targeted marketing of the County, its tourism offering and heritage to domestic and international audiences to heighten visibility and generate interest.

Objective 6.2 Seek to enhance the County’s tourism offering

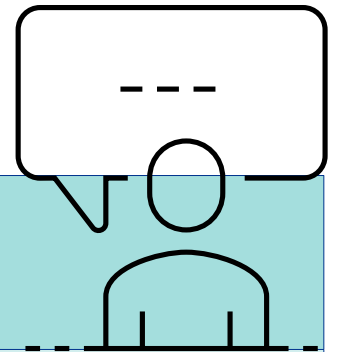
Directly connected to objective 6.1 above, this objective seeks to enhance and improve Monaghan’s tourism offering to assist in increasing the number of visitors, visitor spend and overnight stays in the County. Pursuing this objective will include exploring opportunities to enhance the County’s outdoor and recreational offering, including in relation to its parks and lakes, and maximising the potential of the Ulster

Canal greenway and the re-opening of the Canal Basin in Clones. It will also include identifying the potential to enhance and further develop the County's festivals and events. Furthermore, it will seek to support and encourage the development of a wider range of accommodation in the County, from hotels to glamping, to support the visitor economy.

Objective 6.3 Support and develop the Creative and Cultural sector of the County

Monaghan's creative and cultural sector is strongly engrained in its identity and sense of place and contributes to the economic and community wellbeing of the County. As such, this objective looks to support and further develop the creative and cultural sector acknowledging the important contribution that it makes to the County, its development

and community wellbeing. This will include supporting the implementation of existing strategies and programmes relating to cultural and creative initiatives, as well new initiatives identified over the course of the timeframe of the LECP. It will also seek to increase awareness of, and access to, the County's rich heritage and ensure the provision of appropriate space and supports for cultural and creative activities including the Irish language. Furthermore, it will look to encourage and facilitate greater participation in creative and cultural initiatives including in relation to those with disabilities as well as those from disadvantaged and marginalised groups.



Goal 6 Key Desired Outcomes

1. Increased number of visitors from national and international locations.
2. Increased numbers of participants in culture and creative initiatives including the Irish language.
3. Increased numbers of artists or programmes supported.
4. Increased numbers of young people engaged in the arts.
5. Increased numbers of creative and arts experiences facilitated.



7. IMPLEMENTATION PLAN

Implementation Plan

This chapter details the initial implementation plan for the LECP which includes specific actions related to the goals, objectives and outcomes. It also highlights Key Performance Indicators (KPIs) for each action as well as lead and partner organisations that will be responsible for the implementation of the actions. Similarly, each action is identified as being related to either community “C”, economic “E” or both elements (“C+E”). A suggested prioritisation of actions has also been included which is subject to change and dependent on resource availability. In line with the updated LECP guidelines issued in December 2021, the implementation plan will be reviewed and revised every 2 years. This new approach has allowed for the development of a more concise implementation plan with greater flexibility to address sudden changes and issues as they arise in the County. As such, the LECP will reflect and adapt to the specific needs of the County over the 6-year period, highlighting its enhanced importance to community and economic development. Effective and efficient monitoring of progress will be vital to realising the benefits of this new more flexible approach.

The implementation plan contains a total of 63 actions across the six goals and 18 objectives. The actions support the delivery and realisation of the goals, objectives, and outcomes covering both community and economic elements. Furthermore, a number of the actions are crosscutting and interlinked highlighting the interconnected nature of community and economic wellbeing.





SUSTAINABLE DEVELOPMENT GOALS



Figure 8.1 UN SDGs

Similar to the goals and objectives, the actions have been designed in the context of key existing policies and strategies, including the County Development Plan, the NWRA RSES and the NPF. Additionally, as highlighted in Chapter 2, the UN Sustainable Development Goals (SDGs) have played a central role in shaping the LECP's development and served as an anchoring foundation for the actions outlined below. As previously outlined, the

goals, objectives, outcomes and actions support the cross-cutting priorities outlined in the LECP guidelines⁶ as well as the public sector duty to promote equality, prevent discrimination and protect human rights. Taken together, the goals, objectives, outcomes and actions will guide the sustainable economic and community development of the County over the next number of years.

⁶ Crosscutting priorities identified as sustainability, equality, poverty, rurality, age and disability.

7.1 Goal 1



Goal 1 Support and promote diversity, equity and respect to enhance inclusion and wellbeing in communities across the County

Objective 1.1 Encourage and support community and volunteering groups in the County

Objective 1.2 Enhance health and wellbeing across the County

Objective 1.3 Reduce poverty and deprivation across all communities

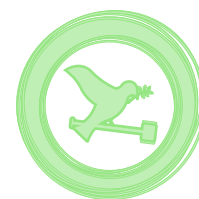
	Action	Lead	Partner	KPIs	Timeframe
1	C Explore initiatives to upskill local community groups in relation to administrative and regulatory requirements including a dedicated support or hub	MCC	LEADER IP, PPN	<ul style="list-style-type: none"> Dedicated support in place Upskilling programme devised 	Year 1
2	C Support the development of new childcare services to meet the needs of the local community	Monaghan County Childcare Committee	MCC, SICAP IP, LEADER IP, HSE, CYPSC	<ul style="list-style-type: none"> No. of new full day-care places created, No. of part time places created 	Year 1
3	C Raise awareness of the type of volunteering opportunities that are available to people across the County and increase the number of volunteers registered with Volunteering Monaghan	MIDL (Volunteering Monaghan)	MCC, PPN, LEADER IP	<ul style="list-style-type: none"> No. of volunteers registered Volunteer information linked to PPN website 	Year 1
4	C Continue to deliver the Healthy Ireland programme to support community wellbeing and work to enhance access to sport and recreational spaces across the County	MCC		<ul style="list-style-type: none"> No. of healthy Ireland initiatives implemented No. of recreational spaces enhanced or upgraded No. of recreational spaces with accessibility features 	Year 1 - Year 2
5	C Continue to support the integration of new communities including refugees with services and supports to help them access accommodation, healthcare, education, language supports and employment	MCC	LCDC, SICAP IP, CYPSC, CMETB, Department of Social Protection, Family Resource Centre	<ul style="list-style-type: none"> No. of individuals and groups supported No. of actions implemented as part of the Migrant Integration Strategy 	Year 1 - Year 2

7.1 Goal 1



Action		Lead	Partner	KPIs	Timeframe	
6	C	Support inclusion and community wellbeing including in relation to older people, vulnerable, marginalised and disadvantaged communities through the rollout of the SICAP programme and Age Friendly Strategy	SICAP IP, LEADER IP	PPN, Monaghan Education Providers, MCC, POBAL	<ul style="list-style-type: none"> No. of individuals supported by the SICAP programme No. of Age Friendly initiatives implemented 	Year 1 - Year 2
7	C	Progress the roll-out of the Planet Youth programme	CYPSC	Foróige, Youth Work Ireland, Monaghan Neighbourhood Youth Project	<ul style="list-style-type: none"> No. of participants 	Year 2
8	C	Support the continued rollout of broadband throughout the County and raise awareness of alternative means to access high-speed broadband	MCC	NBI	<ul style="list-style-type: none"> Provision enhanced Information on alternatives published 	Year 1 - Year 2
9	C	Continue to support and develop creative and cultural programming which targets vulnerable, marginalised and disadvantaged communities through the Cultural Section of MCC in partnership with key stakeholders	MCC	SICAP IP, CMETB; Creative sector/practitioners	<ul style="list-style-type: none"> No. of creative/cultural initiatives 	Year 2
10	C	Design and deliver an annual programme of work to increase participation in sports and physical activity across all communities	Monaghan Sports Partnership	MCC	<ul style="list-style-type: none"> No. of programmes created No. of participants 	Year 2

7.2 Goal 2



Goal 2 Transition to a more sustainable County based around climate action, biodiversity, decarbonisation, clean energy and environmental responsibility

Objective 2.1 Reduce the level of emissions in the County in line with national policy

Objective 2.2 Encourage community-based climate and sustainability projects

Objective 2.3 Increase the level of sustainable and active travel in the County

		Action	Lead	Partner	KPIs	Timeframe
11	E	Increase awareness of supports for businesses and the community to go green through the provision of clear information	MCC	SEAI, LEO, LEADER IP	<ul style="list-style-type: none"> • Clear information available • Measurable uptake in supports 	Year 1
12	C	Continue to encourage active travel such as walking and cycling throughout the County	MCC	LEADER IP	<ul style="list-style-type: none"> • No. initiatives implemented 	Year 1
13	E	Progress the phased development of the decarbonization zone in Monaghan town	MCC	Town teams	<ul style="list-style-type: none"> • Decarbonization zone progressed 	Year 1
14	C	Support the development of a Climate Action Plan for County Monaghan	MCC	DECC, LEADER IP	<ul style="list-style-type: none"> • Climate Action Plan Developed 	Year 1
15	C+E	Create a sustainable agriculture network to assist farmers in becoming more sustainable.	MCC, Teagasc	LEADER IP, IFA	<ul style="list-style-type: none"> • Sustainable agriculture network created 	Year 2
16	C	Progress the roll-out of EV charging points across the County including through the EU FASTER project	MCC	ESB, EBR	<ul style="list-style-type: none"> • No. of additional EV charging points available 	Year 1 - Year 2
17	C	Continue to support and raise awareness of biodiversity initiatives in communities across the County including to protect our rivers and lakes from pollution	MCC	DECC, LEADER IP	<ul style="list-style-type: none"> • No. of initiatives completed 	Year 1 - Year 2
18	C+E	Ensure that there is adequate support for local communities to implement sustainability/climate action initiatives	MCC	Town teams, SICAP IP, LEADER IP, SEAI	<ul style="list-style-type: none"> • No. of community programmes initiated 	Year 1

7.2 Goal 2



Action		Lead	Partner	KPIs	Timeframe	
19	C	Promote and develop climate action initiatives through the creative and cultural sector, responding to the Climate Action Plan	MCC	Creative Ireland; LEO; Climate Team; LAEP; Tidy Towns network Town, Teams	<ul style="list-style-type: none"> No. of creative projects initiated No of creative practitioners/ artists engaged 	Year 2
20	E	Explore the potential feasibility of a connection to the gas grid to facilitate the establishment of an anaerobic digestion industry within the County	MCC	SEAI, GNI	<ul style="list-style-type: none"> Study Completed 	Year 2
21	C+E	Conduct a feasibility study into the potential for additional wind and solar generation and green hydrogen production within the County	MCC	SEAI	<ul style="list-style-type: none"> Study Completed 	Year 2
22	C+E	Conduct research into the issues relating to ammonia emissions in the poultry sector to identify sustainable and affordable solutions	MCC	IFA	<ul style="list-style-type: none"> Research published 	Year 2
23	E	Conduct a review of existing grants and supports available (e.g., TAMS) for the retrofitting of agriculture buildings, construction of energy efficient replacement buildings and renewable energy	MCC	LEO, IFA, SEAI	<ul style="list-style-type: none"> Review Completed 	Year 2

7.3 Goal 3



Goal 3 Increase access to training and educational resources to promote opportunities for personal and professional development

Objective 3.1 Encourage life-long learning and upskilling including in the area of digital skills

Objective 3.2 Increase access to in-county traineeships & apprenticeships to support skills development and training

Objective 3.3 Support marginalised and vulnerable groups to access education and training

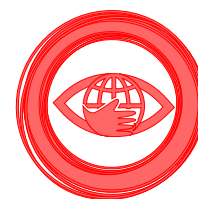
Action		Lead	Partner	KPIs	Timeframe	
24	C+E	Work with industry and education and training providers to explore options to enhance the provision of in-county traineeships & apprenticeships	CMETB, Monaghan Institute	MCC	<ul style="list-style-type: none"> No. of places on in-county traineeships increased No. of new in-county apprenticeships established 	Year 2
25	C+E	Explore and progress options to develop Higher Education provision in County Monaghan	CMETB, Monaghan Institute, DkIT, ATU, St Angela's College	MCC, LEADER IP	<ul style="list-style-type: none"> No. of degree courses available 	Year 2
26	C+E	Engage and work with the North East Region Skills Forum to highlight gaps, skill needs and skills development in line with current and future local business needs	LEO, Regional Skills Forum	MCC, MIDL, LEADER IP	<ul style="list-style-type: none"> Audit completed 	Year 1
27	C+E	Develop and implement the Pathways to Work guide that informs service providers and employers on how to support people to access training and education	CMETB,	LCDC, SICAP IP, Monaghan Libraries	<ul style="list-style-type: none"> Publication of guide to supporting marginalised people to access further training and education 	Year 1
28	C	Conduct a campaign to promote lifelong learning amongst the adult population and early school leavers	CMETB, Monaghan Institute	MCC, DkIT, LEADER IP	<ul style="list-style-type: none"> Campaign conducted 	Year 2
29	C	Explore the development of pathways for non-traditional routes to employment for early school leavers to position themselves as employable	CMETB	SICAP IP	<ul style="list-style-type: none"> Options explored & report completed 	Year 2

7.3 Goal 3



Action		Lead	Partner	KPIs	Timeframe	
30	C	Support and develop the roll out of initiatives under Adult Literacy for Life Strategy	CMETB; Monaghan County Library		<ul style="list-style-type: none"> No. of initiatives developed No of participants 	Year 1
31	C	Work with communities and with support organisations to facilitate the delivery of community outreach learning initiatives for digital skills, reaching people at a time and location which facilitates them to participate in education opportunities	CMETB; Monaghan County Library	MCC, LEADER IP	<ul style="list-style-type: none"> No. of courses held No of participants 	Year 1 - Year 2
32	C+E	Conduct a feasibility study into the provision of Poultry & Pig specific programmes (e.g., Green Cert) to educate young farmers in the industry	Teagasc	IFA, MCC	<ul style="list-style-type: none"> Study Completed 	Year 1

7.4 Goal 4



Goal 4 Prioritise the targeted regeneration of the County's towns and villages to address economic and community decline in rural areas

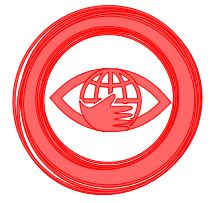
Objective 4.1 Enhance key infrastructure across the County including in relation to roads and public transport

Objective 4.2 Implement the town centre first policy to reduce dereliction and vacancy

Objective 4.3 Support the evening and night-time economy

		Action	Lead	Partner	KPIs	Timeframe
33	C	Audit community facilities and utilisation across Monaghan's towns and villages to identify gaps and assess demand	MCC, LEADER IP	Town Teams, PPN	<ul style="list-style-type: none"> Audit completed and gaps and demand assessed 	Year 2
34	C+E	Establish a working group to oversee the progression of County wide transport and infrastructure initiatives	MCC	NTA, Local Link, TFI, local transport providers	<ul style="list-style-type: none"> Working group established Increasing the numbers of taxis and hackneys 	Year 1
35	C+E	Conduct a study using an evidence-based approach to identify priority areas for public transport investment and enhance services to rural and urban areas across the County. This should include exploring how transport can be enhanced to support the evening and night-time economy and to increase regional connectivity	MCC	Local Link, TFI, NTA	<ul style="list-style-type: none"> Study completed 	Year 1
36	E	In line with the County Development Plan, work to improve road networks and key infrastructure across the County to improve the safety and efficiency of the road network including progressing the N2 major road projects identified in the National Development Plan	MCC	TII, Department of Transport	<ul style="list-style-type: none"> Kilometres of road improved 	Year 2
37	E	Support the evening and night-time economy across the County and work to obtain a purple flag for Monaghan town	MCC	Monaghan Town Team	<ul style="list-style-type: none"> Progress towards Purple Flag accreditation achieved No. of night-time economy town plans started 	Year 1 - Year 2

7.4 Goal 4



		Action	Lead	Partner	KPIs	Timeframe
38	E	<p>Work to improve the vibrancy of our towns and villages including through:</p> <ul style="list-style-type: none"> Identifying vacant and derelict buildings that could be brought back into use for both commercial and community purposes. Explore opportunities to redevelop vacant and derelict buildings to bring them back into use Exploring the feasibility of implementing targeted commercial regeneration of vacant and derelict buildings through incentives Exploring the potential for an initiative related to the use of vacant properties for pop-up shops or similar Securing funding streams for regeneration projects in urban and rural areas 	MCC	LEO, Town Teams, LEADER IP	<ul style="list-style-type: none"> Buildings identified Incentives and priority streets for regeneration identified Sites for pop-up shops identified Funding secured for urban and rural regeneration projects Number of buildings brought back into use 	Year 1 - Year 2
39	C+E	<p>Establish a cross border working group (based around existing structures and institutions) with neighbouring local authorities and councils (to include elected members) in relation to rural development and safety</p>	MCC	EBR, ICBAN	<ul style="list-style-type: none"> Group Established 	Year 1



Goal 5 Grow and diversify the economy, and attract and create high value sustainable employment

Objective 5.1 Attract foreign direct investment to support job creation

Objective 5.2 Support existing enterprises and encourage innovative entrepreneurship

Objective 5.3 Strengthen and build upon the world-class agri-business sector

		Action	Lead	Partner	KPIs	Timeframe
40	E	Leverage and build upon existing strengths to attract and create high-value sustainable jobs and encourage the development of clusters in the areas of agri-business (e.g., Lough Egish Food Park), engineering and high potential sectors such as the green economy and AI including through the Data Value Hub	LEO	EI, IDA, LEADER IP, MCC, Enterprising Monaghan	• No. of LEO, EI and IDA companies	Year 1 - Year 2
41	E	Support enterprise and job creation through an enhanced range of enterprise supports, both financial and non-financial to anyone thinking of starting or developing a business in line with national and regional policy	LEO, LEADER IP	MCC, EI, SICAP IP	• No. of supports delivered	Year 1 - Year 2
42	E	Establish a forum to coordinate and support economic development in the County with representatives from key agencies such as MIDL, EI and the IDA, training and education providers and business representatives	LEO	MCC, Chambers of Commerce, EI, IDA, MIDL, LEADER IP, CMETB	• Forum established • Collaborative approaches piloted	Year 1
43	E	Ensure adequate zoning and access to serviced sites and workspaces to reduce the risk of large-scale business migration from the County and ensure an attractive business environment	MCC	LEO, Enterprising Monaghan	• Adequate commercial space available	Year 2

7.5 Goal 5



		Action	Lead	Partner	KPIs	Timeframe
44	E	Build upon work already completed and develop a 1-2 page graphically designed document and animation to be used as a value proposition to highlight Monaghan's competitive advantage to potential investors and new businesses	LEO	MCC, Enterprising Monaghan	<ul style="list-style-type: none"> Value proposition document produced 	Year 1
45	C+E	Continue to identify, support and develop social enterprises across the County and deliver the County Monaghan Social Enterprise Strategy	LEADER IP, MCC	LEO	<ul style="list-style-type: none"> No. of social enterprises in the County No. of actions implemented from the Social Enterprise Strategy 	Year 1 - Year 2
46	C+E	Continue to identify and develop avenues of support for the creative/cultural industry	MCC	LEO, Creative Ireland	<ul style="list-style-type: none"> No of initiatives developed No of creatives supported 	Year 1 - Year 2
47	E	Explore options for a centralised platform to promote job opportunities in the agricultural sector and raise awareness of the benefits available to those working in the sector (e.g., part-time work, seasonal work, flexible hours)	MCC	LEADER IP, LEO, IFA	<ul style="list-style-type: none"> Report completed 	Year 1
48	E	Hold a number of information sessions across the County in relation to opportunities in the farming sector to assist in addressing labour shortages	MCC	LEADER IP, LEO, IFA	<ul style="list-style-type: none"> No. of Session Held 	Year 1 - Year 2

7.6 Goal 6



Goal 6 Foster, develop and invest in arts, culture, and the creative sector and unlock Monaghan’s tourism potential to support economic growth and sustainable development

Objective 6.1 Improve the visibility of Monaghan as a tourism destination

Objective 6.2 Seek to enhance the County's tourism offering

Objective 6.3 Support and develop the Creative and Cultural sector of the County

		Action	Lead	Partner	KPIs	Timeframe
49	E	Develop and publish a new Tourism Strategy for the County using a data led approach and in close collaboration with all those working in the tourism sector	MCC	Fáilte Ireland	• New tourism strategy developed	Year 1
50	E	Establish a tourism network to increase collaboration across the tourism sector including with neighbouring counties	MCC	Fáilte Ireland, MCC, LEO, LEADER IP	• Tourism network established	Year 2
51	E	Develop an enhanced and targeted marketing campaign for Monaghan which showcases the County's tourism offering at national and international level	MCC	Fáilte Ireland, LEADER IP	• New tourism campaign launched	Year 2
52	E	Conduct new research which would inform potential investors and support new hotel development in the County	MCC	Fáilte Ireland	• Study completed	Year 1
53	E	Explore the feasibility to enhance and expand the tourism accommodation offering such as the development of motorhome/glamping areas and the leasing of old farmhouse buildings and cottages to use for accommodation	MCC	Fáilte Ireland, LEADER IP, IFA	• Feasibility study conducted • Options for accommodation	Year 1
54	C+E	Review current supports for arts festivals and events in the County and identify ways in which festivals organisers can be encouraged to make existing festivals more sustainable and develop new ones in line with sustainability policies	MCC	Fáilte Ireland, The Arts Council, LEADER IP, Dept of Tourism, Culture, Arts, Gaeltacht, Sport and Media	• Existing supports reviewed and opportunities for enhancement identified	Year 2

7.6 Goal 6



	Action	Lead	Partner	KPIs	Timeframe
55	C+E Maximise the economic and social potential of the re-opening of the Canal Basin in Clones by informing and animating the local community in relation to economic opportunities arising as a result of the development	LEO	MCC, LEADER IP, Waterways Ireland, Clones Town Team	<ul style="list-style-type: none"> No. of information sessions held 	Year 1 - Year 2
56	C Explore the options for the development of a Monaghan cultural hub for Irish speakers within the County	Conradh na Gaeilge	MCC	<ul style="list-style-type: none"> Options explored & progress made in relation to the cultural hub 	Year 2
57	C Maximise access to and use of the Monaghan Peace Campus as the primary community space in Monaghan Town	MCC	POBAL, Libraries Ireland	<ul style="list-style-type: none"> No. of visitors and events at Monaghan Peace Campus 	Year 1 - Year 2
58	C Continue to support and raise awareness of the County's arts and creative sectors through the Creative Ireland programme 2023-27 and the implementation of the Monaghan Culture and Creative Strategy 2023 - 2027	MCC	Local creative/arts community; Neighbouring local authorities; NGOs, Creative Ireland	<ul style="list-style-type: none"> No. of initiatives developed No. of participants No. of creatives/artists engaged No. of new partnerships developed No. of new projects developed No. of actions implemented Culture and Creative Strategy 2023 - 2027 	Year 1 - Year 2
59	C Continue to support and raise awareness of the County's rich and diverse heritage	MCC	The Heritage Council	<ul style="list-style-type: none"> No. of heritage events held 	Year 1 - Year 2
60	C+E Continue to explore new and existing opportunities to enhance Monaghan's tourism and recreational offering including in relation to the Ulster Canal Greenway, Patrick Kavanagh's legacy, Glaslough, Rossmore, Muckno, Dartrey, the Black Pig's Dyke and Sliabh Beagh	MCC	Fáilte Ireland, LEADER IP	<ul style="list-style-type: none"> No. of new tourism products and attractions developed 	Year 1 - Year 2

7.6 Goal 6



	Action	Lead	Partner	KPIs	Timeframe
61	C Continue to identify and support the development of cultural infrastructure throughout the County and enhance access to our historical and heritage resources by making them available online	MCC	Town Teams; Planning; National cultural institutes	<ul style="list-style-type: none"> • No of new developments identified • No of online resources developed 	Year 1 - Year 2
62	C Develop a new library, community and creative space for Ballybay town, subject to a feasibility and needs assessment	MCC	Ballybay Clones MD, Ballybay Town Team, Libraries Ireland	<ul style="list-style-type: none"> • New facility developed and open 	Year 2
63	C Seek to identify and develop potential multi-partner cultural and creative Shared Island, Peace Plus and Creative Europe projects	MCC	Shared Island Unit, Other local authorities, Cultural bodies NI, NGOs	<ul style="list-style-type: none"> • No of new projects developed • No of new partnerships 	Year 2



8. IMPLEMENTATION ARRANGEMENTS

Monitoring and Evaluation

This chapter outlines how the Council will approach the implementation, monitoring and evaluation of the 2023 – 2029 LECP. The implementation of the LECP will require careful monitoring of progress to ensure its success. The added flexibility allowed as a result of the 2-year approach to the initial implementation plan means that actions that have been completed or cannot be progressed can be reviewed and revised for subsequent iterations, further highlighting the importance of effective monitoring and evaluation.

Monaghan County Council has the responsibility for overseeing the overall implementation of the new plan and

will ensure consistent and accurate monitoring of the new LECP on a regular basis. To achieve this a collaborative approach will be required between the County Council and lead and partner agencies responsible for the delivery of specific actions in the implementation plan. The accurate monitoring of progress will assist in developing an evidence-based approach which can be utilised by the Council and other key stakeholders to effectively address the County's economic and community needs.



8.1 Implementation and Revision

The LECP Advisory Steering Group, which oversaw the development of the LECP, will transition to a new role, as the Implementation Steering Group (ISG), to assist with the implementation, monitoring and evaluation of the plan. The ISG will play an important role in the monitoring and evaluation of progress, and in the subsequent revision of the implementation plan.

In relation to the implementation of the LECP, the ISG will assist in the prioritisation of actions in the first 2-year implementation plan as well as the identification and/or allocation of funding where appropriate and relevant. Similarly, in instances where more than 1 lead has been designated for a specific action, the ISG will clearly define the responsibilities of each agency or organisation. The ISG will meet quarterly to review progress in line with the monitoring and evaluation approach outlined below.

Information obtained from the monitoring of progress will contribute to the revision of the implementation plan after 2 years. Similarly, and in line with the LECP guidelines, updated socio-economic data and other relevant information will be utilised in the revision of the implementation plan. Combined this information will assist the ISG in the creation of the second 2-year implementation plan with the process repeated over the lifetime of the LECP out to 2029. Any further guidance issued at the national level in relation to the revision of the LECP plan will be incorporated into this approach.



8.2 Monaghan LECP Monitoring and Evaluation Approach

As a shared plan that is reliant on collaboration, a number of different agencies and stakeholders are involved in the delivery of the LECP. With this in mind, the monitoring and evaluation approach has been developed to be clear, concise and efficient. It has been designed to allow for accurate monitoring which will assist the Council and its partners to realise the benefits of the new and more flexible approach to the implementation of the LECP. It is based around collaboration, clear accountability and open communication from all stakeholders involved.

As previously outlined, the goals, objectives, outcomes, and actions have been developed along with associated KPIs to assist with monitoring. In consultation with key stakeholders, lead responsibility for implementing actions has been assigned to specific agencies, with partners also highlighted as supports for implementation. Monaghan County Council will liaise at agreed intervals with identified points of contact in lead agencies and organisations for updates on progress in relation to assigned actions. Furthermore, data sources, provided below, have been identified to assist in the monitoring of overall progress, particularly in relation to action KPIs and the desired outcomes.

As each implementation plan will be revised after 2 years, it is recommended that lead agencies provide updates to the Council on the progress of actions every quarter. This information will be reviewed by the ISG and Monaghan County Council will also circulate an update on overall progress of the plan annually reflecting the information received throughout the year.

8.3 WHAT IS BEING MONITORED?

The actions and associated KPIs will be monitored for progress as well as the desired outcomes relating to the overall goals and objectives. The KPIs associated with each action differ in nature, with some being quantitative (e.g., number of information sessions held or number of participants) and others being qualitative (e.g., feasibility study completed, or economic forum established). Regardless of the nature of the KPI, clear and concise updates should be provided by the lead agency of each action in the implementation plan, including in relation to actions that may not have started or progressed.

These updates will feed into the overall evaluation of the plan and its progress towards achieving the goals, objectives, and outcomes for the entire 6-year LECP period. Monaghan County Council will hold the responsibility for monitoring and reporting on this progress particularly in relation to the outcomes which are related to the overall achievement of the objectives and goals. In relation to the outcomes, these again vary in nature with regards to monitoring. Many of the outcomes relate to quantitative data held and published in national datasets, such as through the CSO, while other data will be available through direct liaison with relevant agencies, such as Enterprise Ireland or IDA. In some instances, data may have to be collected specifically to monitor progress (e.g., data in relation to reduced emissions).

8.4 What will be Reported?

Lead agencies will share brief updates on the progress of applicable actions and KPIs through their designated points of contact on a quarterly basis. In cases where data related to KPIs is not yet available, this should be highlighted along with the estimated release date for the data. Updates should also pinpoint any challenges linked to the progression of actions or issues on KPI reporting. Monaghan County Council and the ISG will assess the information provided and where applicable, suggested solutions will be proposed.

The goals, objectives, and actions have been numbered to assist with clear referencing. When reporting, it is important to mention the action number and, if applicable, the sub-action. A record should be maintained for each action and sub-action, indicating whether it has started, is currently progressing, or has been completed. If certain actions have not yet started, the update should explain the reasons along with the projected start date if available. Actions that will not be progressing should also be documented along with the reasons for their cancellation. Similarly, if feasibility studies have led to the rejection of certain initiatives or projects, this should be clearly recorded so that it can inform future policy decisions.

8.5 Data Sources

The below outlines a summary list of data sources used in preparing the LECP and which will aid in the monitoring of its overall progress:

Business Demography

The business demography, updated annually, gives information on the numbers of enterprises, enterprise births and deaths and survival rates, as well as related employment figures. It can be used to update information on employment growth by enterprise category.

Census Information

Statistics from Census 2022 and future censuses will contribute heavily to monitoring progress, particularly in relation to the goals, objectives and desired outcomes. This includes information on principal economic status, means of travel (e.g., cycling, walking, or by vehicle), general health assessment, educational attainment and more.

GeoDirectory

The GeoDirectory provides information on a quarterly basis for commercial and residential vacancy at County and selected town level. It can be used to monitor the commercial and residential vacancy rates across County Monaghan. This information can be supplemented with any findings arising from



town centre health checks, when and if they are conducted in the County.

HEA Enrolments by HEI Region/Home County

The Higher Education Authority (HEA) provides annual information on enrolments by County. This includes data on institution, course level and mode of study, amongst other areas.

Labour Force Survey (LFS)

The Labour Force Survey replaced the Quarterly Household Survey and provides labour force estimates in relation to measure of employment and unemployment at both national and regional levels. It is updated on a quarterly basis.

Live Register

The Live Register provides information on a monthly basis in relation to those pursuing jobseekers benefit and jobseekers allowance and includes County level information. Notably, it is not designed to measure unemployment, as it includes part-time, seasonal and casual workers that maybe entitled to jobseekers benefit and allowance.

Pobal HP Deprivation Index

The Pobal HP Deprivation Index shows the level of overall affluence and deprivation at ED-level along with associated deprivation scores. The latest analysis is based on the 2016 Census. It is expected that this will be revised following the release of the full findings of the 2022 Census.

Social Inclusion and Community Activation Programme Reports (SICAP)

Pobal release annual reports related to the Social Inclusion and Community Activation Programme by County which includes indicators and identified trends around specific target groups including those from minority groups, the unemployed.





9. APPENDICES

9.1 Appendix A – Policy Review List

Policy Review List

Below is a list of policies, strategies and briefing notes that have been reviewed and influenced the development of this plan. The list is provided in alphabetical order.

Level	Policy
International	United Nations Sustainable Development Goals
National	Climate Action Plan 2023 Town Centre First: A Policy Approach for Irish Towns (2022) Project Ireland 2040: National Planning Framework (2018) Project Ireland 2040: National Development Plan 2021 – 2030 Our Rural Future – Rural Development Policy 2021 – 2025 National Volunteering Strategy 2021 – 2025 Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019 – 2024
Regional	Regional Spatial and Economic Strategy (RSES) for the Northern and Western Region 2020 – 2032 North West Regional Enterprise Plan to 2024
Local	Monaghan County Development Plan 2019 – 2025 Monaghan LECP 2016 – 2021 Monaghan Digital Strategy 2021 – 2025 Monaghan County Council Corporate Plan 2020-2024 Monaghan County Council Climate Change Adaptation Strategy 2019-2024 County Monaghan Social Enterprise Strategy 2021 – 2025 Monaghan Biodiversity and Heritage Strategic Plan 2020 – 2025 Monaghan County Council Tourism Strategy 2017 – 2022 Monaghan Age Friendly Strategy 2020 – 2024 Monaghan Migrant Integration Strategy and Action Plan 2020 – 2023 Monaghan County Council Arts Development Plan 2016-2023 Library Service Development Plan 2018-2022

9.2 Appendix B – Note on Screening for Strategic Environmental Assessment (SEA) and Appropriate Assessment

To be included after screening has been completed.

This Plan has been subject to Screening for Strategic Environmental Assessment (SEA) and Appropriate Assessment (AA) and is accompanied by the following related documents:

- » Screening for SEA Report;
- » Screening for SEA Determination;
- » Screening for AA Report; and
- » Screening for AA Determination.

Screening for SEA is the process for deciding whether a particular plan or programme, other than those for which SEA is mandatory, would be likely to have significant environmental effects, and would thus warrant SEA. Screening determines whether the Plan would, or would not, be likely to have significant environmental effects, taking into account relevant criteria set out under the SEA Directive [Directive 2001/42/EC of the European Parliament and of the Council of Ministers, of 27th June 2001, on the Assessment of the Effects of Certain Plans and Programmes on the Environment] and transposing Regulations [European Communities

(Environmental Assessment of Certain Plans and Programmes) Regulations 2004 (SI No. 435 of 2004) amended by the European Communities (Environmental Assessment of Certain Plans and Programmes) (Amendment) Regulations 2011 (SI No. 200 of 2011)]; and therefore would, or would not, necessitate the undertaking of SEA.

Screening for AA is the process that identifies any likely impacts upon a European site of a project or plan, either alone or in combination with other projects or plans, and considers whether these impacts, if any, are likely to be significant. The identification of such impacts would necessitate further, Stage 2 AA (including the preparation of a Natura Impact Statement). Screening or AA for this Plan is required under Council Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna and Flora (as amended) and the European Communities (Birds and Natural Habitats) Regulations 2011 (as amended).

9.3 Appendix C – Implementation Plan Proofing

List of Acronyms

List of Acronyms	Description
AA	Appropriate Assessment
AI	Artificial Intelligence
ASG	Advisory Steering Group
BER	Building Energy Rating
CAF	Climate Action Fund
CAP	Climate Action Plan
CCMA	City and County Managers Association
CDP	County Development Plan
CMETB	Cavan and Monaghan Education Training Board
CSO	Central Statistics Office
CYPSC	Children and Young Persons Services Committee
DECC	Department of Environment, Climate and Communications
DkIT	Dundalk Institute of Technology
DTIF	Disruptive Technologies Innovation Fund
EBR	East Border Region
ED	Electoral Division
EI	Enterprise Ireland
EPA	Environmental Protection Agency
ESB	Electricity Supply Board
ETB	Education Training Board
EU	European Union
EV	Electric Vehicle
FDI	Foreign Direct Investment
FI	Fáilte Ireland
GNI	Gas Networks Ireland
GVA	Gross Value Added
HEA	Higher Education Authority
HEI	Higher Education Institutes
HP	Haase-Pratschke
HSE	Health Service Executive
ICBAN	Irish Central Border Area Network
IDA	Industrial Development Agency
IFA	Irish Farmers Association
KPI	Key Performance Indicator
LAEP	Local Area Energy Plan
LCDC	Local Community Development Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LFS	Labour Force Survey
LPG	Liquid Petroleum Gas
MCC	Monaghan County Council
MD	Municipal District
MIDL	Monaghan Integrated Development
MW	Megawatt
NBI	National Broadband Ireland
NDP	National Development Plan
NGO	Non-Governmental Organisation
NI	Northern Ireland
NPF	National Planning Framework
NSO	National Strategic Outcome
NTA	National Transport Authority
NWRA	Northern and Western Regional Assembly
PPN	Public Participation Network
REP	Regional Enterprise Plan
RRDF	Rural Regeneration and Development Fund
RSES	Regional Spatial and Economic Strategy
SAC	Special Area of Conservation
SCOT	Strengths, Constraints, Opportunities, Threats
SDG	Sustainable Development Goal
SEA	Strategic Environmental Assessment
SEAI	Sustainable Energy Authority of Ireland
SICAP	Social Inclusion and Community Activation Programme
SPA	Special Protection Area
SPC	Strategic Policy Committee
TCF	Town Centre First
TFI	Transport for Ireland
TII	Transport Infrastructure Ireland
TRO	Town Regeneration Officer
UN	United Nations
URDF	Urban Regeneration and Development Fund

9.3.1 Goal 1 Proofing

“Below is a table of the objectives and actions contained within the Implementation Plan. In order to highlight the consistency across the Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels. This proofing exercise can be seen in the tables below.”

Goal 1 Support and promote diversity, equity and respect to enhance inclusion and wellbeing in communities across the County					
Objective 1.1 Encourage and support community and volunteering groups in the County					
Objective 1.2 Enhance health and wellbeing across the County					
Objective 1.3 Reduce poverty and deprivation across all communities					
	Action	Lead	Partner	Outputs/KPIs	Timeframe
1	C Explore initiatives to upskill local community groups in relation to administrative and regulatory requirements including a dedicated support or hub	MCC	LEADER IP, PPN	<ul style="list-style-type: none"> Dedicated support in place Upskilling programme devised 	Year 1
2	C Support the development of new childcare services to meet the needs of the local community	Monaghan County Childcare Committee	MCC, SICAP IP, LEADER IP, HSE, CYPSC	<ul style="list-style-type: none"> No. of new full day-care places created, No. of part time places created 	Year 1
3	C Raise awareness of the type of volunteering opportunities that are available to people across the County and increase the number of volunteers registered with Volunteering Monaghan	MIDL (Volunteering Monaghan)	MCC, PPN, LEADER IP	<ul style="list-style-type: none"> No. of volunteers registered Volunteer information linked to PPN website 	Year 1
4	C Continue to deliver the Healthy Ireland programme to support community wellbeing and work to enhance access to sport and recreational spaces across the County	MCC		<ul style="list-style-type: none"> No. of healthy Ireland initiatives implemented No. of recreational spaces enhanced or upgraded No. of recreational spaces with accessibility features 	Year 1 - Year 2
5	C Continue to support the integration of new communities including refugees with services and supports to help them access accommodation, healthcare, education, language supports and employment	MCC	LCDC, SICAP IP, CYPSC, CMETB, Department of Social Protection, Family Resource Centre	<ul style="list-style-type: none"> No. of individuals and groups supported No. of actions implemented as part of the Migrant Integration Strategy 	Year 1 - Year 2
6	C Support inclusion and community wellbeing including in relation to older people, vulnerable, marginalised and disadvantaged communities through the rollout of the SICAP programme and Age Friendly Strategy	SICAP IP, LEADER IP	PPN, Monaghan Education Providers, MCC, POBAL	<ul style="list-style-type: none"> No. of individuals supported by the SICAP programme No. of Age Friendly initiatives implemented 	Year 1 - Year 2
7	C Progress the roll-out of the Planet Youth programme	CYPSC	Foróige, Youth Work Ireland, Monaghan Neighbourhood Youth Project	<ul style="list-style-type: none"> No. of participants 	Year 2
8	C Support the continued rollout of broadband throughout the county and raise awareness of alternative means to access high-speed broadband	MCC	NBI	<ul style="list-style-type: none"> Provision enhanced Information on alternatives published 	Year 1 - Year 2
9	C Continue to support and develop creative and cultural programming which targets vulnerable, marginalised and disadvantaged communities through the Cultural Section of MCC in partnership with key stakeholders	MCC	SICAP IP, CMETB; Creative sector/ practitioners	<ul style="list-style-type: none"> No. of creative/cultural initiatives 	Year 2
10	C Design and deliver an annual programme of work to increase participation in sports and physical activity across all communities.	Monaghan Sports Partnership	MCC	<ul style="list-style-type: none"> No. of programmes created No. of participants 	Year 2

	Key Strategies - CDP, RSES, NPF, Climate Action, TCF	Cross Cutting Priorities - sustainability, equality, poverty, rurality, age and disability	PPN Wellbeing Statement	UN SDGs	Socio-Economic Analysis Themes	Consultation Theme
	<ul style="list-style-type: none"> • CSO 1 CDP (Community) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Equality 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Economy • Social & Community 	<ul style="list-style-type: none"> • Community Development • Economy & Job Creation
	<ul style="list-style-type: none"> • CFP 9 & 10 CDP (Childcare) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Poverty • Age 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community Demographics 	<ul style="list-style-type: none"> • Community Development
	<ul style="list-style-type: none"> • CSO 1 CDP (Community) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Equality • Rurality 	<ul style="list-style-type: none"> • Participation, Democracy & Good Governance 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community 	<ul style="list-style-type: none"> • Community Development
	<ul style="list-style-type: none"> • CDP 6 CDP (Sport) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Equality • Poverty • Disability 	<ul style="list-style-type: none"> • Health 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community 	<ul style="list-style-type: none"> • Community Development
	<ul style="list-style-type: none"> • CSO 1 CDP (Community) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Poverty • Equality 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community • Demographics 	<ul style="list-style-type: none"> • Community Development
	<ul style="list-style-type: none"> • CSO 1 CDP (Community) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Age • Poverty • Equality • Disability 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community • Demographics 	<ul style="list-style-type: none"> • Community Development
	<ul style="list-style-type: none"> • CFP 3 & 4 CDP (Education) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Age • Equality 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community 	<ul style="list-style-type: none"> • Community Development
	<ul style="list-style-type: none"> • TCO 1 CDP (IT) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Equality • Rurality • Poverty 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community 	<ul style="list-style-type: none"> • Community Development • Economy & Job Creation
	<ul style="list-style-type: none"> • CFP 7 CDP (Culture) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Poverty • Equality • Disability 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community Demographics 	<ul style="list-style-type: none"> • Community Development • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • CDP 6 CDP (Sport) • Ch. 7 RSES (Quality of Life) • NSO 3 & 10 NPF (Rurality & Services) 	<ul style="list-style-type: none"> • Equality • Poverty • Disability 	<ul style="list-style-type: none"> • Health 	<ul style="list-style-type: none"> • SDG 1 (Poverty) • SDG 3 (Health) • SDG 5 (Equality) 	<ul style="list-style-type: none"> • Social & Community 	<ul style="list-style-type: none"> • Community Development • Economy & Job Creation

9.3.2 Goal 2 Proofing

“Below is a table of the objectives and actions contained within the Implementation Plan. In order to highlight the consistency across the Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels. This proofing exercise can be seen in the tables below.”

Goal 2 Transition to a more sustainable County based around climate action, biodiversity, decarbonisation, clean energy and environmental responsibility						
Objective 2.1 Reduce the level of emissions in the County in line with national policy						
Objective 2.2 Encourage community based climate and sustainability projects						
Objective 2.3 Increase the level of sustainable and active travel in the County						
		Action	Lead	Partner	Outputs/KPIs	Timeframe
11	E	Increase awareness of supports for businesses and the community to go green through the provision of clear information	MCC	SEAI, LEO, LEADER IP	• Clear information available Measurable uptake in supports	Year 1
12	C	Continue to encourage active travel such as walking and cycling throughout the County	MCC	LEADER IP	• No. initiatives implemented	Year 1
13	E	Progress the phased development of the decarbonization zone in Monaghan town	MCC	Town teams	• Decarbonization zone progressed	Year 1
14	C	Support the development of a Climate Action Plan for County Monaghan	MCC	DECC, LEADER IP	• Climate Action Plan Developed	Year 1
15	C+E	Create a sustainable agriculture network to assist farmers in becoming more sustainable.	MCC, Teagasc	LEADER IP, IFA	• Sustainable agriculture network created	Year 2
16	C	Progress the roll-out of EV charging points across the County including through the EU FASTER project	MCC	ESB, EBR	• No. of additional EV charging points available	Year 1 - Year 2
17	C	Continue to support and raise awareness of biodiversity initiatives in communities across the county including to protect our rivers and lakes from pollution	MCC	DECC, LEADER IP	• No. of initiatives completed	Year 1 - Year 2
18	C+E	Ensure that there is adequate support for local communities to implement sustainability/climate action initiatives	MCC	Town teams, SICAP IP, LEADER IP, SEAI	• No. of community programmes initiated	Year 1
19	C	Promote and develop climate action initiatives through the creative and cultural sector, responding to the Climate Action Plan.	MCC	Creative Ireland; LEO; Climate Team; LAEP; Tidy Towns network Town, Teams	• No. of creative projects initiated • :{}No of creative practitioners/ artists engaged	Year 2
20	E	Explore the potential feasibility of a connection to the gas grid to facilitate the establishment of an anaerobic digestion industry within the county.	MCC	SEAI, GNI	• Study Completed	Year 2
21	C+E	Conduct a feasibility study into the potential for additional wind and solar generation and green hydrogen production within the county.	MCC	SEAI	• Study Completed	Year 2
22	C+E	Conduct research into the issues relating to ammonia emissions in the poultry sector to identify sustainable and affordable solutions.	MCC	IFA	• Research published	Year 2
23	E	Conduct a review of existing grants and supports available (e.g. TAMS) for the retrofitting of agriculture buildings, construction of energy efficient replacement buildings and renewable energy	MCC	LEO, IFA, SEAI	• Review Completed	Year 2

	Key Strategies - CDP, RSES, NPF, Climate Action, TCF	Cross Cutting Priorities - sustainability, equality, poverty, rurality, age and disability	PPN Wellbeing Statement	UN SDGs	Socio-Economic Analysis Themes	Consultation Theme
	<ul style="list-style-type: none"> EECSO 1 CDP (Climate) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Economy & Resources 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Economy Environment 	<ul style="list-style-type: none"> Climate & the Environment Economy & Job Creation
	<ul style="list-style-type: none"> CWP 1 -4 CDP (Active Travel) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment 	<ul style="list-style-type: none"> Climate & the Environment Community Development
	<ul style="list-style-type: none"> CCP 1-9 CDP (Climate) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment 	<ul style="list-style-type: none"> Climate & the Environment
	<ul style="list-style-type: none"> CP 1-9 CDP (Climate) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment 	<ul style="list-style-type: none"> Climate & the Environment
	<ul style="list-style-type: none"> AGRP 1-8 CDP (Agriculture) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Rurality Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment Economy 	<ul style="list-style-type: none"> Climate & the Environment Economy & Job Creation
	<ul style="list-style-type: none"> EVP 1-3 CDP (EV Transport) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment 	<ul style="list-style-type: none"> Climate & the Environment
	<ul style="list-style-type: none"> WLP1-3 CDP (Wetlands) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment 	<ul style="list-style-type: none"> Climate & the Environment
	<ul style="list-style-type: none"> CCP 1-9 CDP (Climate) Ch. 5 & 6 RSES (Environmental & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Equality Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment 	<ul style="list-style-type: none"> Climate & the Environment Community Development
	<ul style="list-style-type: none"> CCP 1-9 CDP (Climate) Ch. 5 & 6 RSES (Environment & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Values, Culture & Meaning 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Environment Social & Community 	<ul style="list-style-type: none"> Climate & the Environment Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> AGRP 1-8 CDP (Agriculture) Ch. 5 & 6 RSES (Environmental & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Economy & Resources 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Economy Environment 	<ul style="list-style-type: none"> Climate & the Environment Economy & Job Creation
	<ul style="list-style-type: none"> EP 1-9 CDP (Renewables) Ch. 5 & 6 RSES (Environmental & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Economy Environment 	<ul style="list-style-type: none"> Climate & the Environment Economy & Job Creation
	<ul style="list-style-type: none"> AGRP 1-8 CDP (Agriculture) Ch. 5 & 6 RSES (Environmental & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Rurality Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Economy Environment 	<ul style="list-style-type: none"> Climate & the Environment Economy & Job Creation
	<ul style="list-style-type: none"> AGRP 1-8 CDP (Agriculture) Ch. 5 & 6 RSES (Environmental & Connectivity) NSO 4 & 8 NPF (Mobility & Climate) 	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Environment & Sustainability 	<ul style="list-style-type: none"> SDG 7 (Energy) SDG 12 (Consumption & Production) SDG 13 (Climate Action) 	<ul style="list-style-type: none"> Economy Environment 	<ul style="list-style-type: none"> Climate & the Environment

9.3.3 Goal 3 Proofing

“Below is a table of the objectives and actions contained within the Implementation Plan. In order to highlight the consistency across the Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels. This proofing exercise can be seen in the tables below.”

Goal 3 Increase access to training and educational resources to promote opportunities for personal and professional development						
Objective 3.1 Encourage life-long learning and upskilling including in the area of digital skills						
Objective 3.2 Increase access to in-county traineeships & apprenticeships to support skills development and training						
Objective 3.3 Support marginalised and vulnerable groups to access education and training						
	Action	Lead	Partner	Outputs/KPIs	Timeframe	
24	C+E	Work with industry and education and training providers to explore options to enhance the provision of in-county traineeships & apprenticeships	CMETB, Monaghan Institute	MCC	<ul style="list-style-type: none"> No. of places on in-county traineeships increased No. of new in-county apprenticeships established" 	Year 2
25	C+E	Explore and progress options to develop Higher Education provision in County Monaghan	CMETB, Monaghan Institute, DkIT, ATU, St Angela's College	MCC, LEADER IP	<ul style="list-style-type: none"> No. of degree courses available 	Year 2
26	C+E	Engage and work with the North East Region Skills Forum to highlight gaps, skill needs and skills development in line with current and future local business needs.	LEO, Regional Skills Forum	MCC, MIDL, LEADER IP	<ul style="list-style-type: none"> Audit completed 	Year 1
27	C+E	Develop and implement the Pathways to Work guide that informs service providers and employers on how to support people to access training and education	CMETB,	LCDC, SICAP IP, Monaghan Libraries	<ul style="list-style-type: none"> Publication of guide to supporting marginalised people to access further training and education. 	Year 1
28	C	Conduct a campaign to promote life long learning amongst the adult population and early school leavers	CMETB, Monaghan Institute	MCC, DkIT, LEADER IP	<ul style="list-style-type: none"> Campaign conducted 	Year 2
29	C	Explore the development of pathways for non-traditional routes to employment for early school leavers to position themselves as employable.	CMETB	SICAP IP	<ul style="list-style-type: none"> Options explored & report completed 	Year 2
30	C	Support and develop roll out of initiatives under Adult Literacy for Life Strategy	CMETB; Monaghan County Library		<ul style="list-style-type: none"> No. of initiatives developed No of participants " 	Year 1
31	C	Work with communities and with support organisations to facilitate the delivery of community outreach learning initiatives for digital skills, reaching people at a time and location which facilitates them to participate in education opportunities.	CMETB; Monaghan County Library	MCC, LEADER IP	<ul style="list-style-type: none"> No. of courses held No of participants " 	Year 1 - Year 2
32	C+E	Conduct a feasibility study into the provision of Poultry & Pig specific programmes (e.g. Green Cert) to educate young farmers in the industry.	Teagasc	IFA, MCC	<ul style="list-style-type: none"> Study Completed 	Year 1

	Key Strategies - CDP, RSES, NPF, Climate Action, TCF	Cross Cutting Priorities - sustainability, equality, poverty, rurality, age and disability	PPN Wellbeing Statement	UN SDGs	Socio-Economic Analysis Themes	Consultation Theme
	<ul style="list-style-type: none"> • INP 1-12 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Poverty • Equality 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training • Economy & Job Creation
	<ul style="list-style-type: none"> • CFP 5 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Poverty • Equality 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training
	<ul style="list-style-type: none"> • INP 1-12 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Poverty • Equality 	<ul style="list-style-type: none"> • Participation, Democracy & Good Governance 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training
	<ul style="list-style-type: none"> • INP 1-12 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Poverty • Equality • Disability 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training • Economy & Job Creation
	<ul style="list-style-type: none"> • CFP 5 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Age • Equality 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training
	<ul style="list-style-type: none"> • INP 1-12 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Poverty • Equality 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training • Economy & Job Creation
	<ul style="list-style-type: none"> • CFP 5 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Poverty • Age • Equality 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training
	<ul style="list-style-type: none"> • CFP 8 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Equality • Age • Disability 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training
	<ul style="list-style-type: none"> • AGRP 1-8 CDP • Ch. 6 & 7 RSES • NSO 3 & 10 NPF 	<ul style="list-style-type: none"> • Rurality • Sustainability 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 4 (Education) • SDG 8 (Economy) • SDG 10 (Inequality) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Education & Training • Economy & Job Creation

9.3.4 Goal 4 Proofing

“Below is a table of the objectives and actions contained within the Implementation Plan. In order to highlight the consistency across the Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels. This proofing exercise can be seen in the tables below.”

Goal 4 Prioritise the targeted regeneration of the County’s towns and villages to address economic and community decline in rural areas						
Objective 4.1 Enhance key infrastructure across the County including in relation to roads and public transport						
Objective 4.2 Implement the town centre first policy to reduce dereliction and vacancy						
Objective 4.3 Support the evening and night time economy						
		Action	Lead	Partner	Outputs/KPIs	Timeframe
33	C	Audit community facilities and utilisation across Monaghan’s towns and villages to identify gaps and assess demand	MCC, LEADER IP	Town Teams, PPN	• Audit completed and gaps and demand assessed	Year 2
34	C+E	Establish a working group to oversee the progression of County wide transport and infrastructure initiatives	MCC	NTA, Local Link, TFI, local transport providers	• Working group established • Increasing the numbers of taxis and hackneys	Year 1
35	C+E	Conduct a study using an evidence based approach to identify priority areas for public transport investment and enhance services to rural and urban areas across the County. This should include exploring how transport can be enhanced to support the evening and night time economy and to increase regional connectivity.	MCC	Local Link, TFI, NTA	• Study completed	Year 1
36	E	In line with the County Development Plan, work to improve road networks and key infrastructure across the County to improve the safety and efficiency of the road network including progressing the N2 major road projects identified in the National Development Plan	MCC	TII, Department of Transport	• Kilometres of road improved	Year 2
37	E	Support the evening and night time economy across the County and work to obtain a purple flag for Monaghan town.	MCC	Monaghan Town Team	• Progress towards Purple Flag accreditation achieved • No. of night time economy town plans started.	Year 1 - Year 2
38	E	Work to improve the vibrancy of our towns and villages including through: <ul style="list-style-type: none"> • Identifying vacant and derelict buildings that could be brought back into use for both commercial and community purposes. • Explore opportunities to redevelop vacant and derelict buildings to bring them back into use • Exploring the feasibility of implementing targeted commercial regeneration of vacant and derelict buildings through incentives • Exploring the potential for an initiative related to the use of vacant properties for pop-up shops or similar • Securing funding streams for regeneration projects in urban and rural areas 	MCC	LEO, Town Teams, LEADER IP	• Buildings identified • Incentives and priority streets for regeneration identified • Sites for pop-up shops identified • Funding secured for urban and rural regeneration projects • Number of buildings brought back into use"	Year 1 - Year 2
39	C+E	Establish a cross border working group (based around existing structures and institutions) with neighbouring local authorities and councils (to include elected members) in relation to rural development and safety.	MCC	EBR, ICBAN	• Group Established	Year 1

	Key Strategies - CDP, RSES, NPF, Climate Action, TCF	Cross Cutting Priorities - sustainability, equality, poverty, rurality, age and disability	PPN Wellbeing Statement	UN SDGs	Socio-Economic Analysis Themes	Consultation Theme
	<ul style="list-style-type: none"> • CFP 1 & 2 CDP • Ch. 3 RSES • NSO 1 & 3 NPF 	<ul style="list-style-type: none"> • Sustainability • Equality • Poverty • Rurality • Age • Disability 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 10 (Inequality) • SDG (Sustainable Communities) 	<ul style="list-style-type: none"> • Social & Community 	<ul style="list-style-type: none"> • Community Development
	<ul style="list-style-type: none"> • TPO 1-8 CDP • Ch. 3 RSES • NSO 1 & 3 NPF 	<ul style="list-style-type: none"> • Sustainability • Rurality 	<ul style="list-style-type: none"> • Environment & Sustainability 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 10 (Inequality) • SDG (Sustainable Communities) 	<ul style="list-style-type: none"> • Social & Community • Environment 	<ul style="list-style-type: none"> • Climate & the Environment • Community Development
	<ul style="list-style-type: none"> • PTP 1 & 2 CDP • Ch. 3 RSES • NSO 1 & 3 NPF 	<ul style="list-style-type: none"> • Sustainability • Rurality 	<ul style="list-style-type: none"> • Environment & Sustainability 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 10 (Inequality) • SDG (Sustainable Communities) 	<ul style="list-style-type: none"> • Economy • Social & Community 	<ul style="list-style-type: none"> • Climate & the Environment • Community Development
	<ul style="list-style-type: none"> • NRP 1-6 CDP • Ch. 3 RSES • NSO 1 & 3 NPF 	<ul style="list-style-type: none"> • Sustainability • Rurality 	<ul style="list-style-type: none"> • Environment & Sustainability 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 10 (Inequality) • SDG (Sustainable Communities) 	<ul style="list-style-type: none"> • Social & Community • Economy 	<ul style="list-style-type: none"> • Climate & the Environment • Community Development
	<ul style="list-style-type: none"> • EDSO 1 CDP • Ch. 3 RSES • NSO 1 & 3 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 10 (Inequality) • SDG (Sustainable Communities) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Community Development • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • EDSO 1 CDP • Ch. 3 RSES • NSO 1 & 3 NPF 	<ul style="list-style-type: none"> • Sustainability • Rurality 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 10 (Inequality) • SDG (Sustainable Communities) 	<ul style="list-style-type: none"> • Economy • Social & Community • Housing 	<ul style="list-style-type: none"> • Community Development • Tourism, Heritage & Creative Sector • Economy & Job Creation
	<ul style="list-style-type: none"> • EDSO 1 CDP • Ch. 3 RSES • NSO 1 & 3 NPF 	<ul style="list-style-type: none"> • Rurality • Sustainability 	<ul style="list-style-type: none"> • Participation, Democracy & Good Governance 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 10 (Inequality) • SDG (Sustainable Communities) 	<ul style="list-style-type: none"> • Economy • Demographics 	<ul style="list-style-type: none"> • Community Development

9.3.5 Goal 5 Proofing

“Below is a table of the objectives and actions contained within the Implementation Plan. In order to highlight the consistency across the Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels. This proofing exercise can be seen in the tables below.”

Goal 5 Grow and diversify the economy, and attract and create high value sustainable employment						
Objective 5.1 Attract foreign direct investment to support job creation						
Objective 5.2 Support existing enterprises and encourage innovative entrepreneurship						
Objective 5.3 Strengthen and build upon the world-class agri-business sector						
		Action	Lead	Partner	Outputs/KPIs	Timeframe
40	E	"Leverage and build upon existing strengths to attract and create high-value sustainable jobs and encourage the development of clusters in the areas of agri-business (e.g. Lough Elish Food Park), engineering and high potential sectors such as the green economy and AI including through the Data Value Hub	LEO	EI, IDA, LEADER IP, MCC, Enterprising Monaghan	• No. of LEO, EI and IDA companies	Year 1 - Year 2
41	E	Support enterprise and job creation through an enhanced range of enterprise supports, both financial and non financial to anyone thinking of starting or developing a business in line with national and regional policy	LEO, LEADER IP	MCC, EI, SICAP IP	• No. of supports delivered	Year 1 - Year 2
42	E	Establish a forum to coordinate and support economic development in the County with representatives from key agencies such as MIDL, EI and the IDA, training and education providers and business representatives	LEO	MCC, Chambers of Commerce, EI, IDA, MIDL, LEADER IP, CMETB	• Forum established • Collaborative approaches piloted	Year 1
43	E	Ensure adequate zoning and access to serviced sites and workspaces to reduce the risk of large-scale business migration from the County and ensure an attractive business environment	MCC	LEO, Enterprising Monaghan	• Adequate commercial space available	Year 2
44	E	Build upon work already completed and develop a 1-2 page graphically designed document and animation to be used as a value proposition to highlight Monaghan's competitive advantage to potential investors and new businesses	LEO	MCC, Enterprising Monaghan	• Value proposition document produced	Year 1
45	C+E	Continue to identify, support and develop social enterprises across the county and deliver the County Monaghan Social Enterprise Strategy	LEADER IP, MCC	LEO	• No. of social enterprises in the county • No. of actions implemented from the Social Enterprise Strategy	Year 1 - Year 2
46	C+E	Continue to identify and develop avenues of support for the creative/cultural industry	MCC	LEO, Creative Ireland	• No of initiatives developed • No of creatives supported	Year 1 - Year 2
47	E	Explore options for a centralised platform to promote job opportunities in the agricultural sector and raise awareness of the benefits available to those working in the sector (e.g. part-time work, seasonal work, flexible hours).	MCC	LEADER IP, LEO, IFA	• Report completed	Year 1
48	E	Hold a number of information sessions across the county in relation to opportunities in the farming sector to assist in addressing labour shortages.	MCC	LEADER IP, LEO, IFA	• No. of Session Held	Year 1 - Year 2

	Key Strategies - CDP, RSES, NPF, Climate Action, TCF	Cross Cutting Priorities - sustainability, equality, poverty, rurality, age and disability	PPN Wellbeing Statement	UN SDGs	Socio-Economic Analysis Themes	Consultation Theme
	<ul style="list-style-type: none"> • INP 1-12 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Sustainability • Rurality • Poverty 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Economy & Job Creation • Community Development
	<ul style="list-style-type: none"> • BRP 1-3 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Poverty • Sustainability • Rurality 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Economy & Job Creation
	<ul style="list-style-type: none"> • INP 1-12 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Sustainability • Equality • Poverty 	<ul style="list-style-type: none"> • Participation, Democracy & Good Governance 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Economy & Job Creation
	<ul style="list-style-type: none"> • EDSO 1 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Economy & Job Creation
	<ul style="list-style-type: none"> • EDSO 1 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Sustainability • Rurality • Poverty 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Economy & Job Creation
	<ul style="list-style-type: none"> • BRP 1-3 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Equality • Sustainability • Poverty 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Economy & Job Creation • Community Development
	<ul style="list-style-type: none"> • CFP 7 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Poverty • Sustainability • Equality 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy Social & Community 	<ul style="list-style-type: none"> • Economy & Job Creation • Community Development
	<ul style="list-style-type: none"> • AGRP 1-8 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Rurality • Sustainability • Poverty 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Economy & Job Creation
	<ul style="list-style-type: none"> • INP 1-12 CDP • Ch. 4 RSES • NSO 5 NPF 	<ul style="list-style-type: none"> • Rurality • Sustainability • Equality • Poverty 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 9 (Industry, Innovation, Infrastructure) • SDG (Consumption & Production) 	<ul style="list-style-type: none"> • Economy 	<ul style="list-style-type: none"> • Economy & Job Creation

9.3.6 Goal 6 Proofing

“Below is a table of the objectives and actions contained within the Implementation Plan. In order to highlight the consistency across the Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels. This proofing exercise can be seen in the tables below.”

Goal 6 Foster, develop and invest in arts, culture, and the creative sector and unlock Monaghan’s tourism potential to support economic growth and sustainable development						
Objective 6.1 Improve the visibility of Monaghan as a tourism destination						
Objective 6.2 Seek to enhance the County's tourism offering						
Objective 6.3 Support and develop the Creative and Cultural sector of the county						
	Action	Lead	Partner	Outputs/KPIs	Timeframe	
49	E	Develop and publish a new Tourism Strategy for the County using a data led approach and in close collaboration with all those working in the tourism sector	MCC	Fáilte Ireland	• New tourism strategy developed	Year 1
50	E	Establish a tourism network to increase collaboration across the tourism sector including with neighbouring counties	MCC	Fáilte Ireland, MCC, LEO, LEADER IP	• Tourism network established	Year 2
51	E	Develop an enhanced and targeted marketing campaign for Monaghan which showcases the County's tourism offering at national and international level	MCC	Fáilte Ireland, LEADER IP	• New tourism campaign launched	Year 2
52	E	Conduct new research which would inform potential investors and support new hotel development in the county	MCC	Fáilte Ireland	• Study completed	Year 1
53	E	Explore the feasibility to enhance and expand the tourism accommodation offering such as the development of motorhome/ glamping areas and the leasing of old farmhouse buildings and cottages to use for accommodation	MCC	Fáilte Ireland, LEADER IP, IFA	• Feasibility study conducted • Options for accommodation	Year 1
54	C+E	Review current supports for arts festivals and events in the county and identify ways in which festivals organisers can be encouraged to make existing festivals more sustainable and develop new ones in line with sustainability policies.	MCC	Fáilte Ireland, The Arts Council, LEADER IP, Dept of Tourism, Culture, Arts, Gaeltacht, Sport and Media	• Existing supports reviewed and opportunities for enhancement identified	Year 2
55	C+E	Maximise the economic and social potential of the re-opening of the Canal Basin in Clones by informing and animating the local community in relation to economic opportunities arising as a result of the development.	LEO	MCC, LEADER IP, Waterways Ireland, Clones Town Team	• No. of information sessions held	Year 1 - Year 2
56	C	Explore the options for the development of a Monaghan cultural hub for Irish speakers within the county.	Conradh na Gaeilge	MCC	• Options explored & progress made in relation to the cultural hub	Year 2

	Key Strategies - CDP, RSES, NPF, Climate Action, TCF	Cross Cutting Priorities - sustainability, equality, poverty, rurality, age and disability	PPN Wellbeing Statement	UN SDGs	Socio-Economic Analysis Themes	Consultation Theme
	<ul style="list-style-type: none"> • TMP 1-17 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty • Rurality 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • TMP 1-17 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty • Rurality 	<ul style="list-style-type: none"> • Participation, Democracy & Good Governance 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • TMP 1-17 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty • Rurality 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • TMP 1-17 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty • Rurality 	<ul style="list-style-type: none"> • Economy & Resources 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • TMP 1-17 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty • Rurality 	<ul style="list-style-type: none"> • Environment & Sustainability 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector • Climate & the Environment
	<ul style="list-style-type: none"> • CFP 7 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy • Social & Community 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector • Community Development
	<ul style="list-style-type: none"> • CPO 5-8 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty • Rurality 	<ul style="list-style-type: none"> • Environment & Sustainability 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector • Climate & the Environment
	<ul style="list-style-type: none"> • CFP 7 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Equality 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy • Social & Community 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector • Community Development

9.3.6 Goal 6 Proofing Cont.

“Below is a table of the objectives and actions contained within the Implementation Plan. In order to highlight the consistency across the Implementation Plan, a proofing exercise has been undertaken to illustrate its alignment with policies at international, national, regional, and local levels. This proofing exercise can be seen in the tables below.”

Goal 6 Foster, develop and invest in arts, culture, and the creative sector and unlock Monaghan’s tourism potential to support economic growth and sustainable development						
Objective 6.1 Improve the visibility of Monaghan as a tourism destination						
Objective 6.2 Seek to enhance the County's tourism offering						
Objective 6.3 Support and develop the Creative and Cultural sector of the county						
	Action	Lead	Partner	Outputs/KPIs	Timeframe	
57	C	Maximise access to and use of the Monaghan Peace Campus as the primary community space in Monaghan Town	MCC	POBAL, Libraries Ireland	<ul style="list-style-type: none"> No. of visitors and events at Monaghan Peace Campus 	Year 1 - Year 2
58	C	Continue to support and raise awareness of the County's arts and creative sectors through the Creative Ireland programme 2023-27 and the implementation of the Monaghan Culture and Creative Strategy 2023 - 2027	MCC	Local creative/ arts community; Neighbouring local authorities; NGOs, Creative Ireland	<ul style="list-style-type: none"> No. of initiatives developed No. of participants No. of creatives/artists engaged No. of new partnerships developed No. of new projects developed No. of actions implemented Culture and Creative Strategy 2023 - 2027 	Year 1 - Year 2
59	C	Continue to support and raise awareness of the County's rich and diverse heritage	MCC	The Heritage Council	<ul style="list-style-type: none"> No. of heritage events held 	Year 1 - Year 2
60	C+E	Continue to explore new and existing opportunities to enhance Monaghan’s tourism and recreational offering including in relation to the Ulster Canal Greenway, Patrick Kavanagh’s legacy, Glaslough, Rossmore, Muckno, Dartrey, the Black Pig’s Dyke and Sliabh Beagh	MCC	Fáilte Ireland, LEADER IP	<ul style="list-style-type: none"> No. of new tourism products and attractions developed 	Year 1 - Year 2
61	C	Continue to identify and support the development of cultural infrastructure throughout the county and enhance access to our historical and heritage resources by making them available online	MCC	Town Teams; Planning; National cultural institutes	<ul style="list-style-type: none"> No of new developments identified No of online resources developed 	Year 1 - Year 2
62	C	Develop a new library, community and creative space for Ballybay town, subject to a feasibility and needs assessment	MCC	BB Clones MD, BB Town Team, Libraries Ireland	<ul style="list-style-type: none"> New facility developed and open 	Year 2
63	C	Seek to identify and develop potential multi-partner cultural and creative Shared Island, Peace Plus and Creative Europe projects	MCC	Shared Island Unit, Other local authorities, Cultural bodies NI, NGOs	<ul style="list-style-type: none"> No of new projects developed No of new partnerships 	Year 2

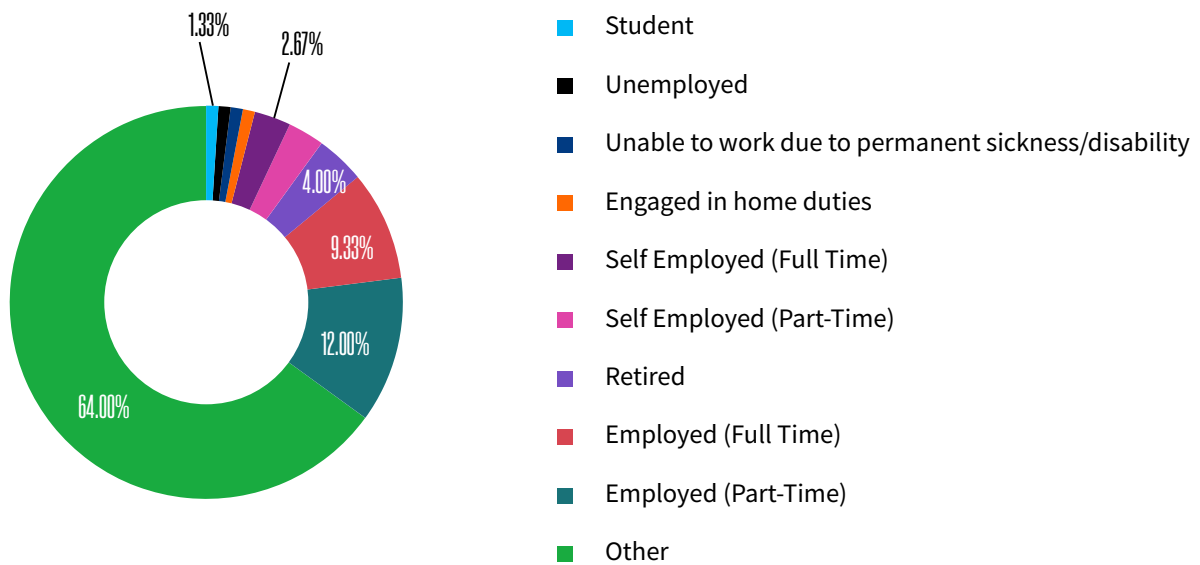
	Key Strategies - CDP, RSES, NPF, Climate Action, TCF	Cross Cutting Priorities - sustainability, equality, poverty, rurality, age and disability	PPN Wellbeing Statement	UN SDGs	Socio-Economic Analysis Themes	Consultation Theme
	<ul style="list-style-type: none"> • CFP 1-2 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Equality • Poverty • Rurality • Age • Disability 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • CFP 7 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Equality • Rurality 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy • Social & Community 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • HCLSO 1 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Rurality • Equality 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector • Climate & the Environment
	<ul style="list-style-type: none"> • TMP 1-17 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Poverty 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector
	<ul style="list-style-type: none"> • CFP 7 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Equality • Rurality 	<ul style="list-style-type: none"> • Values, Culture & Meaning 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy • Social & Community 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector • Community Development
	<ul style="list-style-type: none"> • CFP 8 & BO 8 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Equality • Poverty • Rurality • Age • Disability 	<ul style="list-style-type: none"> • Social & Community Development 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy • Social & Community 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector • Community Development
	<ul style="list-style-type: none"> • CFP 7 CDP • Ch. 5 RSES • NSO 7 NPF 	<ul style="list-style-type: none"> • Sustainability • Equality • Poverty • Rurality • Age • Disability 	<ul style="list-style-type: none"> • Participation, Democracy & Good Governance 	<ul style="list-style-type: none"> • SDG 8 (Economy) • SDG 12 (Consumption & Production) • SDG (Life on Land) 	<ul style="list-style-type: none"> • Environment • Economy • Social & Community 	<ul style="list-style-type: none"> • Tourism, Heritage & Creative Sector

9.4 Appendix D – Detailed Public and Business Survey Responses

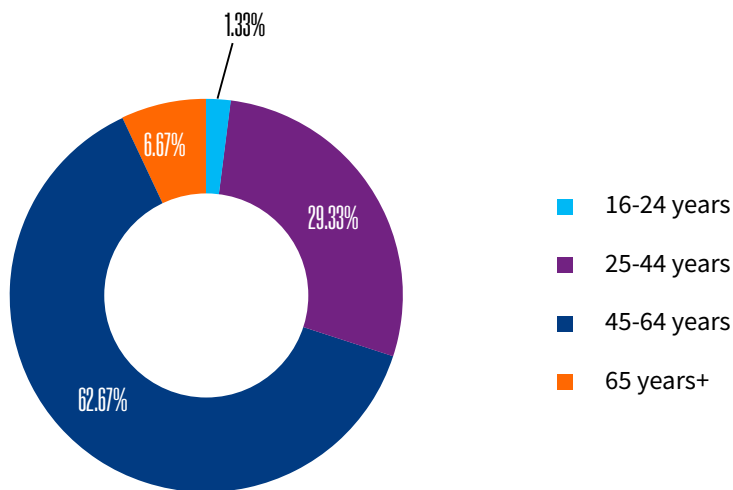
Detail on the responses to both public and business surveys are included below. Please note that in some cases questions provided an option for additional/general comments, which were recorded but are not included in the below. Certain survey questions have been removed as they're linked to previous questions so have been combined.

9.4.1 Public Survey – 76 Responses

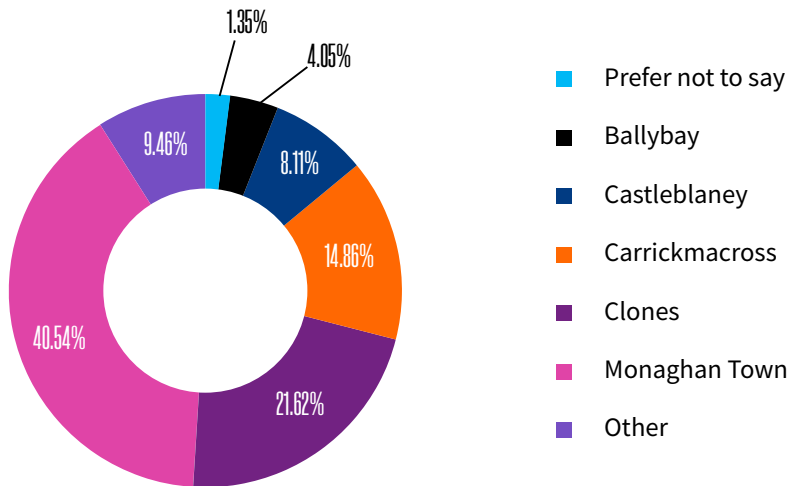
Q1: How would you best describe your present principal status?



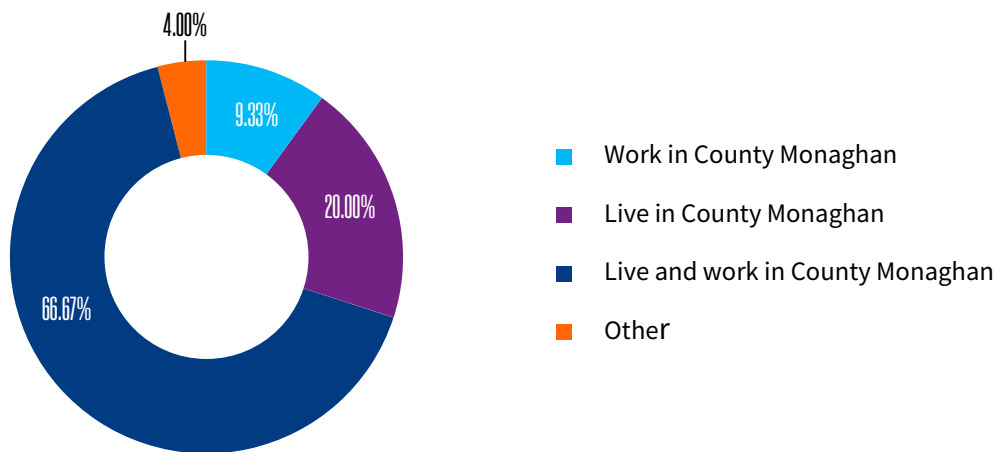
Q2: What age bracket do you fall into?



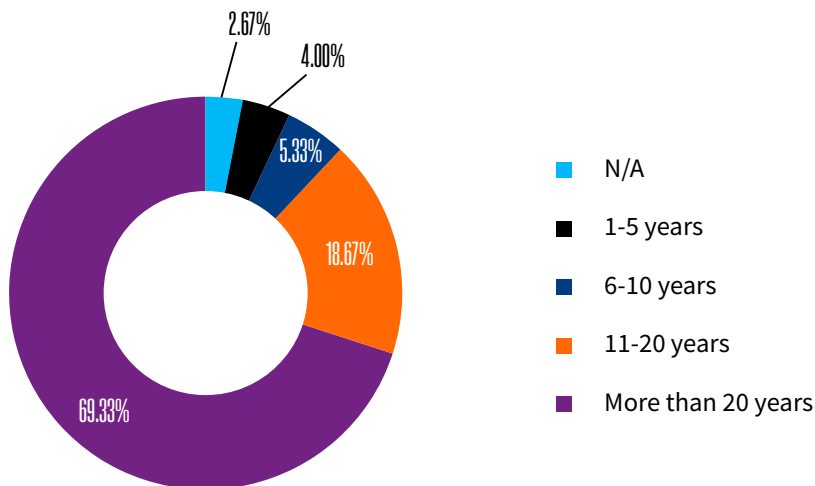
Q3: Where are you located? (i.e., name of town/nearest town)



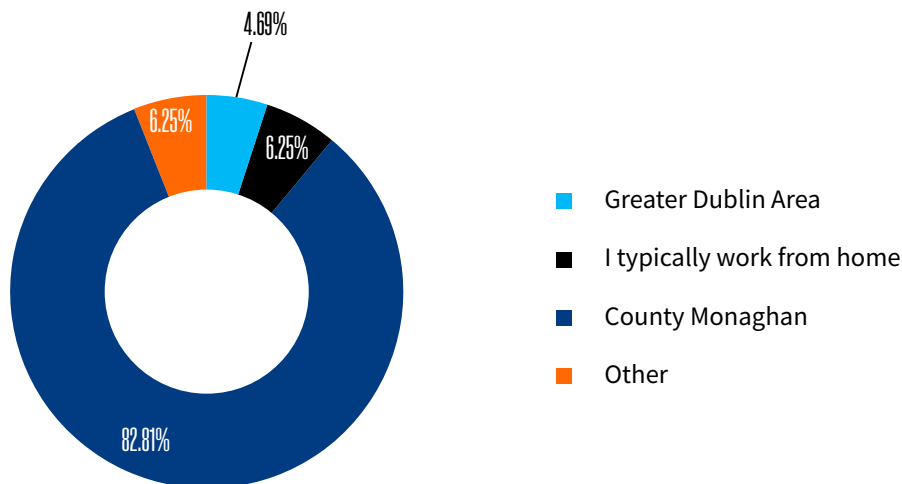
Q4: How would you describe your connection with County Monaghan?



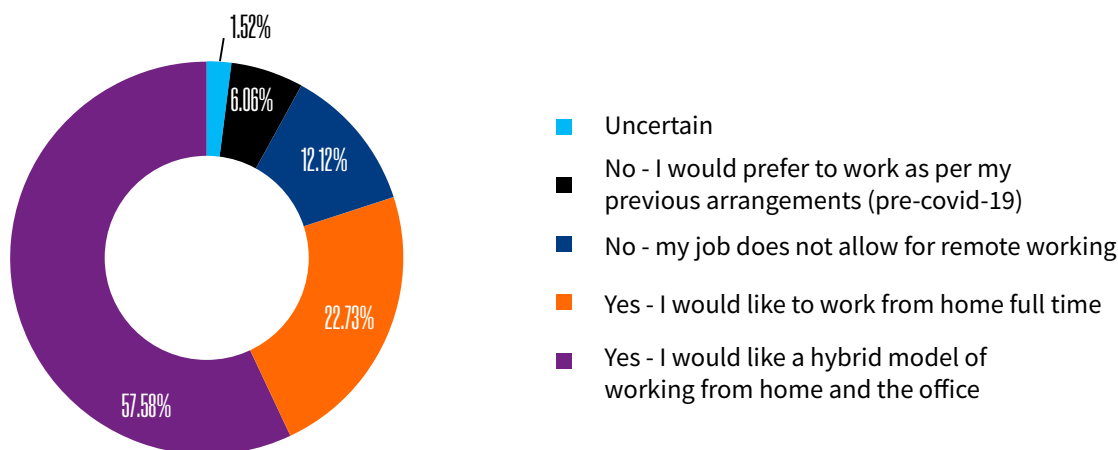
Q5: How long have you lived and/or worked in County Monaghan?



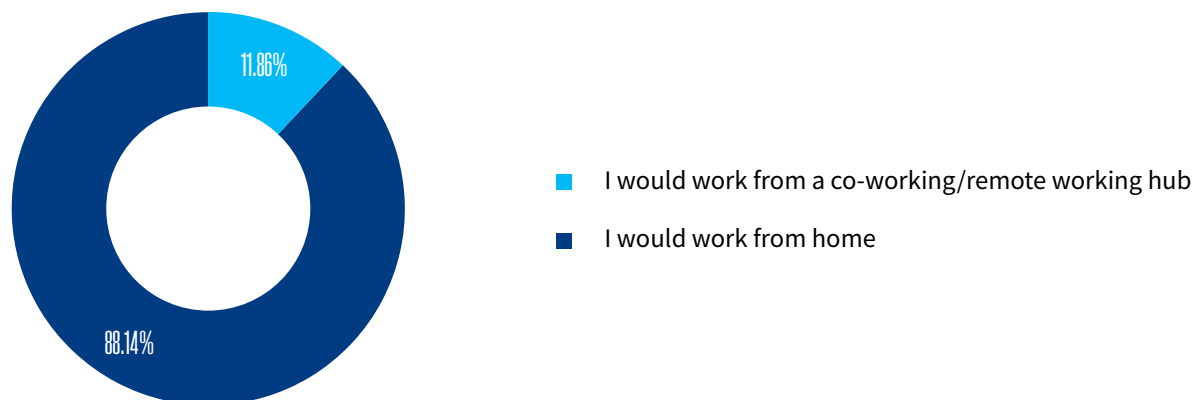
Q6: If employed, where is your usual place of work?



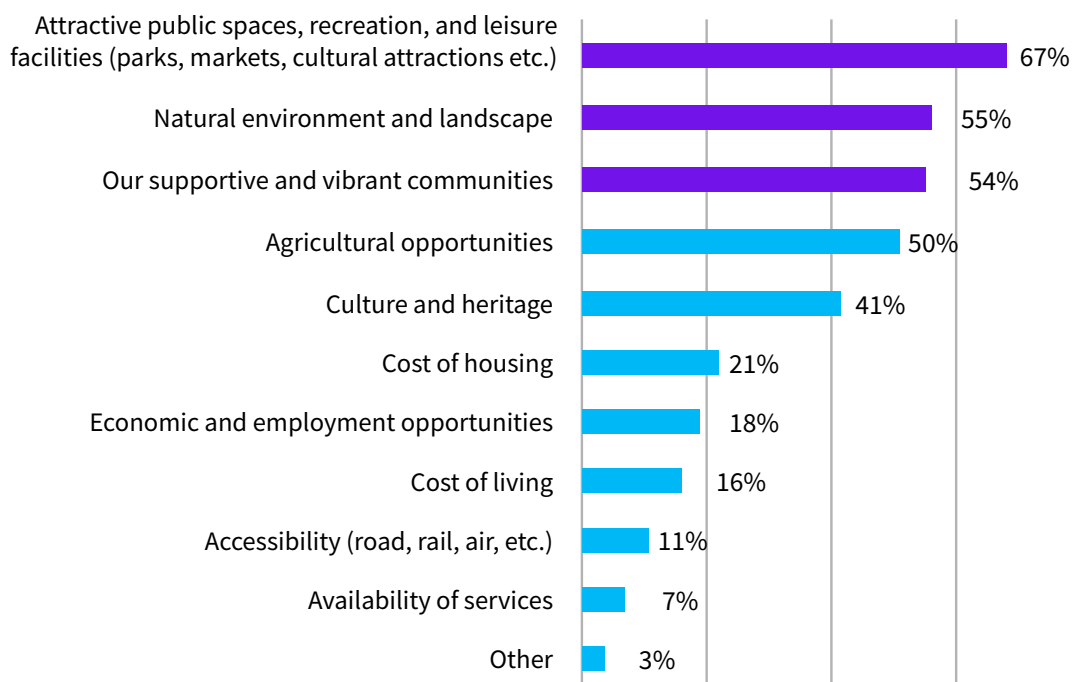
Q7: Into the future, would you be interested in working from home on a more regular basis (with the arrangement of your employer)?



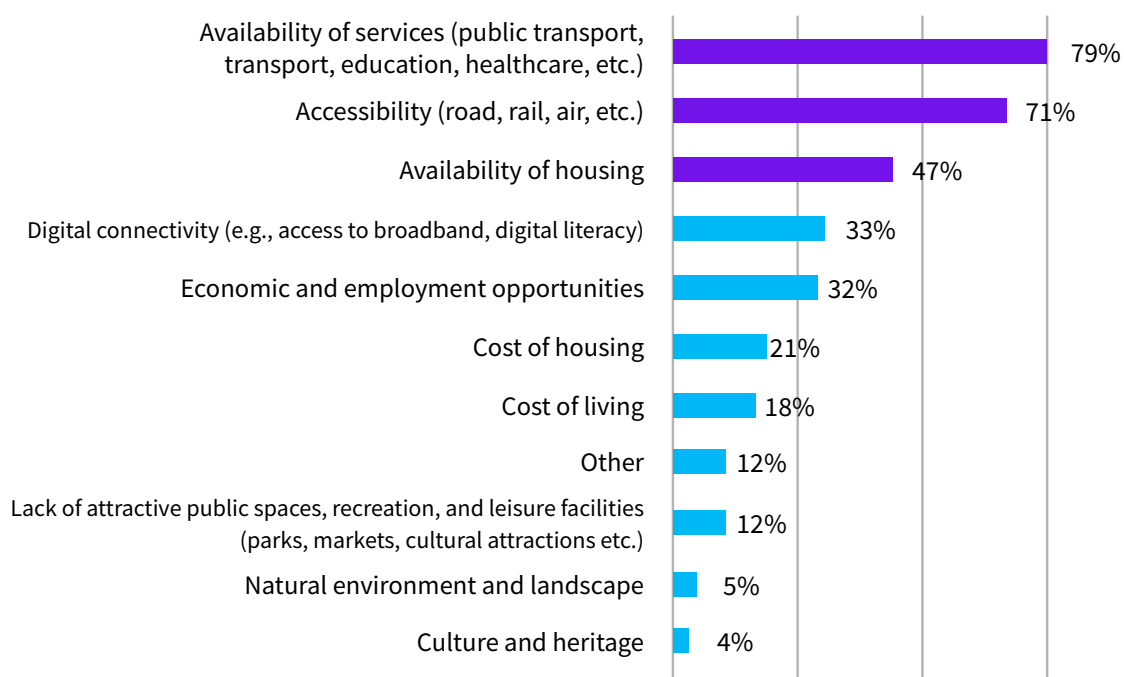
Q8: If provided with the option to work remotely (including in a hybrid format), which of the following options would be more likely?



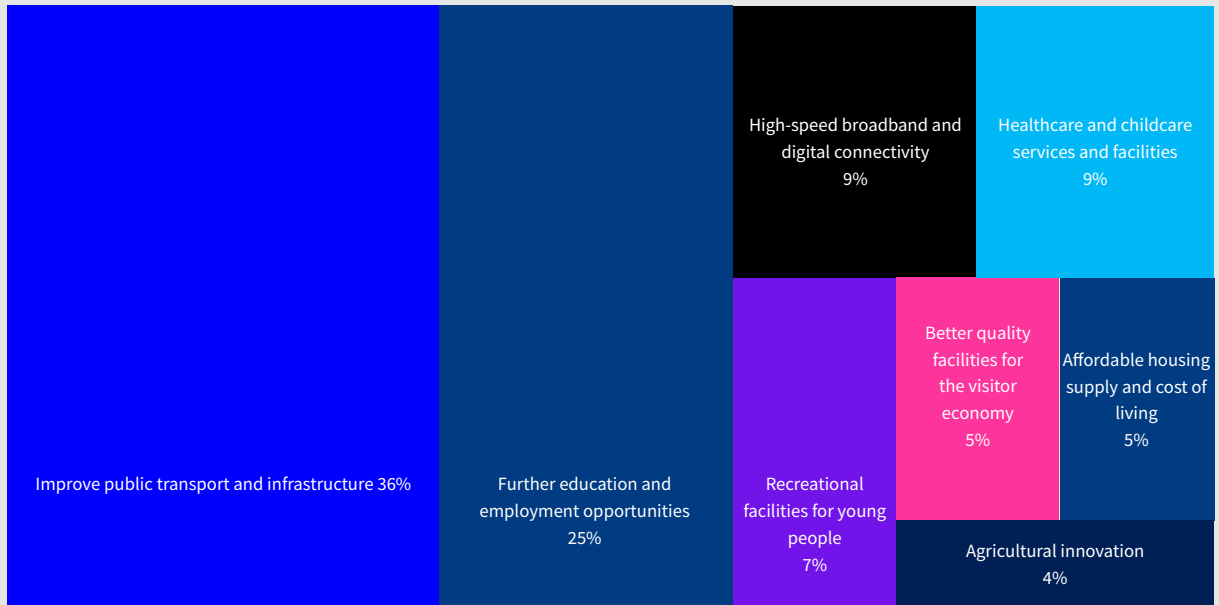
Q9: What are Monaghan's greatest assets?



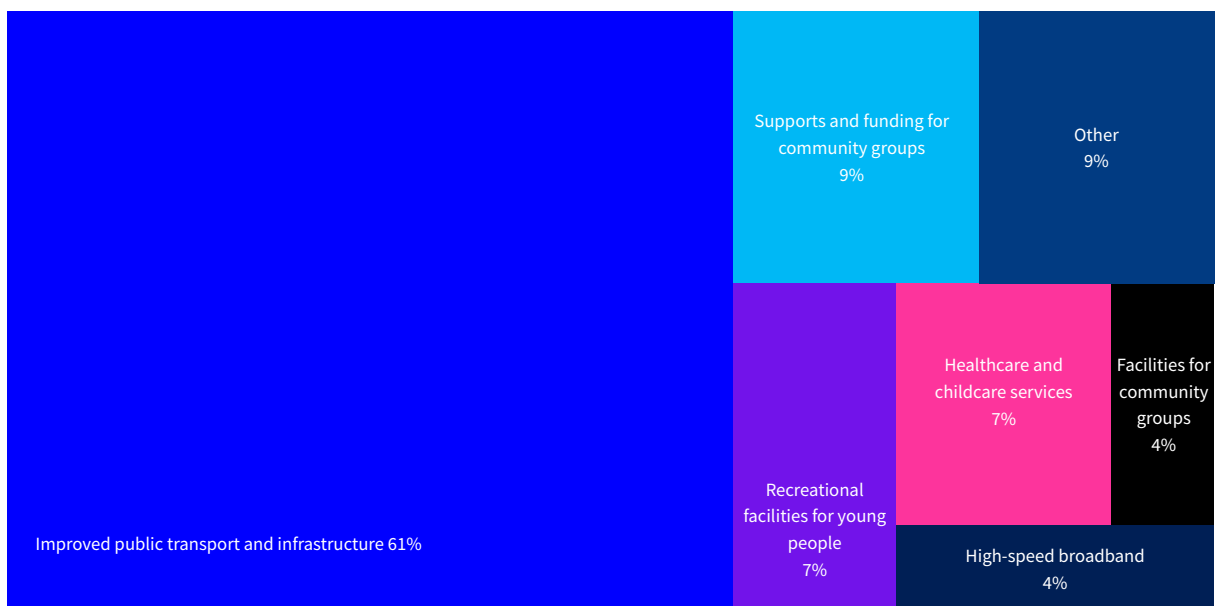
Q10: What are the main barriers to economic development, for people living and working in County Monaghan, and attracting new people to the County?



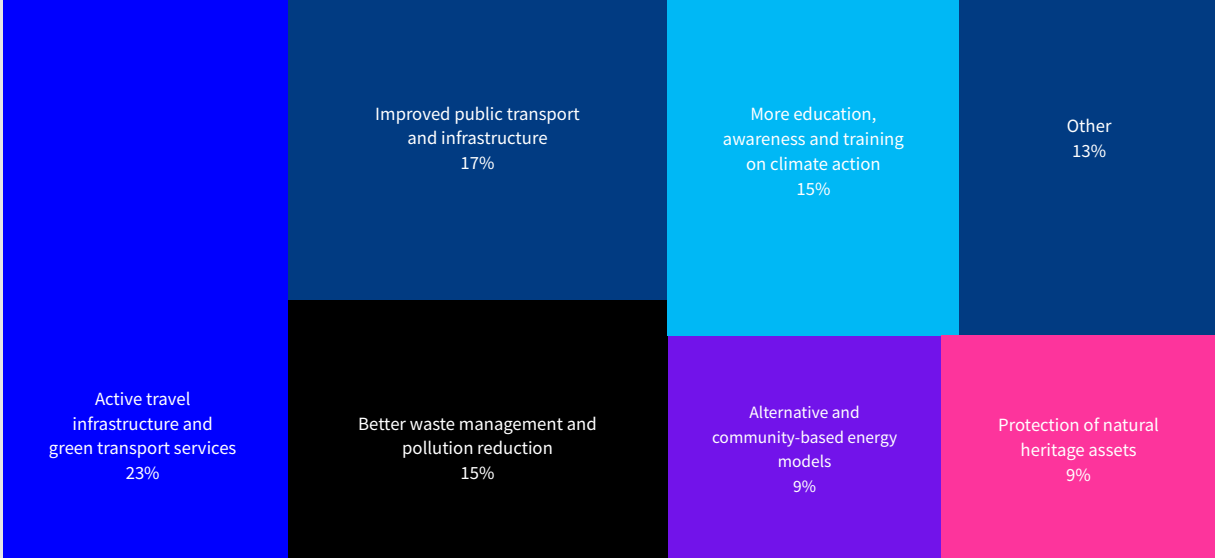
Q11: Are there any particular services, activities or facilities currently not provided for in County Monaghan which you feel are needed to support economic development and job creation?



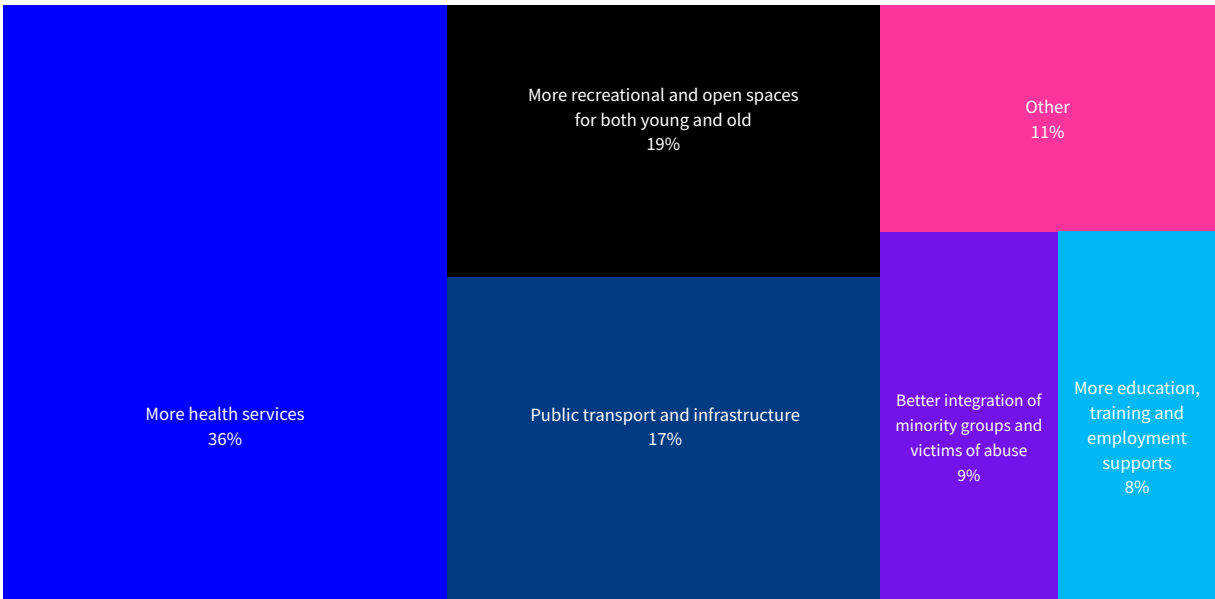
Q12: Are there any particular services, activities or facilities currently not provided for in County Monaghan which you feel are needed to support rural communities and social participation?



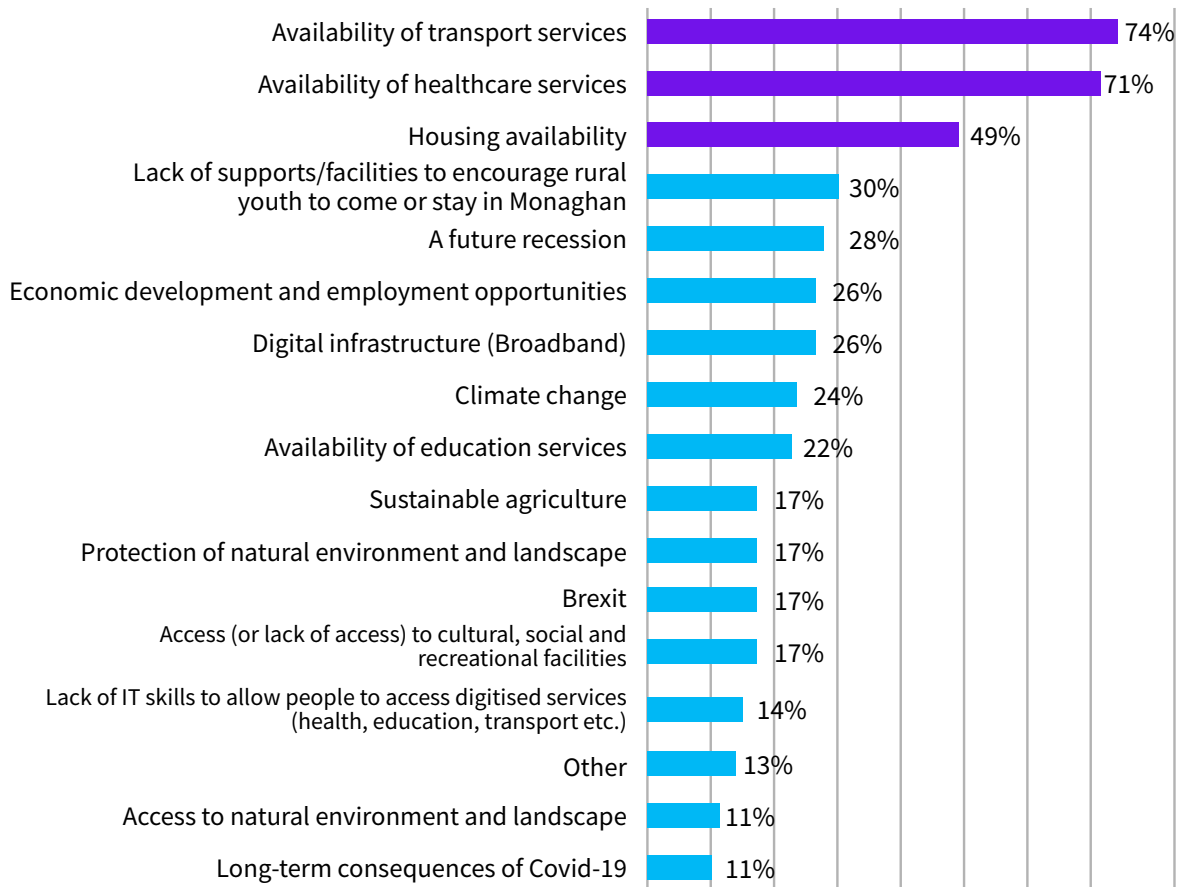
Q13: Are there any particular services, activities or facilities currently not provided for in County Monaghan which you feel are needed to support the sustainable development of the County and climate action?



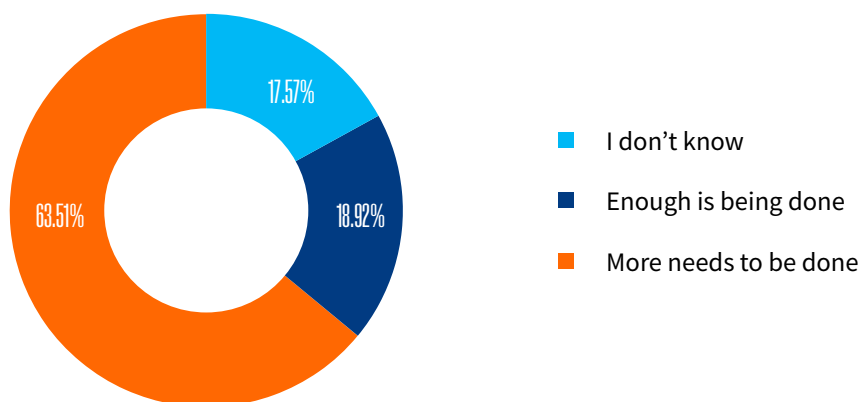
Q14: Are there any particular services, activities or facilities currently not provided for in County Monaghan which you feel are needed in general?



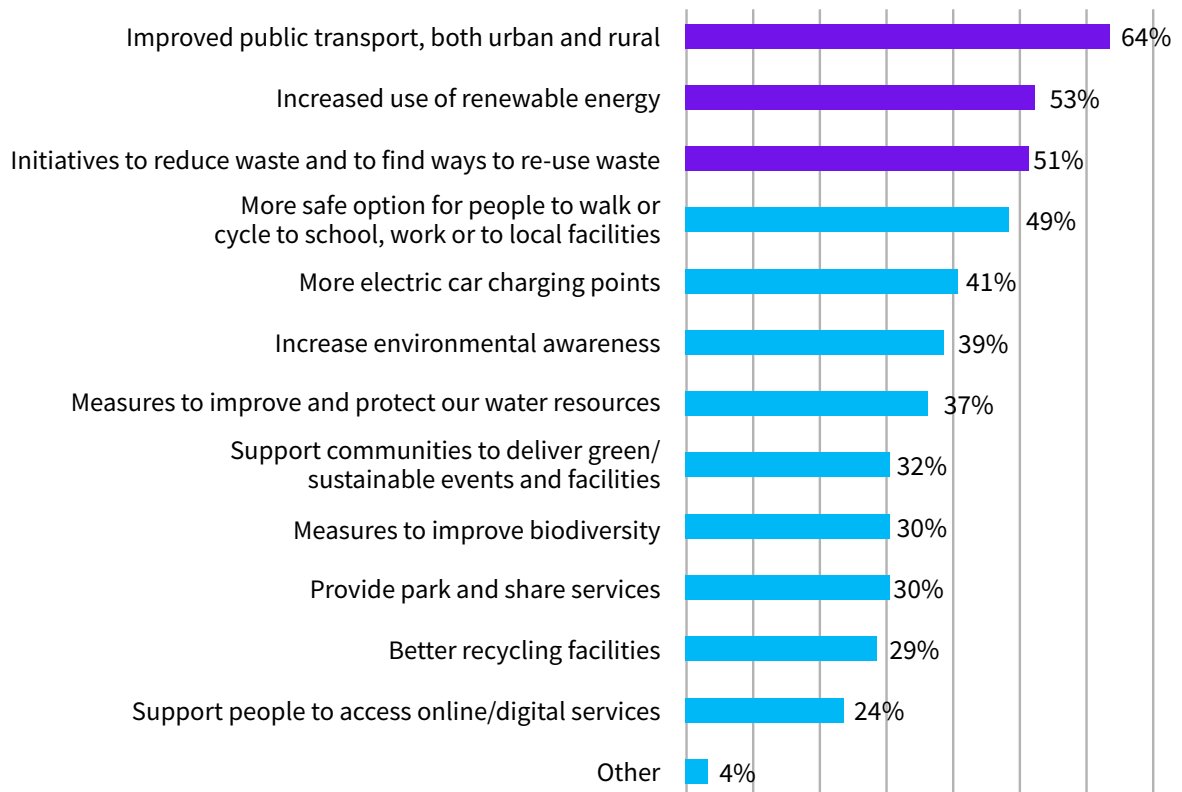
Q15: What are the three biggest threats, issues, or concerns for the future development of County Monaghan?



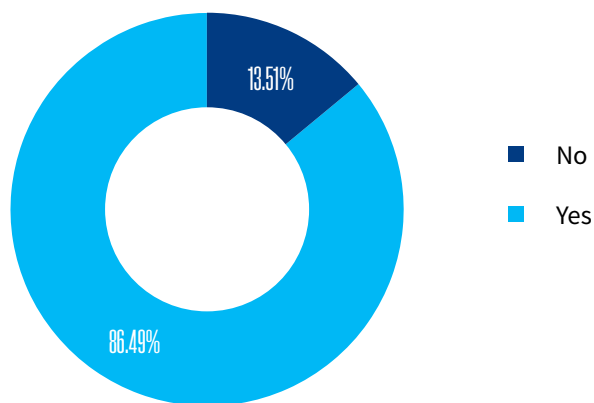
Q16: What is your view about the impact of climate change on County Monaghan?



Q17: Which of these green initiatives would you see benefiting Monaghan the most?



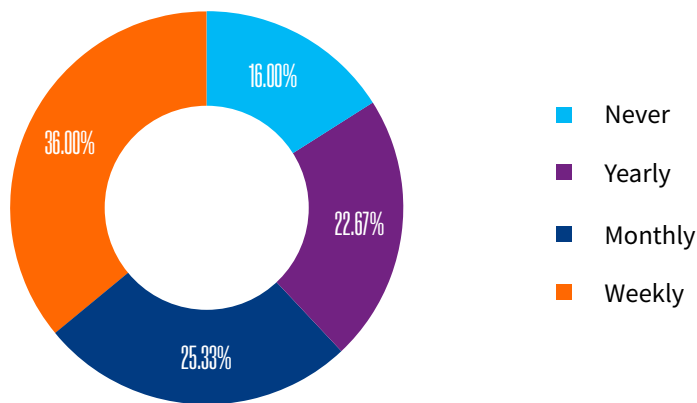
Q18: Do you feel safe in your community?



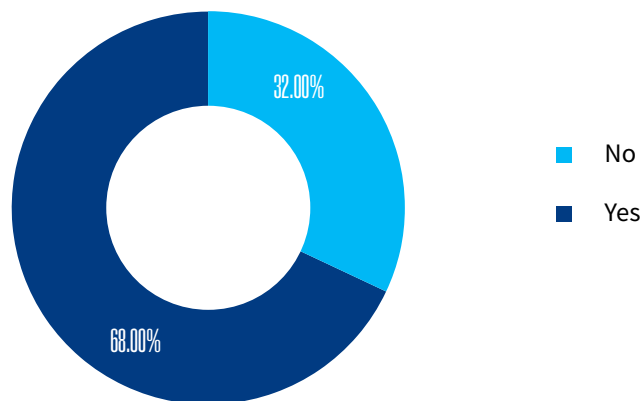
Q20: Which option best describes your feelings towards community venues in your area?



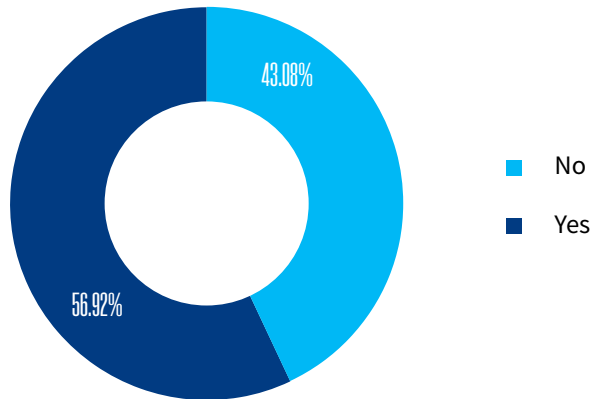
Q22: How often do you use community venues?



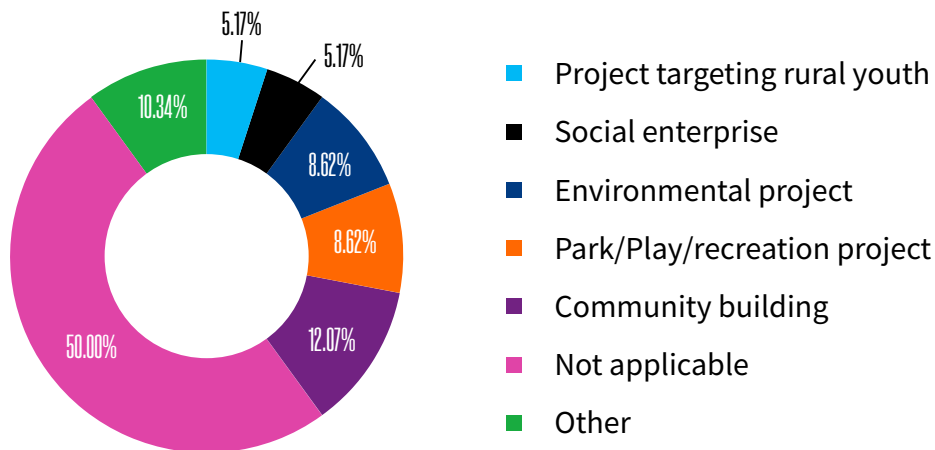
Q23: Are you involved in any community groups?



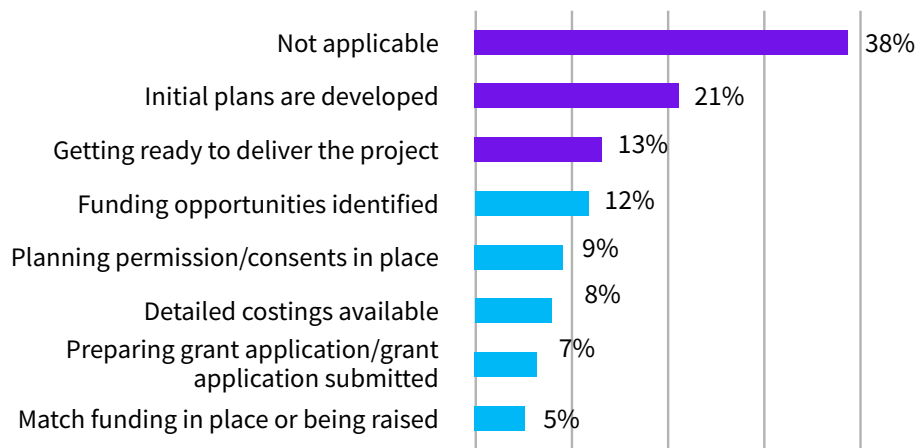
Q25: Is your community group planning any big projects?



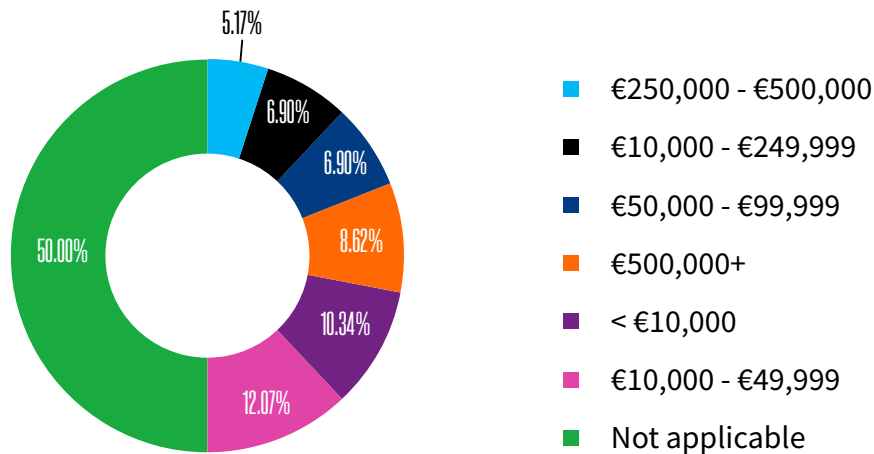
Q26: If yes, what type of project is it?



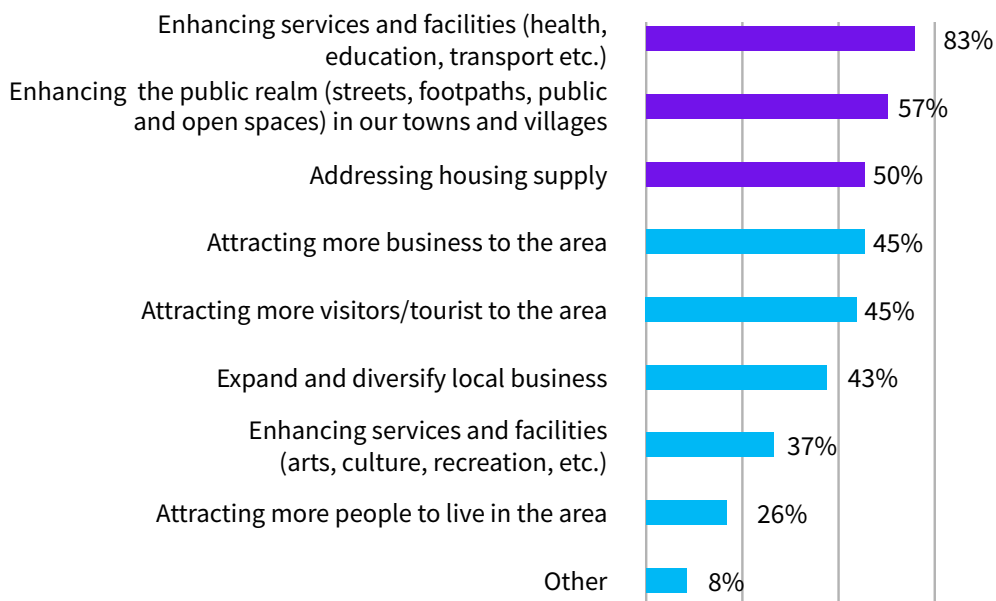
Q27: How developed is that project?



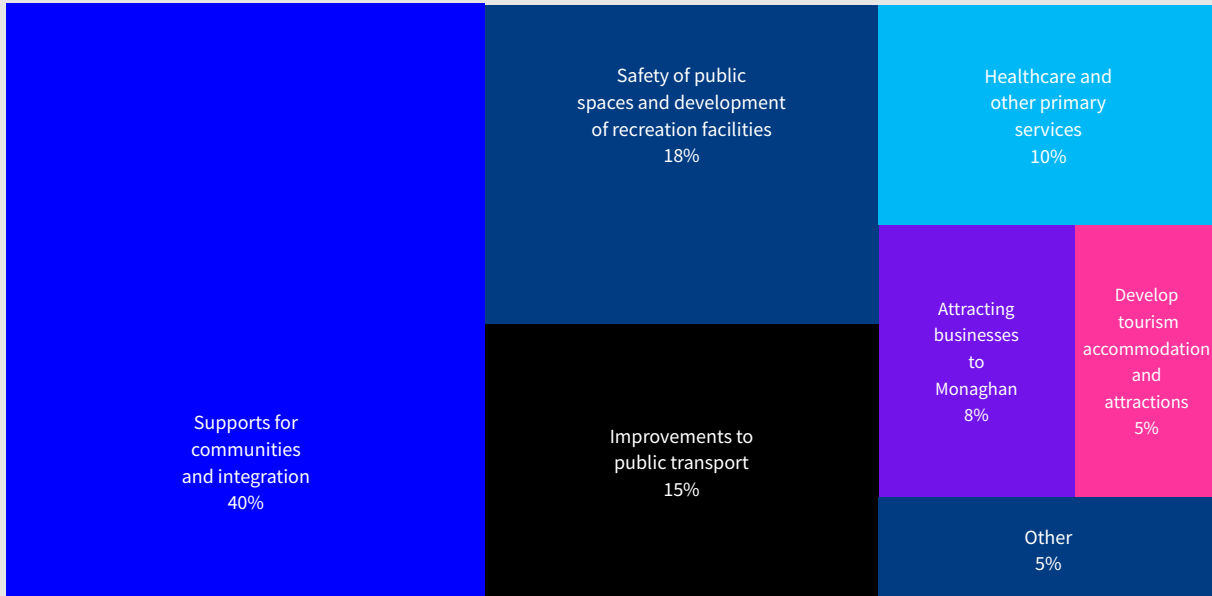
Q28: Please give an indication of the overall cost of the project?



Q29: What key objectives would you prioritise to create a sustainable and prosperous future for the people of County Monaghan?



Q30: Are there other important issues or goals that should be given priority in the new Monaghan LECP?



Q31: What actions and objectives would help to achieve these goals?

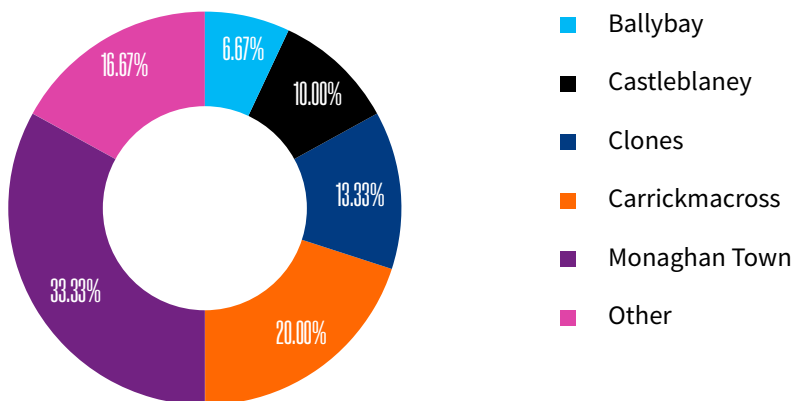


Q32: What is your vision for County Monaghan going forward?

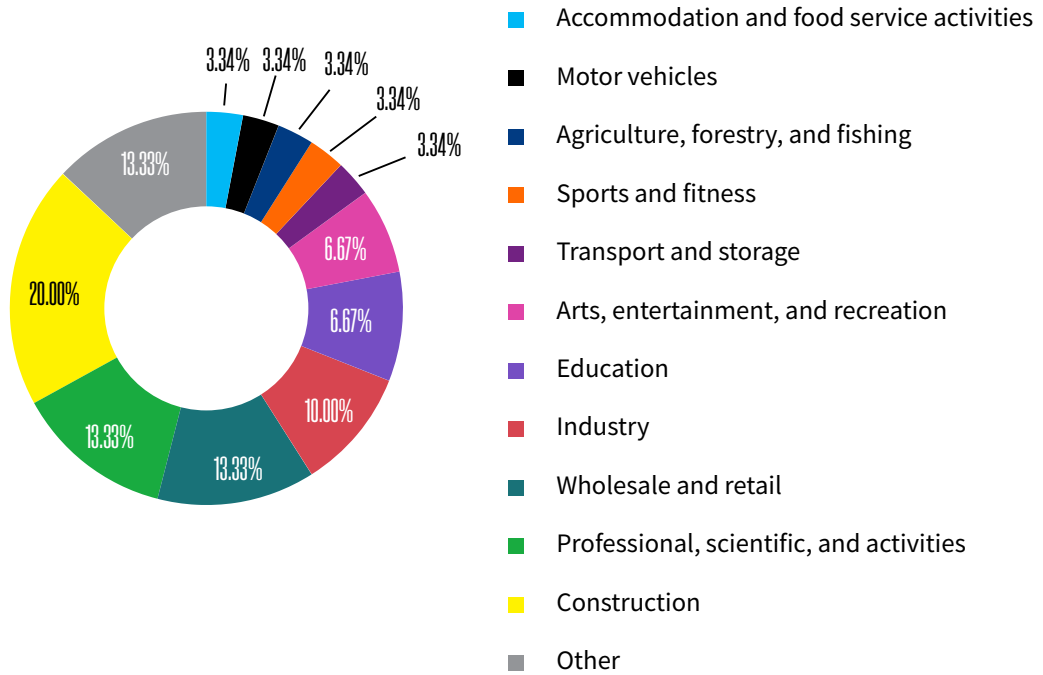


9.4.2 Business Survey – 31 Responses

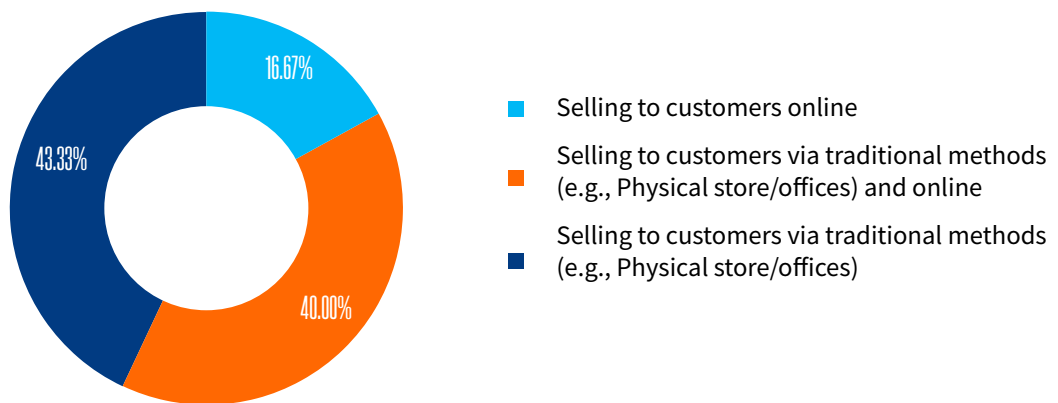
Q1: Where is your business located? (i.e., name of town/nearest town)



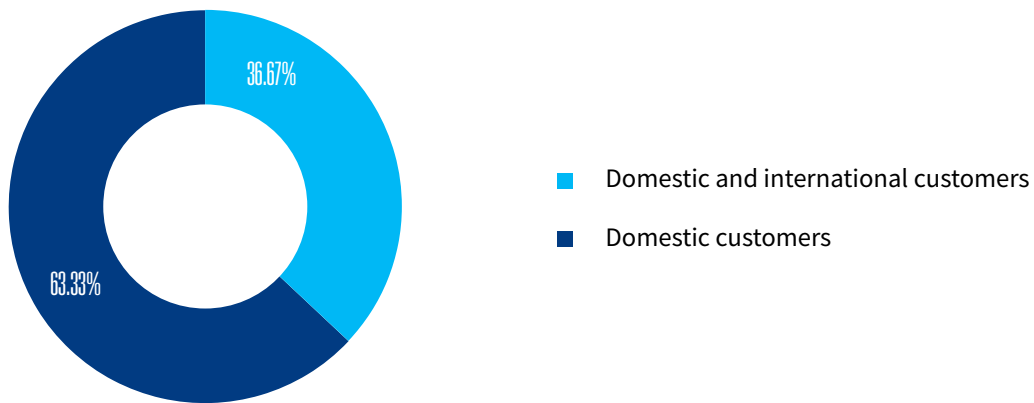
Q2: In which sector does your business/organisation operate?



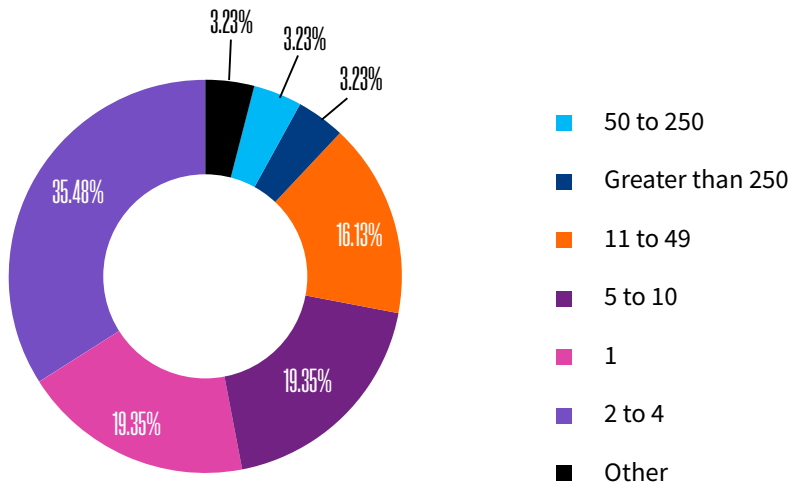
Q3: Which of the following best describes how you sell your product/ services to your customers?



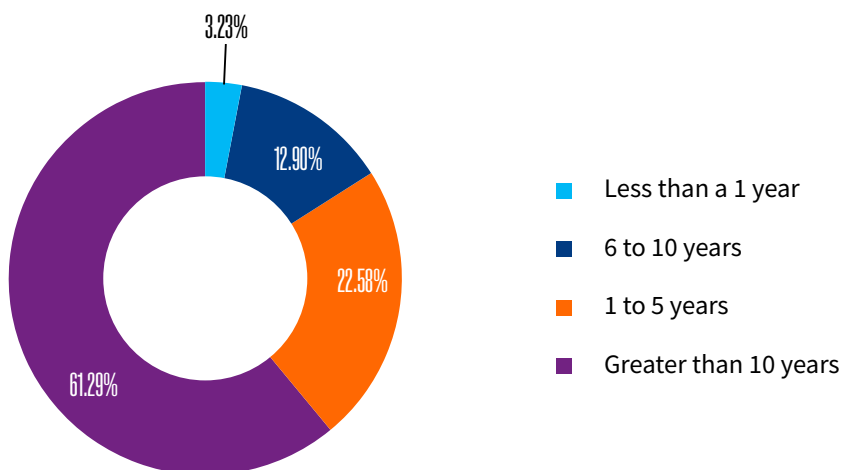
Q4: Which of the following best describes your target customers?



Q5: Approximately how many people does your business/organisation directly employ?

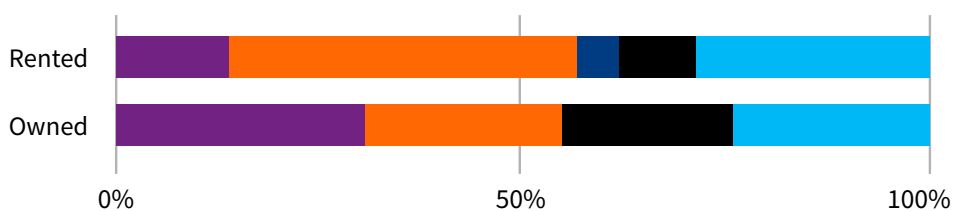


Q6: How many years has your business been in operation?

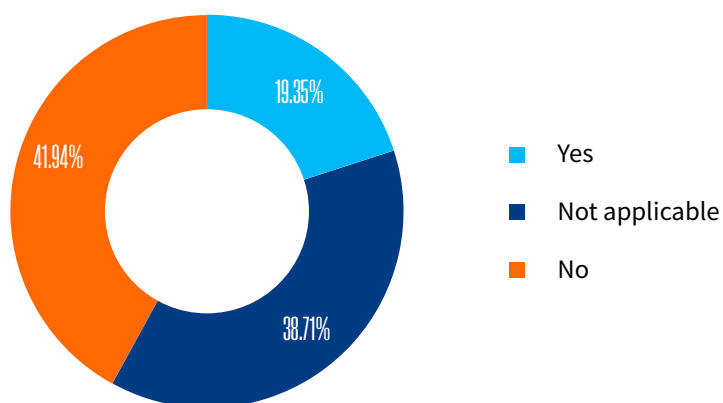


Q7: What type of facility does your business/organisation primarily use? Please select one.

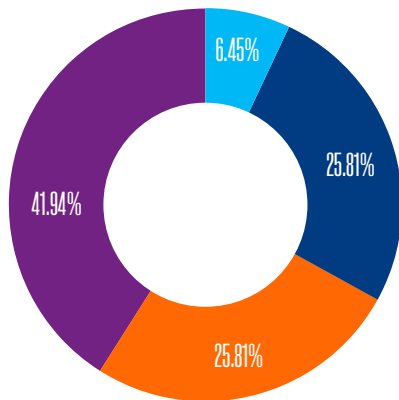
- Retail unit
- Other (please state below)
- Enterprise hub or incubation space (co-working hub)
- Office space
- Light industrial or manufacturing unit or warehouse



Q9: Would you be interested in taking up space in a co-working hub? (e.g., a shared space where individuals from different organisations/companies work).

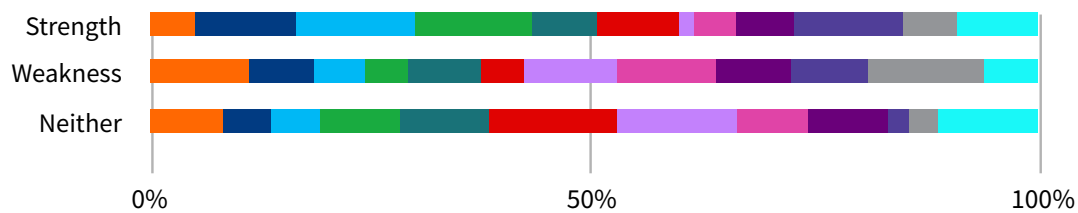


Q10: Which of the following do you think best describes County Monaghan as a place to do business?



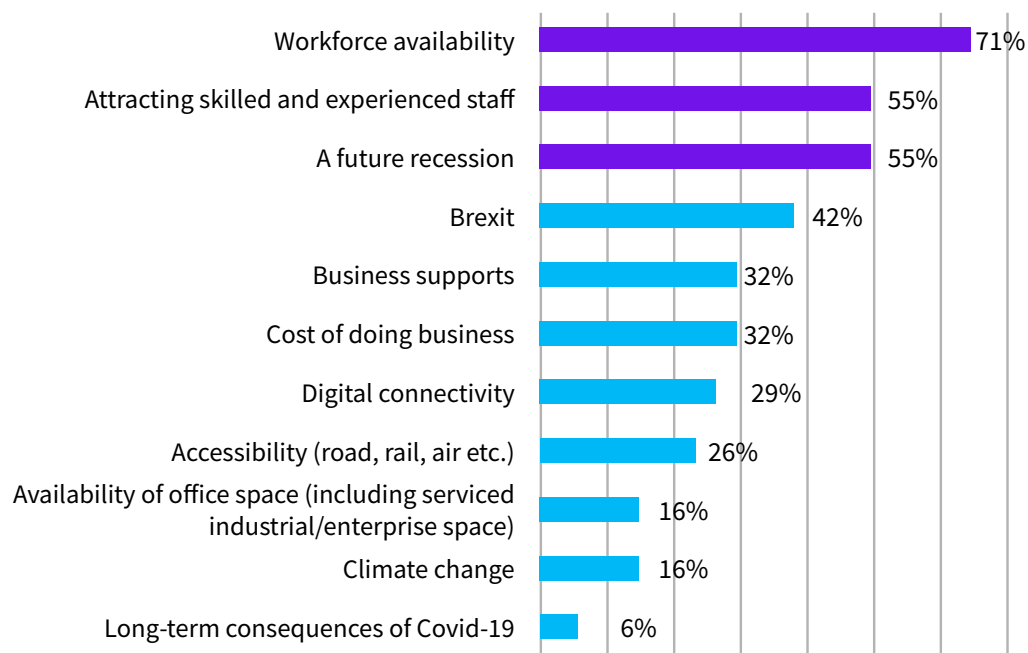
- Cannot / choose not to comment
- Monaghan has an excellent enterprise environment in which both young and established firms can grow.
- Monaghan's business environment can be improved significantly in order for enterprise growth to be realised.
- Monaghan has a good business environment where growth can be realised. Some improvements can be made.

Q12: Please select "Strength", "Weakness" or "Neither" based on your opinion of the following aspects of County Monaghan as a place to do business.

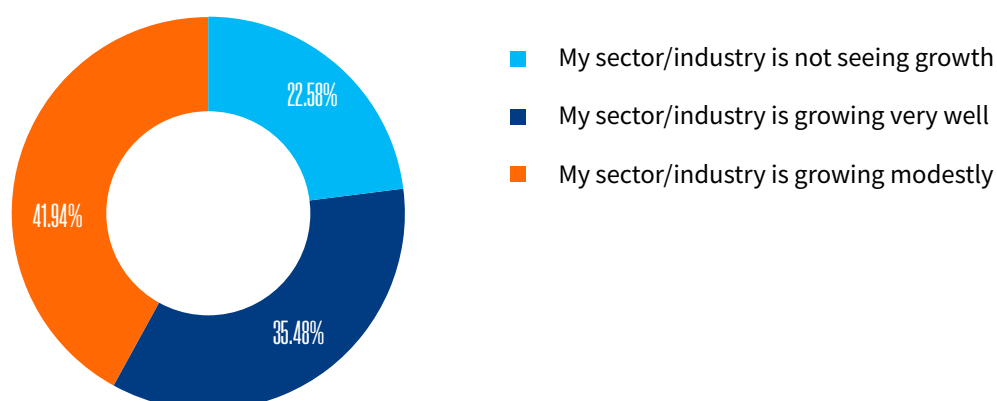


- Cost of living
- Availability of services)public transport, education, healthcare etc.
- Accessibility (road, rail, air etc.)
- Cost of housing
- Availability of office space (including serviced industrial/enterprise space)
- Warehouse availability
- Cost of doing business
- Brexit
- Business supports
- Growth potential access to markets and customers
- Digital connectivity
- Attracting skilled and experienced staff

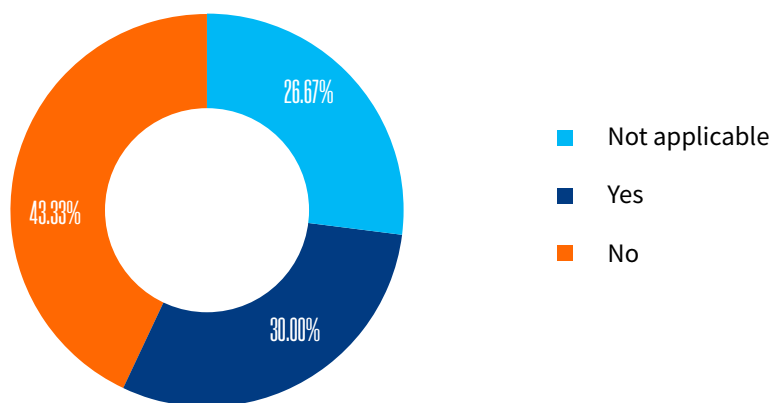
Q15: In your view, what are the biggest threats or concerns businesses have for the future economic growth of County Monaghan? Please select all that apply.



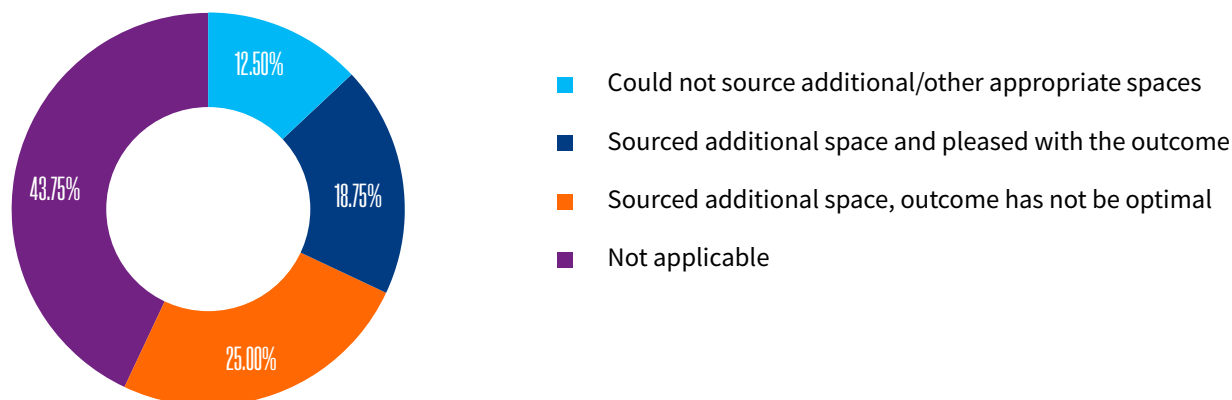
Q17: Considering your own sector/industry and the outlook for growth, which of these statements would you agree with? Please select only one of the statements.



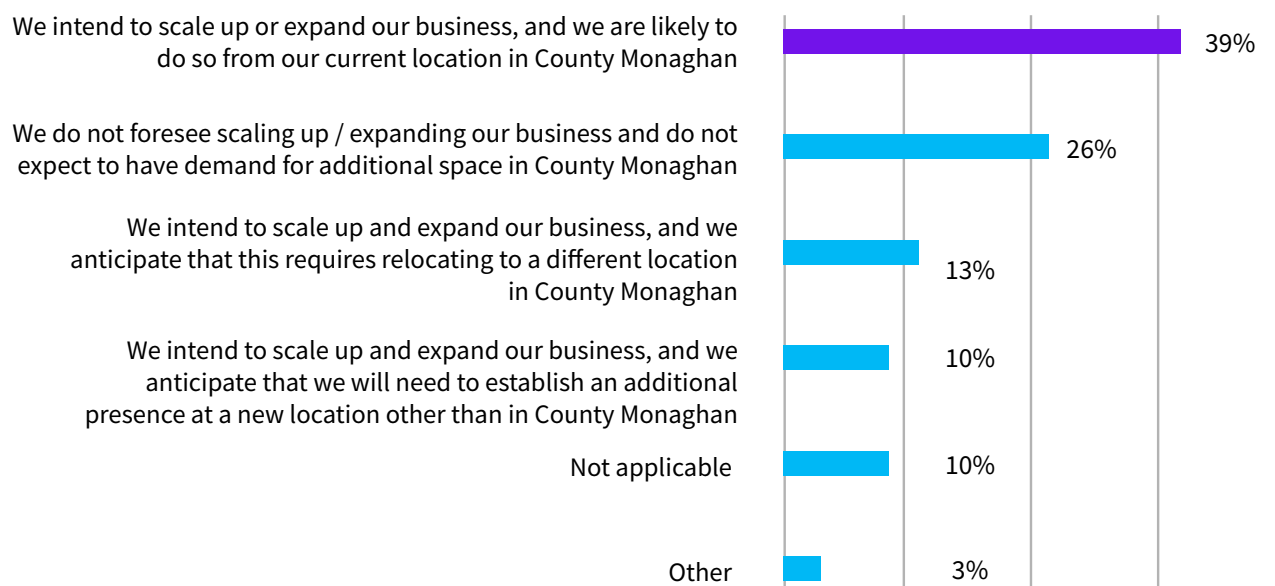
Q18: Have you made efforts to source space in County Monaghan in the past 3 years?



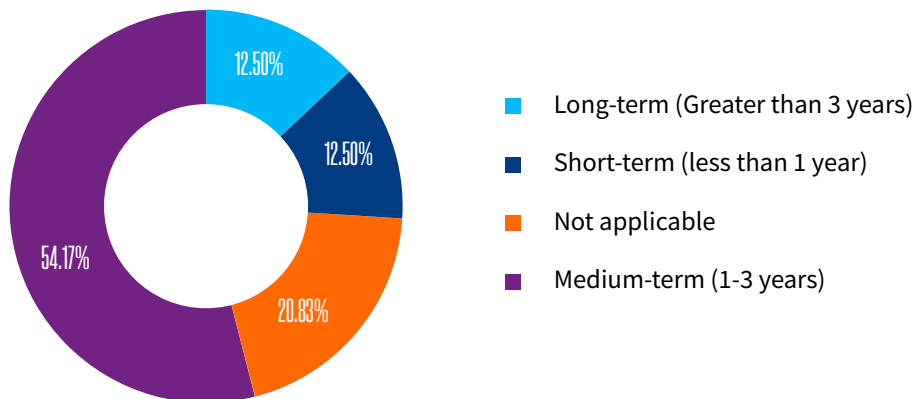
Q19: If yes, can you comment on the outcome?



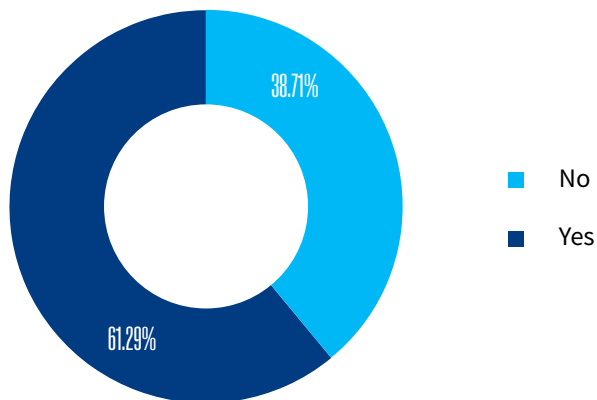
Q22: What is your own position on scaling-up, expanding or relocating your operations in the future?



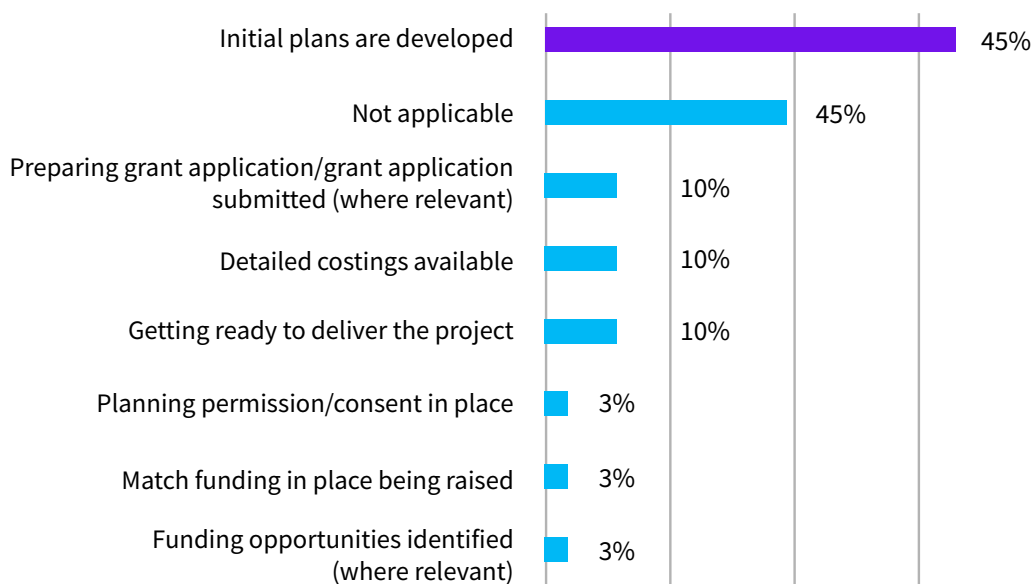
Q23: If you intend on scaling-up, expanding or relocating your operations, what time frame are you planning this over?



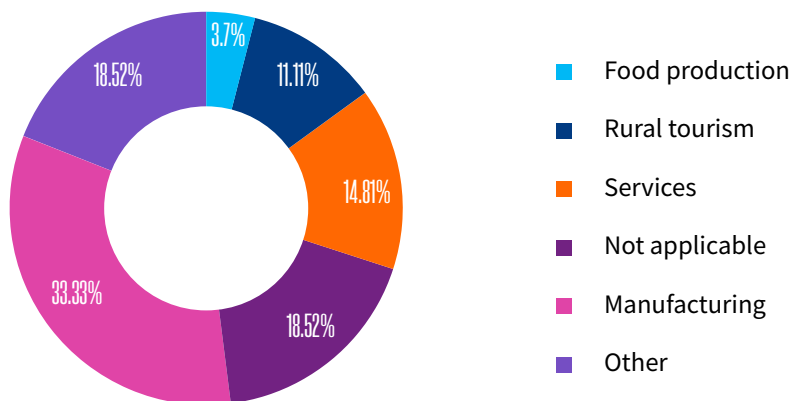
Q24: Has your business any new projects planned in the coming years?



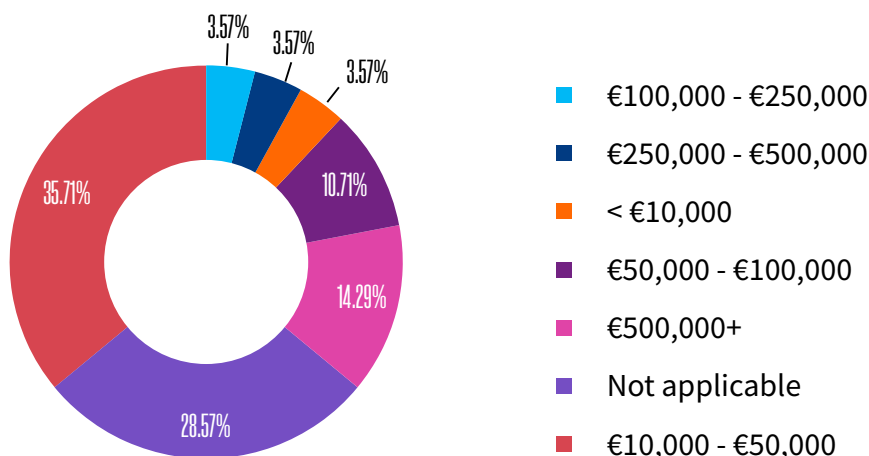
Q26: How developed is that project? Please select all that apply.



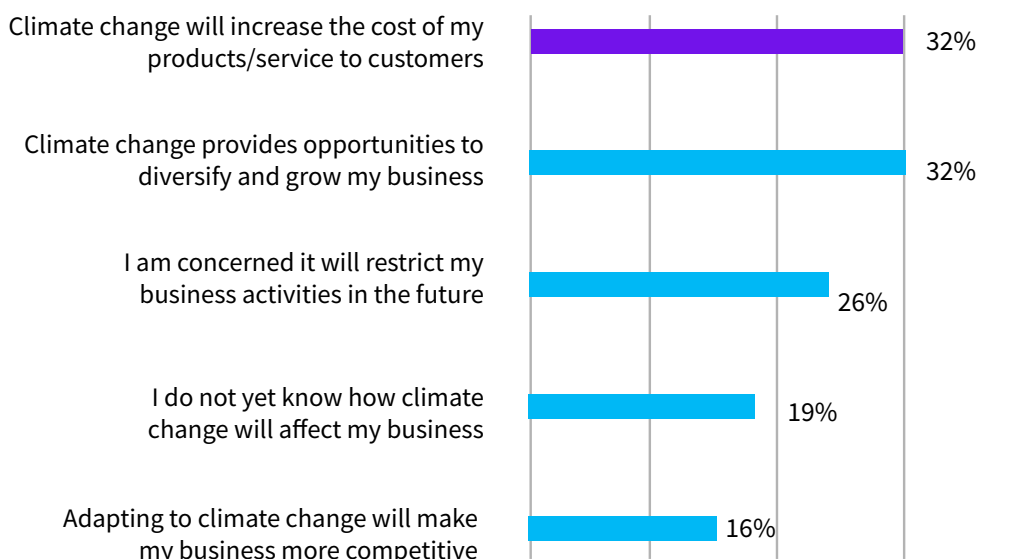
Q27: What sector does the project relate to?



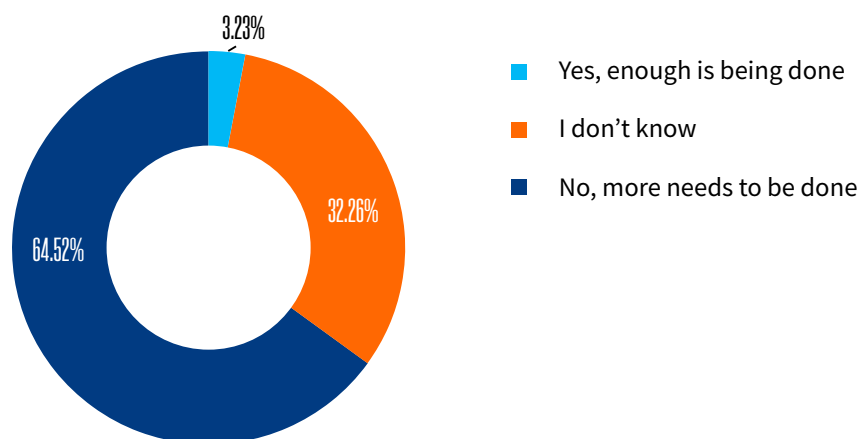
Q28: Please give an indication of the overall cost of the project?



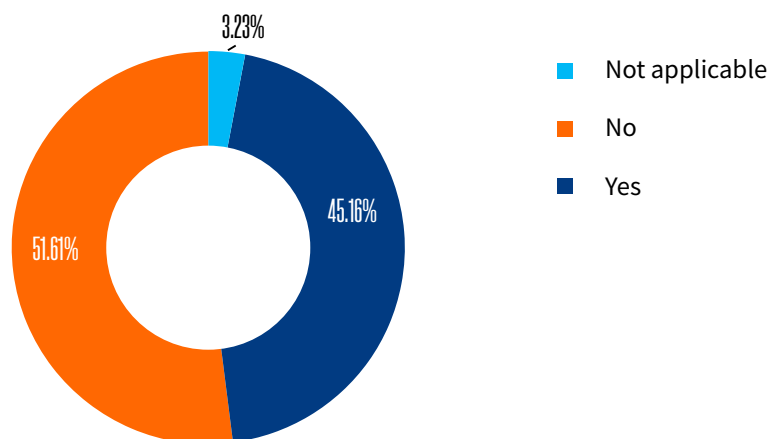
Q29: What is your view about the impact of climate change on your business? Please tick all that apply.



Q30: Is enough being done to assist businesses to address and respond to climate change?



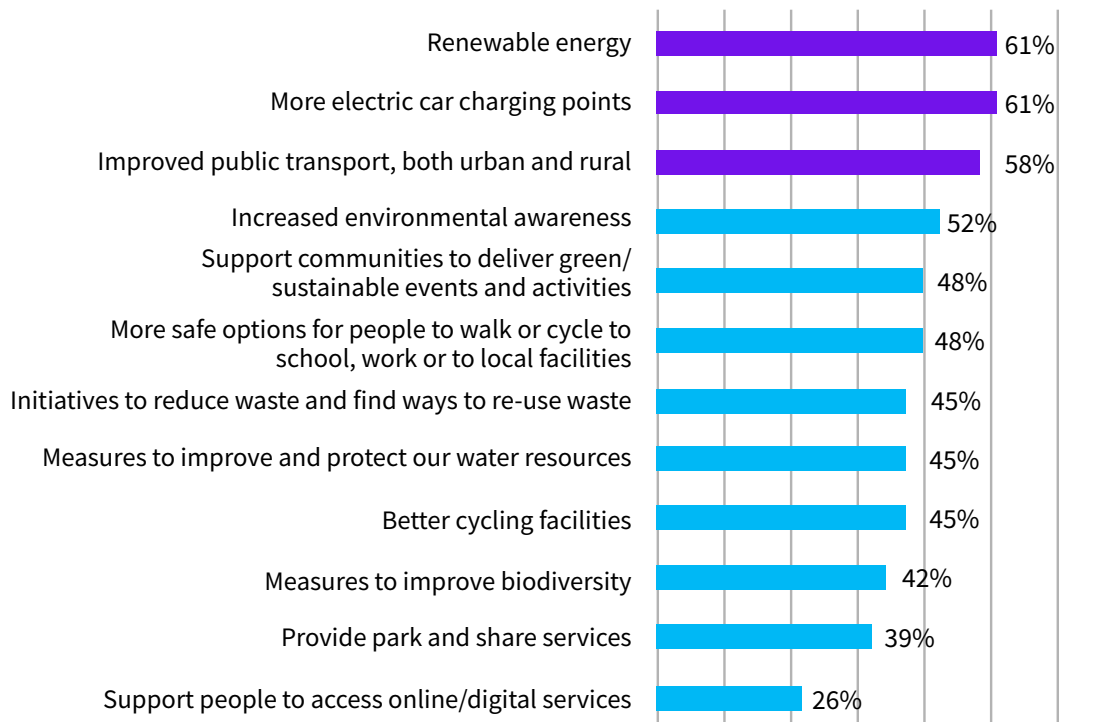
Q31: Are you aware of any supports available to help your business go green?



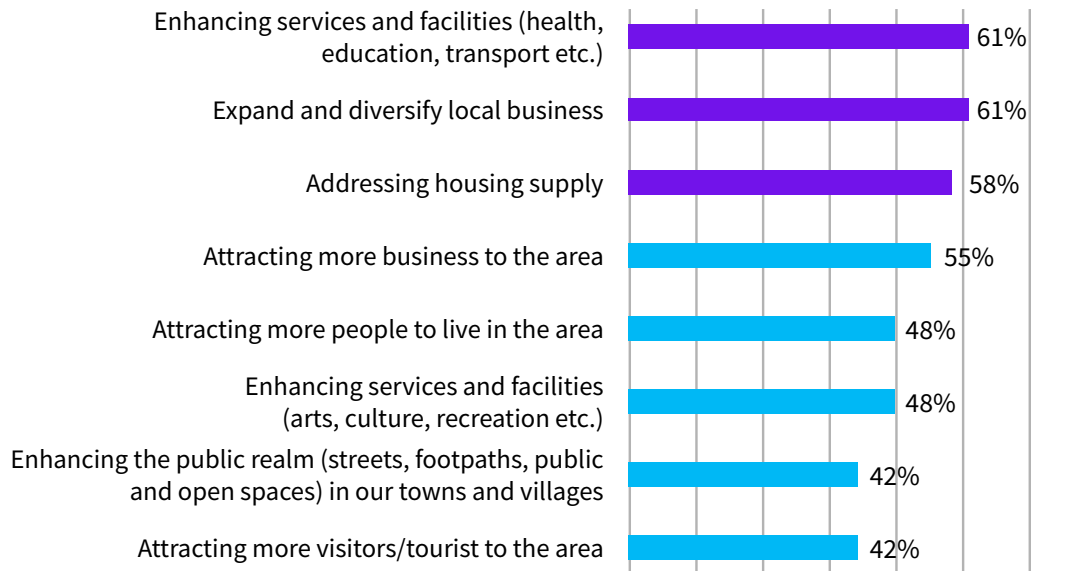
Q32: What would help your business go green, e.g., training, grants etc. (please state)?



Q33: Which of these environmental initiatives would you see benefitting County Monaghan the most?



Q35: What key objectives would you prioritise to create a sustainable and prosperous future for the businesses and people of County Monaghan?



9.5 Appendix E – List of Funding Streams

Funding Stream	Summary
CLÁR Programme	Targeted investment programme that aims to provide funding for small infrastructural projects in rural areas that have experienced significant levels of de-population.
Climate Action Fund	Established to provide assistance and financial support to projects which will help Ireland achieve its climate and energy targets, providing at least €500 million in government funding up to 2027.
Connected Hubs Fund	Provides owners, operators and managers of existing remote working facilities and Broadband Connection Points (BCPs) with the opportunity to identify and develop their own solutions in consultation with local authorities and other groups.
European Maritime, Fisheries and Aquaculture Fund	Runs from 2021 to 2027 and supports the EU common fisheries policy (CFP), the EU maritime policy and the EU agenda for international ocean governance. It provides support for developing innovative projects ensuring that aquatic and maritime resources are used sustainably.
European Regional Development Fund	Designed to strengthen economic, social and territorial cohesion in the European Union. Aims to do this by correcting imbalances between regions enabling investments in a smarter, greener, more connected and more social Europe that is closer to its citizens.
European Structural and Investments Fund	The funds work together to invest in education, research, and job creation to help create a sustainable and healthy economy across the whole of the country. They are also spent on protecting the environment, and on supporting rural and coastal communities.
Greenway Programme	Funding of approximately €63 million through TII's Greenway Programme will see the ongoing development of around 70 Greenway projects around the country. The funding will see construction continue on a number of projects which will be completed in 2023, with other projects moving through planning and design stage.
Irish Strategic Investment Fund	Aims to invest on a commercial basis to support economic activity and employment in Ireland, with the fund being a strategic investor with strong connections in both the public and private sectors.
LEADER Programme	Aims to support the local development of Ireland's rural areas with the exception of the areas within the boundaries of the five main cities of Dublin, Cork, Limerick, Waterford and Galway.
Outdoor Recreation Infrastructure Scheme	Provides funding for the development of new outdoor recreational infrastructure and for the necessary repair, enhancement or promotion of existing outdoor recreation infrastructure in countryside areas across Ireland.
Rural Regeneration and Development Fund	Purpose of the fund is to support job creation in rural areas, address de-population of rural communities and support improvements in towns and villages with a population of less than 10,000, and outlying areas.
Shared Island Fund	€500m in capital funding available between 2021-25, ring-fenced for investment in collaborative North/South projects as part of the Shared Island Initiative.
Sports Capital Grants	Primary vehicle for government support for the development of sports and physical recreation facilities and the purchase of non-personal sports equipment throughout the country.
Town and Village Renewal Scheme	Scheme is targeted at towns and villages with a population of 10,000 or less and all projects funded under the Scheme must be completed within a 12-to-18-month period.
Urban Regeneration and Development Fund	The fund was established to support more compact and sustainable development, through the regeneration and rejuvenation of Ireland's five cities and other large towns, in line with the objectives of the National Planning Framework (NPF) and National Development Plan (NDP).







Comhairle Chontae Mhuineacháin
Monaghan County Council



Monaghan Local Economic and Community Plan

2023 - 2029

March 2024

www.monaghan.ie