## Table of Contents

- Have your say on the future of County Roscommon 3
- Purpose of the Socio-Economic Statement for County Roscommon 3
- Role of Roscommon County Council 4
- Local Economic and Community Plans 5
- LCDC and SPC Roles 5
- Timeframe 6
- Evidence Base to Date 7
- Socio-Economic Analysis Highlights 7
- Roscommon Economy and Community SWOT Analysis 9
- Socio-Economic Statement and Vision 11
- High Level Goals for County Roscommon 12
- Appendix I – Membership 15
- Appendix II – Bibliography 18
Local authorities, nationally, are emerging as key drivers for stimulating and enabling enterprise and innovation in local regions, as identified in the *Local Government Sectoral Strategy to Support Economic Recovery and Jobs (2012)* and the *Action Programme for Effective Local Government (2012)*. Recent and ongoing alignment processes have resulted in an expanded role for local authorities, beyond their traditional functions and now includes economic development and promotion “as a focal point for local development, in collaboration with other agencies.” Recent developments include the integration of the Local Enterprise Office (LEO) within local authorities, the establishment of Local Community Development Committees (LCDCs) along with Economic and Enterprise Development Strategic Policy Committees (SPCs) in each local authority area, charged with responsibility to develop an integrated Local Economic and Community Plan (LECP) for each county.

Roscommon County Council is inviting you to have your say on the future economic, social and community development of County Roscommon over the next six years. We are identifying significant issues that affect our county and are developing a suite of actions that can be undertaken by Roscommon County Council and Roscommon LCDC with partner agencies and organisations, to positively shape the future development of our county. This process focuses on the development of County Roscommon from an economic, social, cultural and community perspective – what can we do to improve our county as a place to live, invest, work, visit and do business? This will result in the agreement of a Local Economic and Community Plan for the County that will guide the work of Roscommon County Council and its partner agencies for the next six years.

**Purpose of the Socio-Economic Statement for County Roscommon**

The Socio-Economic Statement is an integral part of the development of a Local Economic and Community Plan for County Roscommon. This process will inform the economic and community development of our County for the next six years and will affect everyone who lives, works, does business and visits County Roscommon. The Local Economic and Community Plan (LECP) will set out, for the next six years, the objectives and actions that are required to promote and support the economic, local and community development of County Roscommon. The development of the LECP is being led by Roscommon County Council and is being undertaken in partnership with other economic and community development stakeholders relevant to County Roscommon. This Socio-Economic Statement is part of the consultation process to facilitate you to have your say on the development of our county.

Over recent months we have established a comprehensive socio-economic evidence base for County Roscommon and have considered relevant local, regional, national and European policy. This Socio-Economic Statement has been developed on foot of detailed analysis of that evidence. Roscommon County Council, within its strengthened economic and community development role, is a key driver for stimulating and enabling development within our county and is leading the process of identifying high level goals and targets for County Roscommon. Working in collaboration with other local, regional and national agencies and stakeholders active in County Roscommon, we have developed a Socio-Economic Statement that sets out the over-arching, high level goals to guide our work and the
work of those agencies and stakeholders for the next six years. Following consideration of feedback received throughout the consultation phase of the Socio-Economic Statement we will be developing more detailed objectives and measurable actions for the economic and community elements of the LECP for County Roscommon.

We are now asking members of the public, statutory and non-statutory agencies and any bodies who are operating in County Roscommon to consider this Socio-Economic Statement for County Roscommon and, where relevant, to make submissions in relation to the document and the development of the LECP for County Roscommon. It is important that we consider as many perspectives and views as possible. Please note that where submissions have already been received, and issues highlighted to us at public meetings, the information will be considered in the development of the LECP and may not be reflected in this shorter document. We invite you to comment on this document before Friday, 24th April 2015. Submissions must be received in writing before 5pm on 24th April 2015 to: Caitlín Conneely, Community & Enterprise Section, Roscommon County Council, Courthouse, Roscommon or cconneely@roscommoncoco.ie

Role of Roscommon County Council

As part of the new leadership role assigned to local authorities in ‘Putting People First – Action Programme for Effective Local Government’ Roscommon County Council now has the primary responsibility for leading economic, social and community development in the county. A key purpose of local government is also to promote the well-being and quality of life of the public and communities. The county needs to build a reputation as a proactive and progressive county and must do this by taking responsibility for its own economic and community development.

There is evidence that the country is beginning to show signs of recovery and the need to promote enterprise and innovation locally is greater than ever in order to position Roscommon so that it can benefit from any upturn in the economy. A primary objective of Roscommon County Council is to provide the conditions that enable an innovative local economy that supports business, jobs and entrepreneurship.

The county operates within global, national and regional frameworks. Increasingly, the trends and issues at these levels are as important for the economy of Roscommon as local issues. These high level goals are being developed against the backdrop of the ‘Regional Planning Guidelines for the West Region 2010-2022’, incorporating counties Roscommon, Mayo and Galway, which states that “By 2022 the West Region will be an innovative and highly competitive region with sustainable settlements located in an outstanding environment with excellent opportunities and quality of life for its citizens”. Within that context, the strategic vision, set out in the ‘Roscommon County Development Plan (CDP) 2014 – 2020’, states that “Roscommon County Council will adopt a positive and sustainable approach to balanced development thereby enhancing the lives of people who live in, work and visit the county, whilst protecting the natural and built environment”. Other regional, national and EU policy documents that must be considered are set out in the bibliography at Appendix I. A list of the elected members of Roscommon County Council is included in Appendix I.
Local Economic and Community Plan

The Local Government Reform Act 2014 provides a stronger and clearer role for local government in economic and community development by placing local government as the “...main vehicle of governance and public service at local level, leading economic, social and community development”. The Act also provides for the development of a Local Economic and Community Plan (LECP) to cover a six-year period by each Local Authority. Roscommon County Council is currently in the process of developing a LECP which must identify goals, objectives and actions that will promote and support the economic development and local and community development of County Roscommon. The Council is co-ordinating the development of the LECP in partnership with an extensive number of other economic and community development stakeholders. The LECP will be the framework for the economic and community development of our County and will also be the primary mechanism, at local level, to bring forward relevant actions arising under the various relevant regional and national plans and strategies such as the Action Plan for Jobs and the Commission for the Economic Development of Rural Areas (CEDRA report).

LCDC and SPC roles

In 2014 a Local Community Development Committee (LCDC) was established under the auspices of Roscommon County Council. The role of the LCDC is to develop, co-ordinate and implement a coherent and integrated approach to local and community development. It will be independent in the performance of its functions which includes the preparation of the community element of the LECP.

The economic element of the LECP will guide and support the economic development role of the local authority within the wider regional context and will be prepared by the Strategic Policy Committee for Economic Development and Enterprise.

The two elements - economic and community - will be integrated into the LECP, which will then be adopted by the Local Authority. A list of the members of Roscommon Local Community Development Committee and the Strategic Policy Committee for Economic Development and Enterprise is included in Appendix I.
The timeframe for the development of the LECP for County Roscommon is as follows:

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish &amp; analyse socio-economic evidence base incl. public consultations</td>
<td>January 2015</td>
</tr>
<tr>
<td>Develop Draft Socio Economic Statement</td>
<td>February 2015</td>
</tr>
<tr>
<td>Public Consultation re: Socio Economic Statement</td>
<td>March/April 2015</td>
</tr>
<tr>
<td>Revise SE Statement &amp; refer to Municipal Districts &amp; Regional Assembly for input</td>
<td>May 2015</td>
</tr>
<tr>
<td>SPC and LCDC to prepare economic and community elements of plan</td>
<td>May – July 2015</td>
</tr>
<tr>
<td>Refer Draft to Municipal Districts &amp; Regional Assembly for feedback</td>
<td>July 2015</td>
</tr>
<tr>
<td>SPC and LCDC to adopt final draft of LECP</td>
<td>August 2015</td>
</tr>
<tr>
<td>Roscommon County Council to adopt final LECP</td>
<td>September 2015</td>
</tr>
</tbody>
</table>
Evidence Base to Date

- A Community Profile was completed in November 2014 in order to provide a comprehensive view of the community and the services available to it using data from the 2011 Census of Population, the HP Pobal Deprivation Index and agency/organisation information. A SWOT analysis (analysis of Strengths, Weaknesses, Opportunities and Threats) was carried based on the available data. [www.roscommoncoco.ie](http://www.roscommoncoco.ie)
- An Innovation Strategy for Co. Roscommon was compiled in 2014/2015 by Roscommon County Council in collaboration with WestBIC, key stakeholders and agencies. As part of that process a Socio Economic Profile was completed and consultations were carried out with relevant businesses, agencies and stakeholder bodies locally, regionally and nationally. A SWOT analysis (analysis of Strengths, Weaknesses, Opportunities and Threats) was also prepared based on the available data. [www.roscommoncoco.ie](http://www.roscommoncoco.ie)
- Public consultations were carried out at various locations throughout Co. Roscommon during February 2015 to identify initial issues and priorities for the County.
- Adverts were placed in local newspapers and on relevant websites seeking submissions relevant to the development of the LECP from interested parties.
- A review of existing EU, national, regional and local publications and policy documents and other resources was also carried out to ensure that national goals and objectives will be reflected in the LECP. (Appendix II)
- Relevant information from agencies and organisations active in Co. Roscommon was shared to ensure complementarity of priorities where possible.

Socio-Economic Analysis Highlights

Some of the key findings that emerged from the analysis that was carried out included:

- Co. Roscommon is centrally located in the West Region of Ireland and is the 9th largest county in Ireland covering an area of 2,547km².
- Co. Roscommon has a total population of 64,065. The population has grown steadily in recent years and increased by 25% between 1996 and 2011, largely as a result of net inward migration.
- Roscommon has the third lowest population density in Ireland, revealing the relatively rural nature of the county and its landscape. 16,662 persons, which is 26% of the county’s population, live in aggregate town areas, whereas 47,403 live in rural areas.
- Given the county’s central location and its border with 7 counties, Co. Roscommon has access to a wide hinterland with a population of 300,000 within a 60km radius.
- Roscommon town is the largest urban area, with a population of 5,693, whilst Monksland (Athlone Environs), with a population of 3,826, is the fastest growing area with a 53.7% increase in population between 2006 and 2011.
- County Roscommon has the fourth oldest average age in the country and has a youth dependency rate of 33.1% which is slightly above the national average. The old dependency rate was 22.9% which is close to the highest in the country.
- Almost 15% of our population (9,396) is over 65 years of age. This is 3% higher than the national figure. People from Co. Roscommon tend to live longer than any other county.
• Non-Irish nationals comprise 10.8% of our county’s population – the national average is 12%.

• We have a high rate of third level participation however our rate of graduate employment/retention is very low. We have a wide range of skills in the areas of agri/veterinary, engineering and manufacturing whilst we experience gaps in skills such as ICT, science, technical skills and languages.

• We have a relatively high dependence on employment in retail, traditional manufacturing and public services/health sector whilst farming and agriculture remain relatively important to the local economy.

• One third of our workforce travel outside the county to their workplace.

• We have relatively low levels of entrepreneurship compared to other regions.

• There is a high vacancy rate among commercial properties in the county.

• We have emerging clusters of new knowledge-based industry, including pharma and med-tech companies.

• We have a good supply of natural resources including agri-lands, scenic areas, rivers and lakes with development potential. Extensive and high quality open spaces, parks, walks and other outdoor activities which contribute positively to good quality of life. Co. Roscommon has a strong history and cultural heritage.

• There is a strong, well established community forum/Public Participation Network in the county. There is no Volunteer Centre in the county but there are high levels of volunteering.

• There are 2,950 households without a car. The county is served by a limited public transport service which can be poorly integrated. The low population density reduces economies of scale in the provision of community services and transport.

• There are High Deprivation Index scores in parts of Ballaghaderreen and Boyle, and small areas in North and West Roscommon.

• Co. Roscommon has 6,257 one person households – 2,630 are persons 65 years and over (28% older people live alone). There are 2,629 Lone Parents living in the county.

• 34% of households in Co. Roscommon have no internet access. 7,468 households in the county do not have a PC.

• 13.7% of the population (8,759 persons) have a disability. 25% of those aged 65yrs+ have a disability and 53% of those aged 75yrs+ have a disability. 3,033 individuals living in Co. Roscommon have identified themselves as carers.

The above findings have significant implications for the development of policy in a wide number of areas and specifically in the development of economic and community policy. They inform the high level goals for the development of the county and provoke us to consider issues that are relevant now and into the future. Many of these issues are cross-cutting and require collaboration between a number of agencies and groups. A SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis was carried out in 2014 based on the socio-economic and demographic data. This SWOT, presented overleaf, summarises some of the key challenges and opportunities for County Roscommon in the coming years.
## ROSCOMMON ECONOMY AND COMMUNITY – SWOT ANALYSIS

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relatively central location of the county</td>
<td>Out-migration of younger working age groups</td>
<td>Promote central location of county for enterprise and trade and provide the infrastructure and services to attract new enterprise</td>
<td>Over reliance on traditional sectors with limited growth potential affects economic sustainability</td>
</tr>
<tr>
<td>Significant population within 60km radius</td>
<td>Very low levels of graduate employment and retention</td>
<td>Invest in specialist infrastructure and resources to foster and facilitate growth in knowledge sectors (e.g. ICT, Medtech, Value-value Food, Green business etc)</td>
<td>Lack of local identity with technology-based/growth sectors limits potential</td>
</tr>
<tr>
<td>High levels of third level participation amongst students</td>
<td>Skills gaps in ICT, science, technical skills and languages</td>
<td>Support traditional sectors through focused resources to foster growth, including collaborative approaches</td>
<td>Faster growing neighbouring regions resulting in dis-improving local economy in relative terms</td>
</tr>
<tr>
<td>Skills availability in agri/veterinary, engineering and manufacturing</td>
<td>Low levels of entrepreneurship with high dependency on public sector for employment</td>
<td>Natural resources and strong cultural heritage have potential for development for agri, tourism and recreational/quality-of-life purposes</td>
<td>National focus on other regions from spatial planning, regional development and tourism perspectives</td>
</tr>
<tr>
<td>Emerging pockets of modern knowledge industry, including some recent announcements</td>
<td>Enterprise sector dominated by micro-enterprises, serving mostly local/regional markets</td>
<td>Address current/future skills gaps through focused educational and training measures</td>
<td>Brain drain resulting in lack of innovation capacity and sustainability of enterprise with growth potential</td>
</tr>
<tr>
<td>High speed fibre broadband available in Roscommon town and Moineenlad</td>
<td>High dependency on traditional sectors, with recent job losses in some of these</td>
<td>Some existing vacant commercial buildings may have potential to convert to community-based incubation space</td>
<td>Insufficient finance/credit to provide the necessary infrastructure, promote the county and to kick start new ventures.</td>
</tr>
<tr>
<td>Large diaspora due to out-migration, which may be built upon</td>
<td>No specialist enterprise and innovation infrastructure in the county</td>
<td>Opportunities in agri-food sector based on existing skills/knowledge</td>
<td>Slackness at international level and global economic issues can impact local economy</td>
</tr>
<tr>
<td>Strong farming/agri expertise, which is still relatively important to local economy</td>
<td>Lack of significant growth industry with limited new employment opportunities in growth sectors</td>
<td>Leverage support from nearby third level institutes/research centres to add value to local enterprise, including research, innovation, training and graduate placement</td>
<td>Negative publicity at national level (e.g. water quality issues, ghost estates etc.) can adversely affect public perception of county</td>
</tr>
<tr>
<td>Longest coastline along the River Shannon with development potential</td>
<td>Not in established tourism region, resulting in underdeveloped tourism potential</td>
<td>Capitalise on clean, green rural image of the county, in which people officially live longer, to support related sectors, e.g. food, tourism, eco and craft, including collaborative approaches</td>
<td>Weak broadband infrastructure may threaten capacity into the future</td>
</tr>
<tr>
<td>Good integration amongst local stakeholders with possibilities for collaborative on initiatives</td>
<td>One third of workforce travel outside the county to their workplace resulting in lost economic activity locally</td>
<td>Partner with other neighbouring counties/regions to leverage resources and achieve economies of scale</td>
<td>Access to adequate and cost effective energy may be a long term concern locally</td>
</tr>
<tr>
<td>Good choice of competitively priced housing stock compared to other regions</td>
<td>High vacancy rate amongst commercial properties</td>
<td>Partner with international regions to leverage new funding/development opportunities</td>
<td>Current uncertainty regarding new administrative structures may inhibit the enterprise dynamic and slow down progress</td>
</tr>
<tr>
<td>Easy access to main cities of Dublin and Galway via extended motorway network.</td>
<td>Resource and capacity issues amongst local stakeholders may hinder the enterprise dynamic</td>
<td>Position county as a strategic central hub to capture spillover potential from more industrialised areas such as Galway, Sligo, Castlebar, Athlone</td>
<td>Monopolised routes to market, especially in food sector, can threaten market access and prices</td>
</tr>
<tr>
<td>Free parking in towns adds to retail potential</td>
<td>Lack of coastline hinders tourism potential</td>
<td>Develop modern web presence for all enterprise with growth potential</td>
<td>Any threat to Ireland West airport will impact on local air connectivity</td>
</tr>
<tr>
<td>Good open spaces, parks, walks and other outdoor activities lends itself to good quality of life</td>
<td>Proximity to Galway city which has better infrastructure may inhibit local growth</td>
<td>Actively promote the county as an attractive place to live, work and locate business</td>
<td>Proposed transfer of water from the river Shannon to Dublin may have negative impact locally, if not managed correctly,</td>
</tr>
<tr>
<td>Good land based resources, including agri/rural lands, rivers, lakes and scenic areas</td>
<td>Lack of access to Natural Gas pipeline for most of the county may negatively impact on energy prices for related businesses</td>
<td>Capitalise on tourism potential including proposal for Shannon Corridor flagship project in collaboration with other counties</td>
<td></td>
</tr>
<tr>
<td>Strong cultural heritage which may provide opportunities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengths</td>
<td>Weaknesses</td>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>----------</td>
<td>------------</td>
<td>---------------</td>
<td>---------</td>
</tr>
<tr>
<td>High levels of Volunteerism and Caring activities</td>
<td>Poor demographic vitality, particularly in north and west of county with high older age dependency rate</td>
<td>Develop local supply chains in food sector and small abattoir facilities that may counteract monopolised routes to market</td>
<td>Global warming and climate change issues may impact on local economy</td>
</tr>
<tr>
<td>Strong GAA, sports, Tidy Towns, Community Games, active age activity and infrastructure makes for strong community fabric</td>
<td>Low population density reduces economy of scale in provision of community services and transport</td>
<td>Develop economic potential in green energy sector, including biomass</td>
<td>Future motorway proposals may divert traffic from the county and out of main towns, which may impact on the local economy.</td>
</tr>
<tr>
<td>Strong partnership approaches to development between communities, agencies and statutory bodies</td>
<td>Problems of isolation and loneliness make mental health issues more prevalent</td>
<td>Put in place an Innovation fund and a tourism promotion fund</td>
<td>Need to safeguard community input in the local development process under emerging structures</td>
</tr>
<tr>
<td>Strong, independent Community Information Service</td>
<td>Low presence of regional and national agencies and NGOs in the community sector often reduces county to an add-on within the region</td>
<td>Support enterprise with growth potential to access existing sources of credit and investment finance</td>
<td>Reduced funding for social inclusion activities and constriction of target groups in new SICAP reduces services to groups such as Older People, Carers, LGBT, smallholders.</td>
</tr>
<tr>
<td>CE, CSP, TUS and RSS strong assets for local communities</td>
<td>High Deprivation Index scores in parts of Ballaghaderreen and Boyle</td>
<td>Leverage the support from the large Roscommon diaspora, as well as large enterprise to promote the county.</td>
<td>The continued isolation and lack of social opportunities for many rural dwellers is a deep threat to personal development and community well-being.</td>
</tr>
<tr>
<td>Strong community participation and ownership of local development process, LEADER and social inclusion activities</td>
<td>Unfinished estates is stifling community cohesion in places</td>
<td>Actively develop and promote fibre broadband connectivity</td>
<td>Brain drain reduces number of younger adults available for community-building and voluntary activity</td>
</tr>
<tr>
<td>Development of Positive Ageing Strategy for County Roscommon</td>
<td>Access to housing is negatively impacting social and community cohesion</td>
<td>New municipal districts have potential to give new focus for local community development resources</td>
<td>Distance from medical centres of excellence and inadequate transport connections for those relying on public transport</td>
</tr>
<tr>
<td>Development of Roscommon Social Car Scheme</td>
<td>Lack of Volunteer Centre</td>
<td>Availability of community development programmes, especially LEADER, and social inclusion programmes offers opportunity to build social fabric and increase self-reliance.</td>
<td>Weak Broadband provision restricts community growth as it becomes a core requirement for homes, and community facilities as well as retail and business sectors.</td>
</tr>
<tr>
<td></td>
<td>Low resource areas across County in terms of youth activities</td>
<td>Emergence of Men’s Sheds/ Rural Men’s Groups and supports from local organisations can help address problems of rural isolation and underemployment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Limited Public Transport Service, poorly integrated</td>
<td>The social enterprise sector in Roscommon is vibrant and varied but additional networking, training shared resources and shared learning within the sector can lead to greater impacts and outcomes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low levels of participation in education, training and community activity by some socially excluded groups, coupled with areas of high primary only education</td>
<td>Establishment of Older People Network and the development of the Positive Ageing Strategy for Roscommon can help shape Roscommon as a Positive Ageing County</td>
<td></td>
</tr>
</tbody>
</table>
Socio-Economic Statement

The information and evidence identified through the research has been brought together in a high level format to comprise this Socio-Economic Statement, which has been prepared by the Advisory Steering Group on behalf of the LCDC and the SPC. The Socio-Economic Statement sets out the high level goals and targets for the LECP based on the research and analysis carried out to date. This document sets out the broad outcomes to be achieved by the LECP within the overarching purpose of promoting well-being and quality of life in County Roscommon. The high level goals will be expanded further in the LECP, however we now invite submissions on the Socio-Economic Statement before these goals are elaborated further through the identification of objectives and actions.

Vision for County Roscommon

To ensure, through collaboration and the provision of strong leadership in partnership with the community, that County Roscommon is an attractive, inclusive, prosperous and vibrant place to live, invest, work, visit and do business.
High Level Goals for County Roscommon

Develop a Roscommon brand image and promote the county as a location of choice to live, invest, visit or do business

- Clearly identify, promote, market and communicate assets and uniqueness of County Roscommon
- Promote Roscommon as a proactive, progressive county with a self help ‘can do’ attitude
- Develop actions and programmes to improve the quality of life and wellbeing including health, education, recreation, sport, civic engagement and governance
- Promote Roscommon internationally through collaboration with appropriate agencies and the extensive Roscommon Diaspora

Provide, maintain and enhance strategic infrastructure that supports economic and community development

- Provide high quality broadband and energy infrastructure throughout the county.
- Develop a sustainable transport network.
- Provide high quality public water and waste water service.
- Develop a sustainable energy future for County Roscommon.
- Support the development of appropriate social infrastructure, including health and education, throughout the county.
- Support, promote and develop enterprise and innovation infrastructure.
• Provide, maintain and support community infrastructure.

Increase economic activity, job creation and employment opportunities throughout County Roscommon

• Develop, encourage and create an environment for innovation, enterprise and entrepreneurship including community/social enterprise.
• Empower leaders in the public and private sectors to be proactive, innovative and collaborative.
• Provide development support for micro-enterprises and SMEs with growth potential.
• Work collaboratively to encourage foreign direct investment into Co. Roscommon.
• Promote collaborative development of incubation units to foster new enterprises with growth potential.
• Develop linkages with third level knowledge providers and research centres and provide a programme of targeted supports which support our graduates to both establish businesses and find employment in the County and address graduate retention issues.
• Provide relevant and focused education and training opportunities to meet the needs of businesses, employers and the unemployed.
• Develop, and provide enhanced access to, co-ordinated programmes of education, training, upskilling and reskilling opportunities by those living in County Roscommon to further grow the availability of a skilled labour force with a specific focus on market opportunities.

Support our priority industry sectors to compete locally, regionally, nationally and internationally

• Identify and develop potential growth sectors.
• Promote and support knowledge/technology enterprise.
• Develop and support tourism initiatives and key tourism assets including the Shannon Corridor and support the development of strategic branding and marketing campaigns for the County.
• Support rural business sectors including agri-food, creative and green businesses.
• Ensure that we capitalise and maximise the impact of both national and global positive growth trend forecasts relating to the growth and expansion of the agricultural and forestry sectors in our County.
• Developing linkages across related tourism, craft and food sectors, including collaborative promotional opportunities in partnership with these sectors.

Build and support vibrant local communities and a strong sense of place

• Work in partnership with communities and community leaders/activists to identify specific needs and develop research based action plans.
• Support key towns to accentuate their strengths and exploit opportunities and work with our network of villages to ensure vibrant and cohesive development throughout the county.
• Encourage, support and develop communities and their leaders through support for active citizenship, building capacity at grassroots level, providing training and resources for individuals and groups in a partnership approach between state agencies, local development organisations and communities.
• Support the development of the Public Participation Network.
• Promote and support healthy communities and develop Roscommon as an age friendly county.
• Promote, support and resource volunteerism within the County.

Promote social inclusion by reducing poverty and alleviating disadvantage, ensuring that all individuals living in County Roscommon feel included, valued and respected
• Support a positive approach to health and wellbeing for everyone living, working and visiting County Roscommon.
• Promote equality for all across all engagement, encouraging active participation by those most disadvantaged.
• Develop a model of integrated transport to meet the needs of all those living, working and visiting Roscommon.
• Provide targeted supports for disadvantaged areas within County Roscommon.
• Provide and promote educational opportunities for those who are underemployed, unemployed and those wishing to upskill and/or retrain.

Protect, enhance and maximise the value of Roscommon’s natural, cultural and heritage resources
• Continue to create and promote an increased knowledge, awareness and appreciation of the natural, built and cultural heritage of County Roscommon and to conserve it for future generations.
• Ensure the arts, the creative sector and the libraries play a major role in supporting the heritage, cultural and community development of the county.
• Promote and ensure environmental protection and enhancement of the natural and built environment including the River Shannon and its waterways.
• Encourage and facilitate the reduction of the carbon footprint in County Roscommon through the promotion of smarter travel, energy awareness and efficiency measures.
• Promote awareness of biodiversity and take measures to protect Roscommon’s biodiversity
• Ensure that all development is undertaken in a sustainable manner which appropriately protects the unique and diverse elements of the natural and built environment.
### Appendix I – Membership

#### 1.1 Members of Roscommon County Council

**Athlone Municipal District**

- Ivan Connaughton (FF)
- Laurence Fallon (NP)
- John Keogh (FF)
- Paddy Kilduff (FF)
- John Naughten (FG)
- Tony Ward (NP)

**Boyle Municipal District**

- Valerie Byrne (NP)
- John Cummins (FF)
- Rachel Doherty (FF)
- Maura Hopkins (FG)
- Michael P. Mulligan (SF)
- Eugene Murphy (FF)

**Roscommon Municipal District**

- Domnick Connolly (NP)
- Michael Creaton (FG)
- Nigel Dineen (NP)
- Paschal Fitzmaurice (FF)
- Orla Leyden (FF)
- Kathleen Shanagher (NP)

Key: FF – Fianna Fáil; FG – Fine Gael; NP – Non-party; SF – Sinn Féin.
### 1.2 Members of County Roscommon Local Community and Development Committee

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Agency / Nominating Body</th>
<th>Name of Nominee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government</td>
<td>Roscommon County Council Members</td>
<td>Cllr Orla Leyden</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cllr Laurence Fallon</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cllr Eugene Murphy</td>
</tr>
<tr>
<td>Local Authority Officials</td>
<td>Roscommon County Council Executive</td>
<td>Tommy Ryan CE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Louise Ward, Head of LEO</td>
</tr>
<tr>
<td>State Agency</td>
<td>Galway &amp; Roscommon Education &amp; Training Board</td>
<td>David Leahy, CEO</td>
</tr>
<tr>
<td>State Agency</td>
<td>Department of Social Protection</td>
<td>Des Henry, Principal Officer</td>
</tr>
<tr>
<td>State Agency</td>
<td>Teagasc</td>
<td>Michael Clogher</td>
</tr>
<tr>
<td>Local &amp; Community Development</td>
<td>Roscommon Leader Partnership Company</td>
<td>Martina Earley, CEO</td>
</tr>
<tr>
<td>Social Inclusion</td>
<td>PPN</td>
<td>Nora Fahy</td>
</tr>
<tr>
<td></td>
<td>PPN</td>
<td>Michael Frain</td>
</tr>
<tr>
<td>Community &amp; Voluntary</td>
<td>PPN</td>
<td>Maurice Gannon</td>
</tr>
<tr>
<td></td>
<td>PPN</td>
<td>Mike Carty</td>
</tr>
<tr>
<td>Environmental Pillar</td>
<td>PPN</td>
<td>Alan Moran</td>
</tr>
<tr>
<td>Farming</td>
<td>Irish Farmers Association (IFA)</td>
<td>Donal Green</td>
</tr>
<tr>
<td>Business</td>
<td>Chambers Ireland</td>
<td>Benny O’Connell</td>
</tr>
<tr>
<td>Trade Union</td>
<td>Irish Congress of Trade Unions</td>
<td>John Tansey</td>
</tr>
</tbody>
</table>
### 1.3 Members of the Strategic Policy Committee for Economic Development and Enterprise

<table>
<thead>
<tr>
<th>Name</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr Tony Ward (Chair)</td>
<td>Roscommon County Council</td>
</tr>
<tr>
<td>Cllr Valerie Byrne</td>
<td></td>
</tr>
<tr>
<td>Cllr Michael Creaton</td>
<td></td>
</tr>
<tr>
<td>Cllr Laurence Fallon</td>
<td></td>
</tr>
<tr>
<td>Cllr Maura Hopkins</td>
<td></td>
</tr>
<tr>
<td>Cllr John Keogh</td>
<td></td>
</tr>
<tr>
<td>Cllr Paddy Kilduff</td>
<td></td>
</tr>
<tr>
<td>Cllr Orla Leyden</td>
<td></td>
</tr>
<tr>
<td>Cllr Kathleen Shanagher</td>
<td></td>
</tr>
<tr>
<td>Brendan Allen</td>
<td>Business/Commercial</td>
</tr>
<tr>
<td>Rebecca Dobson</td>
<td>Environmental/Conservation</td>
</tr>
<tr>
<td>Jimmy Murray</td>
<td>Agriculture/Farming</td>
</tr>
<tr>
<td>Breege Callaghan</td>
<td>Community/Voluntary</td>
</tr>
<tr>
<td>Mark McGovern</td>
<td>Development/Construction</td>
</tr>
</tbody>
</table>
Appendix II - Bibliography

*Action Programme for Effective Local Government* (2012), Department of the Environment, Community & Local Government
*Better Outcomes, Brighter Futures - The National Policy Framework for Children and Young People 2014-2020*
*BMW Annual Report* (2013), Border, Midland and Western Regional Assembly
*Building Ireland’s Smart Economy* (2008), Department of the Taoiseach
*Construction 2020 – A strategy for a Renewal Construction Sector*, (2014), Department of the Taoiseach
*Creative Clusters* (2013), Indecon Consultants
*Delivering a Connected Society – A National Broadband Plan for Ireland* (2012), Department of Communications Energy and Natural Resources
*County Roscommon Heritage Plan 2012-2016*
*Employment and Skills Strategy in Ireland*, (2011), OECD
*Employment Trends in the Western Region*, Presentation at Roscommon Education and Training Fair (Jan 2012), Western Development Commission
*Energy Crop Opportunities in the Western Region*, (2011), Western Development Commission.
*Entrepreneurship in Ireland*, (January 2014), Published by the Entrepreneurship Forum c/o Department of Jobs, Enterprise and Innovation
*EU Framework Budget for Research and Innovation - Horizon 2020*, (2013), European Commission
*Europe 2020*, (2013), European Commission
*Evaluation of Enterprise Supports for Start-ups and Entrepreneurship*, (2012), Forfás
*Food Harvest 2020 Strategy* (2013), Department of Agriculture, Food and the Marine
*Food Incubation Centres*, (2013), Bord Bia
*Forfás National Skills Bulletin*, (2013), Forfás
*Further Education and Training Strategy 2014-2019*
*Global Entrepreneurship Monitor Reports*, (2012), GEM
Guide to Research and Innovation Strategies for Smart Specialisation (RIS3), (2012), European Union
Healthy Ireland – A Framework for Improved Health and Wellbeing 2013–2025
Innovation Union Strategy, (October 2010), European Commission
Ireland’s Draft Rural Development Programme, (2014), Department of Agriculture, Food and the Marine
Ireland’s Competitive Scorecard 2014, (2014), National Competitiveness Council
Lakelands & Inland Waterways Strategic Plan (2010-2015), Waterways Ireland and Fáilte Ireland
Making It Happen – Growing Enterprise for Ireland, (2010), Forfás
National Disability Strategy Implementation Plan 2013 to 2015
National Policy Statement for Entrepreneurship in Ireland, (2014), Department of Jobs, Enterprise & Innovation
National Rural Development Programme, (2007-2013), Department of Environment, Community & Local Government
National Strategy for Traveller/Roma Integration
Our Sustainable Future: A Framework for Sustainable Development for Ireland (2012);
Overview of the Main Infrastructure Issues for Enterprise, (2012), Forfás
Regional Competitiveness Agenda Report for the West Region, (2010), Forfás
Regional Planning Guidelines for the West Region 2010-2022, (2010), West Regional Authority
Report of the Taskforce on Active Citizenship (2007)
Research Prioritisation Exercise, (2012), Forfás
Roscommon County Development Plan (2008 - 2014), Roscommon County Council
Roscommon County Development Plan (2014 - 2020), Roscommon County Council
Roscommon LEO 2014 Plan, (2014), Roscommon Local Enterprise Office
Roscommon Tourism Strategy, (2010-2014), Roscommon County Development Board
Roscommon Training Needs Analysis, (2011), Roscommon Higher Education
Seed and Venture Capital Programme Reports, (2007-2013), Enterprise Ireland
Start-Up Weblinks - A Guide for Entrepreneurs and Early Stage Businesses in the West Region, (2014), Enterprise Ireland
Supporting Enterprise, Local Development and Economic Growth, (2013), County & City Manager’s Association
Supporting Inclusion through Self Employment - Pobal Research Report (2013), Pobal
The National Positive Ageing Strategy 2013
Tourism Development Strategy, (2010), Fáilte Ireland
Western Development Commission Annual Report, (2012), WDC
What Do Graduates Do - The Class of 2012 First Destinations Report, (Dec 2013), Higher Education Authority
Wood Energy Strategy and Action Plan, (2008), Western Development Commission
Working Group Report on Citizen Engagement with Local Government (February 2014) Department of the Environment, Community and Local Government