

Sligo East City, Cranmore and Environs

Regeneration Masterplan 2016

Appendix C: Social and Economic Action Plans



Credits

Many thanks to all who contributed to the making and the delivery of this Regeneration Masterplan

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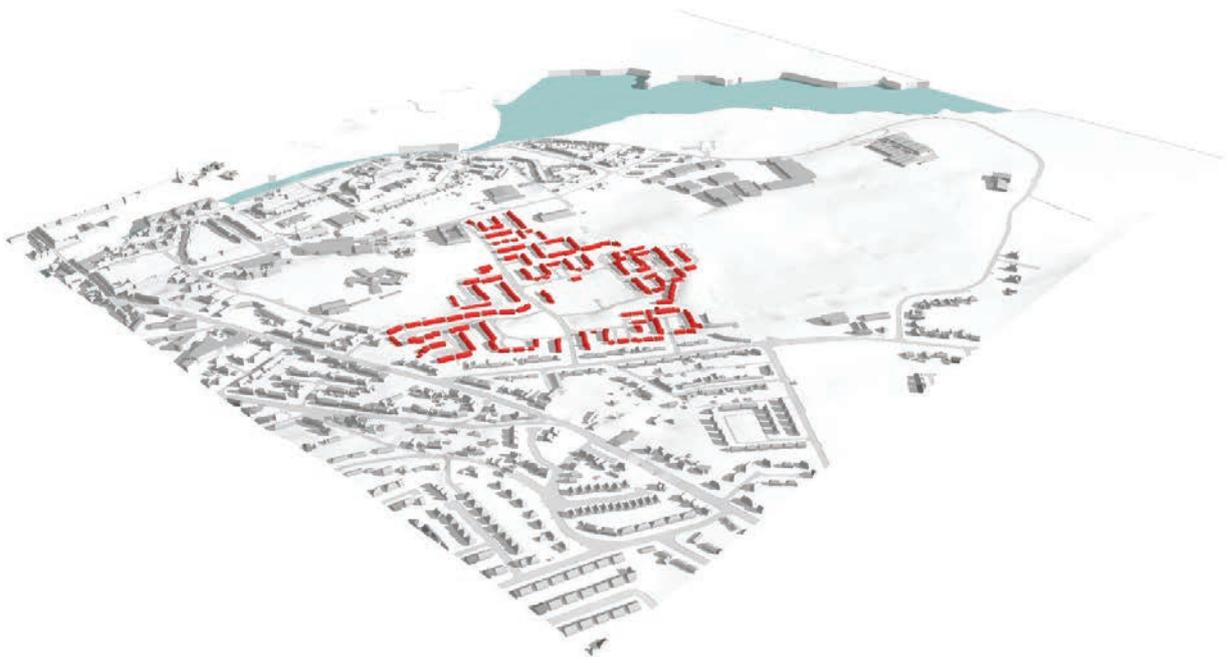
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Foreword

Measures Needed to Realise the Vision for Regeneration

This document needs to be read in conjunction with the main masterplan document.

The masterplan identifies the regeneration vision.

The key elements of the vision for regeneration are developed under three key disciplines:

- social,
- economic
- physical

The social and economic action plans are outlined in this appendix document.

A series of actions have been identified.

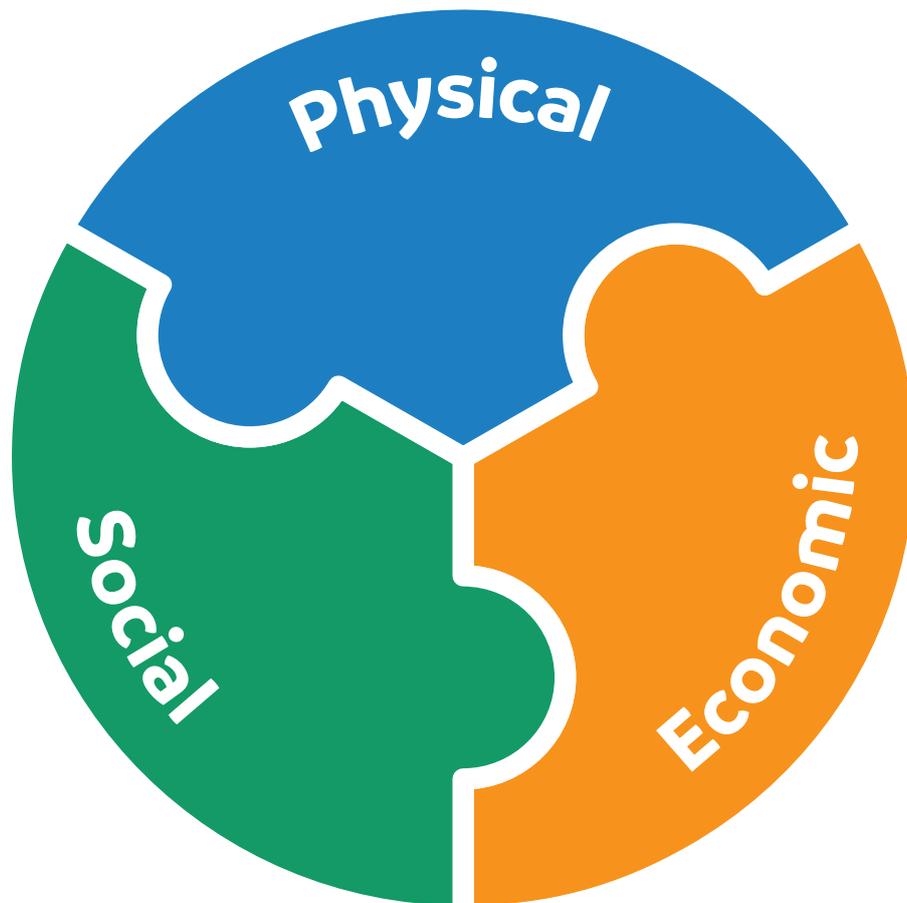
For each action, a timeframe and target/outcome are outlined.

Projects costs and funding sources have been identified, where possible at the time of writing.

For each action Lead and partner agencies are listed.

In chapter 3 of the Masterplan report, the structures for implementing, driving and monitoring progress of the social and economic plans are identified.

It is critical to see the masterplan as a holistic strategy. The social, economic and physical strategies are closely interlinked, and all have a part to play in delivering positive change.



The three elements of the Regeneration Masterplan are interlinked

2 Social Plan

Education and Learning Strategy

'The importance of the role played by education in society is well accepted. Educational qualifications or the lack of them, determine to a large extent the life chances of people. Young people with higher levels of educational qualifications are more likely to access high quality employment and receive higher pay levels leaving school and these advantages persist into adult life. On the other hand, educational disadvantage can have significant impacts on an individual throughout their life, not only in terms of economic uncertainty, but also in terms of wellbeing, health, self-esteem and participation in family and community life.

Educational disadvantage is a significant issue in the regeneration area. Census 2011 data showed that 29.2% of people in the area had low educational levels, considerably higher than national and Sligo wide averages (16.0% and 16.6%).

Education is a key issue for consideration in the regeneration area, both from the perspective of supporting and enabling individuals to reach their full potential and from an economic perspective, supporting individuals to make an economic contribution to society and to move out of poverty.

Interventions need to be strategic and take a life-cycle approach to educational need, beginning at early childhood education through to higher and further education and adult education'.

Page 9, Social Plan Stage 4 report

Levels of educational disadvantage in the regeneration area are documented in the Socio-Economic profile (2013) and summarised in Appendix B



Social Plan Education Workshop 2014



Social Plan Education Workshop 2014



Social Plan Education Project Garden 2007

2 Social Plan

Education and Learning Strategy

The Education and Learning Strategy involves a concerted effort to break the cycle of educational disadvantage.

Breaking the cycle of disadvantage and putting in place remedial initiatives to address current educational disadvantage requires investment, prioritisation and resources. The focus is on early education, maintaining children in school, providing community supports and improving transition rates to third level. There will also be a focus addressing educational disadvantage in adulthood and the overall development of a culture of valuing education and learning throughout the lifecycle.

Objectives:

1. Establish foundations for the Education and Learning Strategy
2. Support learning and socialisation in the very early years
3. Support children in primary school
4. Retain children in school by addressing issues that lead to early school leaving
5. Support parents as primary educators
6. Improve access to higher and further education
7. Develop and implement a series of lifelong learning, adult education and training initiatives
8. Ensure that the physical infrastructure requirements for education and learning are addressed

Education and Learning Strategy Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
<p>Early childhood education In school supports Family learning initiatives, beginning at toddler and pre-school Community based educational supports: preschool, afterschool childcare, homework support, transitioning from primary to post primary to third level Third level supports</p>	<p>Literacy, numeracy and language teaching Continuing or further education up to third level Lifelong training and education Access to preparatory and accredited training programmes</p>	<p>Access to further education and the pursuit of subjects of interest</p>	<p>Community based educational supports such as preschool, afterschool childcare, homework support, transitioning from primary to post primary to third level Third level supports</p>

Education and Learning Strategy Actions

Objective One: Establish Foundations for the Education and Learning Strategy (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Interagency Education Working Group will be supported to establish a regeneration subgroup to play a key role in achieving the Education and Learning Strategy objectives	Existing/ Develop	Strategic focus on the educational needs of the children and young people in the Regeneration Areas Barriers that prevent this group accessing educational opportunities are identified and addressed An inter-agency approach to the identification of resources to support the achievement of the Education and Learning Strategy Outcomes	€600 per annum	Sligo Education Centre – existing resources	Sligo Education Centre with SCC Library Service, TUSLA, MSLETB, DSP, Sligo Leader Partnership Company, HSE,YAPS, Education Welfare Board, National Educational Psychological Service, Sligo Traveller Support Group
The Sligo Regeneration Education and Learning Project will be established and hosted by a relevant organisation	Short /Develop	To work towards achieving the Education and Learning Project Outcomes and to report on progress Education Team employed	€15,000 per annum	Regeneration Project	Sligo Education Centre, MSLETB and the Regeneration Team with the SCC Library Service
Output Indicators					
Regeneration Subgroup of the Interagency Education Working Group established.					
Sligo Regeneration Education and Learning Project established.					
Impact indicators					
Enhanced institutional capacity through collaboration.					
Sustained institutional engagement by key organisations with the Regeneration Area.					
Monitoring					
To be determined by the Working Group					

Education and Learning Strategy Actions

Objective Two: Support Learning and Socialisation in the very early years (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Ensure that there is maximum uptake of the Lifestart Growing Child Programme in the Regeneration Area	Existing/ Develop	All first time parents will be offered the Lifestart Programme. Thematic sessional interventions offered to families with additional needs.	Approximately €600 per family	TUSLA	Sligo Family Support Ltd. With referrals from PHNs, Social Workers and other referral agencies
Programmes using play as a methodology will be focused on the children of the most disadvantaged families	2016 - 2018	Quality child focussed programmes that support learning through play as set out in Aistear National Curriculum framework for Early Year provided in Early Years Setting. SCC Library Service Play Workshops in local library targeting the Regeneration Area	€15,000 per annum	Regeneration Project	Sligo Education Centre, MSLETB and the Regeneration Team with the SCC Library Service
Getting Ready for School, designed to support parents to ensure that their child is ready to begin school, will continue to be delivered in the Regeneration Area targeting parents of pre-school children.	2016 – ongoing	Collaboration of Early Years provision, children supported to have seamless transitions to primary school by parents and school. Promotion of recommended reading lists for children (picture books about children starting school for the first time) and parents/guardians (books on parenting issues) by SCC Library Service.	N/A	Sligo County Childcare Committee – existing resources	Sligo County Childcare Committee, SCC Library Service with CYPSC
The Sligo County Childcare Committee programme to inform parents and schools of the impact of starting school at too early an age will be supported to be delivered in the regeneration	Annual Seminar held in May each year	Improved levels of use of early year's services through ECCE year. Improvement in number of children emotionally and cognitively ready to commence school.	€500	Regeneration programme	Sligo County Childcare Committee
A community-based full day childcare service for families in the Regeneration Area and to cater for the east side of Sligo will be provided	Medium	All options of facilitating a community based childcare service in the Regeneration area examined. Carry out a feasibility study on the various options of childcare services that are possible in the area.	€10,000 – feasibility to be confirmed	TUSLA, POBAL	Regeneration Project with Sligo Childcare Committee, TUSLA, Family Springboard Resource House Project, POBAL, Sligo LIFE Start

Education and Learning Strategy Actions

Objective Two: Support Learning and Socialisation in the very early years (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
<p>Training for staff providing early childhood care and education will be supported by Sligo County Childcare Committee. The quality development programme, Aistear, will be delivered in the early year's settings. Child Protection and Welfare will also be prioritised within the county roll-out</p>	2016 -2018	<ul style="list-style-type: none"> All early years' educators will have completed Aistear in practice programmes 1 and 2 delivered by Sligo County Childcare Committee. All Early Years Practitioners will have completed the National Child Protection and welfare Programme. Early Years Educators will have access to quality mentors through Better Start National Programme. 	€2,500	<p>Sligo County Childcare Committee Staff resource Better Start – Staff resources</p> <p>Participant contribution to Child Protection and Welfare training</p>	Sligo County Childcare Committee with Better Start
<p>Output Indicators</p> <p>Number of programmes and initiatives to support early learning and socialisation.</p> <p>Enhanced childcare provision.</p>					
<p>Impact indicators</p> <p>Number and diversity of children and parents participating.</p> <p>Enhanced early years learning and socialisation for children.</p>					
<p>Monitoring</p> <p>Primary data gathering from key agencies to be determined by the Working Group</p>					

Education and Learning Strategy Actions

Objective Three: Supporting Children in Primary School (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Regeneration Area will be a priority for the Sligo Education Centre in continuing and further developing the Incredible Years programme. In an initial three-year strategy, resources will be sought to train parents from the Regeneration Area as facilitators	Existing/ Develop	Initial three-year strategy developed; Three Incredible Years Parenting Programmes delivered per annum (each programme consists of 12 weeks of workshops delivered to 16 parents and facilitated by two tutors) Six parents from the Regeneration Area as parent targeted and trained as facilitators for the Incredible Years Parenting Courses Number of parents from the Regeneration Area attending training increased	€9,000 (€3,000 per programme) €9,000 to train six facilitators for the three-year strategy €1,000 for course materials	Sligo Education Centre, Sligo Leader and Sligo County Childcare will provide €3,000 Regeneration - €7,000 (€6,000 to support programmes and €1,000 for materials)	Sligo Education Centre in conjunction with Sligo County Childcare Committee and Sligo Leader Partnership Company
The numeracy programme, Mata Sa Rang delivered by Sligo Education Centre will be rolled out in schools servicing the Regeneration Area. The Izac9 Mathematics programme will be delivered by Sligo Education Centre to the schools servicing the Regeneration Area The Maths Eyes programme will be delivered to parents in the Regeneration Area	Short/Develop	Initial three-year strategy developed; Three Incredible Years Parenting Programmes delivered per annum (each programme consists of 12 weeks of workshops delivered to 16 parents and facilitated by two tutors) Six parents from the Regeneration Area as parent targeted and trained as facilitators for the Incredible Years Parenting Courses Number of parents from the Regeneration Area attending training increased	Mata Sa Rang Programme - €350 per school annually) Izac9 Programme €4,000 Maths Eyes Programme €250 annually	Sligo Education Centre will fund Mata Sa Rang and Izac9 programmes and co-fund Maths Eye programme	Sligo Education Centre, MSLETB and the Regeneration Team with the SCC Library Service
Literacy Programmes will be delivered to targeted children in the Regeneration Area SCC Library Service programme, Right To Read' programme will be delivered to children in the Regeneration Area	Short/Develop	Programmes implemented Children who are reluctant readers targeted and literacy skills improved Local authority adopts and implement an action plan around literacy issues and also build a network of key community stakeholders	€1,656 per child annually for Doodle Den €3,000 for Right to Read programme	Sligo Social Services Regeneration programme SCC Library Service Budget	Sligo Social Services, Sligo Education Centre, SCC Library Service, Sligo County Childcare Committee

Education and Learning Strategy Actions

Objective Three: Support Children in Primary School (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Proposals to have St. John's School designated as a DEIS school will be made in the context of it serving the Regeneration Area	Short-/Develop	Application to the Dept of Ed to become a DEIS school, to have met the requirements and to have received approval for same.	Existing resources	Existing resources	Regeneration Office to support bid by St. John's to the Department of Education and Skills for DEIS status, Department of Education, St. Johns Primary School
Output Indicators					
Programmes adequate to need provided.					
Support for St John's School to achieve DEIS status.					
Impact indicators					
Number and diversity of children participating.					
Improved literacy and numeracy.					
Readiness for post-primary school enhanced.					
Enhanced resources available to school.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by schools and local organisations					

Education and Learning Strategy Actions

Objective Four: Retain Children in School by addressing issues that lead to early School leaving (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Programmes to support children and young people at transition from the primary to post primary and from the junior to senior cycles will be developed and implemented on an annual basis	Short/Develop	Smooth transition from primary to post primary school for children from the Regeneration Area enabled Pupils assisted to develop organizational/study skills to engage with the post primary curriculum Pupils assisted to develop the social skills needed to engage with the environment in post primary Pupils assisted with subject/career choices	€200 annually	Existing resources TUSLA Department of Children and Youth Affairs	Sligo Education Centre with School Completion Programme, Home Liaison Programme, TUSLA, DCVA
The Education Working Group will look at ways to improve Homework support to ensure provision to all primary school children in the Regeneration Area that require it. This will include asking agencies to work together.	Short/Develop	Literacy and numeracy skills of students in Junior Cycle improved Teachers trained in strategies which will help improve numeracy and literacy SCC Library Service programme, Right to Read, implemented	To be determined	TUSLA Pobal	Sligo Education Centre and SCC Library Service with Springboard Resource House Project, Avalon Centre, Abbeyquarter Centre
A targeted literacy and numeracy programme will be implemented for pupils in the junior cycle in post-primary school who require extra support	Short/Develop	Literacy and numeracy skills of students in Junior Cycle improved Teachers trained in strategies which will help improve numeracy and literacy SCC Library Service programme, Right to Read, implemented	To be determined	To be determined	Sligo Education Centre, SCC Library Service with Schools Completion Programme
The Education Working Group will engage with NEPS to explore how targeted support could be given to schools in the Regeneration Area	Short/Develop	Children who require support identified early and supports in place	To be determined	NEPS	Education Working Group
An early warning system to identify children at risk of early school leaving and/or without a qualification will be strengthened	Existing	Children at risk of early school leaving are supported Incidence of early school leaving reduced	Existing Resources	School Completion Programme	Education Working Group with School Completion Programme
Training will be provided for teachers on dealing with special needs and behavioural management. Training will be provided for parents on dealing with special needs	Short/Develop	Teachers and other relevant staff developed knowledge and skills required to deal with a wide range of educational, emotional and behavioural special needs Parents enabled to understand and develop the necessary skills for supporting their children with special needs	€3,000 annually	Sligo Education Centre will provide €1,000 annually The Regeneration Project will provide €2,000	Sligo Education Centre, Regeneration Project with local schools

Education and Learning Strategy Actions

Objective Four: Retain Children in School by addressing issues that lead to early School leaving (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Programmes to address the issues of bullying, particularly cyberbullying, will be implemented in all the schools servicing the Regeneration Area.	Medium	Pupils enabled to identify and deal with bullying Pupils enabled to use technology safely and protect themselves online Teachers and parents up-skilled in this area Need for parental responsibility in the area of IT use highlighted	€1,000 bi-annually	Sligo Education Centre will provide the teacher training	Sligo Education Centre, Primary Schools Secondary Schools, PDST (Professional Development Support Service)
Output Indicators					
Support programmes to address triggers for early school leaving					
Increased numbers of NEPs assessments.					
Impact indicators					
Retention to leaving cert improved. Learning difficulties identified and supported.					
Improved literacy and numeracy.					
Bullying levels reduced.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by schools and local organisations					

Education and Learning Strategy Actions

Objective Five: Support Parents as Primary Educators (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
To support and implement a series of integrated literacy family learning programmes on an annual basis.	On-going	Family learning enhanced in the Regeneration Area SCC Library Service programme, Right to Read, implemented	Existing Resources	SOLAS - MSLETB to include in annual plans and target submitted to SOLAS	MSLETB, SCC Library Service
A Family Learning programme that provides pre-literacy and pre-numeracy for parents of children starting school will be provided on an annual basis, co-ordinated by the Sligo Education Centre.	Existing / Develop	To enable parents enabled to support their child's learning SCC Library Service programme, Right to Read, implemented	€1,200 annually	Regeneration Project	Sligo Education Centre, SCC Library Service
Output Indicators					
Family learning programmes implemented.					
Impact indicators					
Enhanced parental capacity to support their children's education.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by local organisations					

Education and Learning Strategy Actions

Objective Six: Improve Access to Higher and Further Education (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Schools servicing the Regeneration Area will be supported to enhance their career guidance services, targeting children from the Regeneration Area.	Short/Develop	Career guidance service enhanced in the Regeneration Area		To be determined	Regeneration Project Team to lead further investigation with the education institutions
IT Sligo and St. Angela's College will prioritise the Regeneration Area for programmes that promote access to third level using an outreach approach.	Short/Develop	IT Sligo Access Office Workshops on accessing higher education in the region to be held in local community and schools in regeneration locality targeting school leaver and mature learners. "Breaking the Mould" support to be ring-fenced for resident of Regeneration Area including: Bonus entry CAO points, two-week transition to third level course, on-going mentoring through first year; (fees to be covered by grant). Transport from the Regeneration Area to IT Sligo for open evenings to allow residents to explore the institute.	Existing budget	IT Sligo Access Office	IT Sligo and St Angela's College, Sligo Access Schools Programme, SCC Library Service
SCC Library Service to promote benefits of third level education			Existing budget	IT Sligo Access Office	
			To be determined	Regeneration Project	
		St. Angela's College Target of 35 to start Access Programme (Access Foundation Programme) in 2015 and again in 2016 .	Internal to St Angela's/NUI Galway	St Angela's/ NUI Galway via Higher Education Authority	
		SCC Library Service Presentations/talks/workshops on the subject of 'Going To College' and the 'Benefits of Third Level Education'	Existing Library Activities Budget	Library Activities Budget	

Education and Learning Strategy Actions

Objective Six: To Improve Access to Higher and Further Education (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Schools servicing the Regeneration Area will be supported by the third level colleges and others to integrate information about the benefits of third level education and on the routes into third level education.	Short/Develop	IT Sligo Transition year taster programme – students invited to attend IT Sligo and participate in lectures. Schools visits to those serving the Regeneration Areas to be prioritized e.g. Mercy College, Summerhill College, Ballinode College. St. Angela's College Over 15 primary and secondary schools continue to be targeted to participate in the Access Schools Programme including from the Regeneration Area	Existing IT Sligo budget	IT Sligo (School Liaison)	IT Sligo and St Angela's College, Sligo Access Schools Programme, SCC Library Service
		SCC Library Service Presentations/talks/workshops on the subject of 'Going To College' and the 'Benefits of Third Level Education'	Existing St. Angela's Angela's budget	St. Angela's SCC Library Service	
The long-term value of Post Leaving Cert courses will be promoted.	Medium	Long-term value of Post Leaving Cert courses promoted.	Existing Resources	SOLAS	MSLETB with PLC courses and schools
Output Indicators					
Career guidance enhanced.					
Increased support from higher and further education bodies for children and young people.					
Long-term value of post higher and further education promoted.					
Impact indicators					
Enhanced provision of guidance.					
Improved transition to higher and further education.					
Monitoring					
Primary data gathering. Data held by schools, higher and further education and local organisations					

Education and Learning Strategy Actions

Objective Seven: Develop and implement a series of lifelong learning, adult education and training initiatives (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A range of lifelong learning initiatives will be implemented in the Regeneration Area.	On-going	Programmes such as 'TAPPED' courses run by Abbeyquarter, Cranmore Co-Op and Springboard Resource House Project, and other courses aimed at meeting training needs continue to be rolled out	Existing Resources – Adult Literacy, Community Education and Back to Education budgets	SOLAS and Regeneration Annual Budget	Sligo Regeneration Education and Learning Project, MSLETB with local groups
A series of integrated literacy programmes, targeted at parents and those that wish improve literacy and numeracy skills will be provided	On-going	Demand for programmes developed and met SCC Library Service programme, Right to Read, Literacy and numeracy improved	Existing ETB Resources – Adult Literacy, Community Education and Back to Education budgets	SOLAS	Sligo Regeneration Education and Learning Project, SCC Library Service and MSLETB
Residents in the Regeneration Area that have left school early and/or with low levels of qualifications will be encouraged to return to education or training.	On-going	Early School Leavers actively supported by services to return to education and training	Existing ETB Resources – Adult Literacy, Community Education and Back to Education budget	SOLAS	Sligo Regeneration Education and Learning Project, Gaisge, Equal Ireland, Sligo LEADER Partnership and MSLETB
	Medium	Gaisge initiative to target 20 early school leavers to provide them with an Essential Skills Certificate Programme to level 6 to include a learning to learn and introduction to community development and humanities module implemented.	€42,000 for Gaisge project	Community Education, DSP initiatives, Sligo LEADER Partnership support Regeneration Budget	Training Centre and VTOS (MSLETB)
Education re-entry programme that focuses on promoting access to higher and further education for Regeneration Area residents that may never have considered this as a possibility will be developed and provided	On-going	Residents supported to access free guidance service and supports in Sligo City to promote re-entry into education	Existing Resources	Existing Resources	Sligo Regeneration Education and Learning Project and MSLETB
In the context of Labour Market Activation (LMA) policies, a series of intervention programmes will be designed to address the barriers to participation.	Short/Develop	More people in work	Existing Resources	Existing Resources	Department of Social Protection
Training programmes that reflect the local labour market demands will be developed.	On-going	Training programmes designed and application submitted to ETB	Existing Resources	SOLAS	Sligo Regeneration Education and Learning Project and MSLETB

Education and Learning Strategy Actions

Objective Seven: To develop and implement a series of lifelong learning, adult education and training initiatives (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
An interagency approach to responding to expressed demands for training will be developed.	Medium	Options assessed for a temporary neighbourhood space and establish a dedicated learning space as part of same. Options assessed for new Neighbourhood Centre as proposed in the Regen Masterplan. Space included in plan for new Centre developed	Costs dependent	Regeneration Project, DOHPCLG, SCC, MSLETB	Regeneration Project with Cranmore Co-op, Abbeyquarter Centre, Sligo Education Centre, SCC Library Service

Output Indicators

Enhanced provision of lifelong learning initiatives

Initiatives to support access to opportunities under labour market activation provided

Number of training programmes reflecting local labour market demands

Responses to training demands developed

Impact indicators

Enhanced education/learning capacity of local people.

Increased links between training and labour market demand.

Increased level of confidence among local people in capacity to support education, learning and training.

Monitoring

Primary data gathering to be determined by the Working Group. Data held by schools, higher and further education and local organisations.

Education and Learning Strategy Actions

Objective Eight: Ensure that the Physical infrastructure requirements for Education and Learning are addressed (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A playground will be provided in the grounds of the Mercy school	Medium	Plans for playground developed Capacity of playground required to be determined, Potential analysis of use carried out Funding options explored	Costs dependent on the type of playground required, capacity and facilities required.	Department of Education and Skills, other sources to be identified	Regeneration Project with Mercy Primary School, Department of Education
A dedicated space for education, play and reading will form part of the proposed neighbourhood centre	Medium	Options assessed for a temporary neighbourhood space and establish a dedicated learning space as part of same Options assessed for new Neighbourhood Centre as proposed in the Regen Masterplan. Space included in plan for new Centre when developed	Costs to be determined	Regeneration Project, DOHPCLG SCC MSLETB	Regeneration Education and Learning Project, Cranmore Co-Op, Abbeyquarter Centre SCC Library Service
Output Indicators					
spaces provided					
Impact Indicators					
Reports of use and success of spaces					
Monitoring					
Reports to Steering Group					

2 Social Plan

Employment and Training Strategy

Background:

Unemployment is a critical issue in the regeneration area, in particular, long term unemployment and youth unemployment. Alongside education and learning, tackling unemployment is a prime concern if a flourishing, resilient, learning community is to be enabled as an outcome from regeneration.

Census 2011 data showed that the unemployment rate in the regeneration area was high at 37.6%. This rate was substantially higher than the national rate at the time (19%) and the rate for County Sligo (18.1%).

Many of those at work in the regeneration area are employed in elementary occupations (16.2% compared with national average of 9.2% Census 2011). A significantly higher proportion of people than the national average did not state their occupation (31% compared to 9%) suggesting that at least a proportion of these people are also in low income, low skills employment.

Significant numbers of people in the regeneration area are experiencing long term and intergenerational unemployment. Interventions need to acknowledge this level of disadvantage. Additional supports will be required to build the capacity of people to engage with opportunities that are available. Particular attention will need to be given to groups in the regeneration area that are most distant from the labour market, and specific interventions are required to address their particular needs.

There are challenges to ensure labour market activation can be effective in a context of disadvantage. There is a need to develop skills in relevant fields and, in particular, to ensure that skills development opportunities are both accessible and linked to real opportunities in the local labour market.

Important initiatives in the Regeneration area

Sligo Community Training Centre (CTC) provides important training opportunities that young people (under 23 years) in the regeneration area have been able to access. Community Employment, Job Initiative and Back to Work Allowance have been the key economic interventions in recent years in the regeneration area. As part of the work of the Regeneration Project, in partnership with the Cranmore Co-Op, an enterprise and training group was established with young men in the area, in response to demands made by the young men themselves. This evolved into the TAPPED* programme. A number of community training initiatives have also been supported in the area such as home repair and maintenance, computer training, childcare and horticulture.

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*Technical and personal pre-employment development.

2 Social Plan

Employment and Training Strategy

The interwoven strands to the Employment and Training Strategy are that there are community benefits from economic opportunities from physical regeneration, labour market activation, and personal development and skills training.

These strands underpin new routes to economic participation and employment for the diversity of local people. Supports are required to build the capacity of local people to engage with opportunities that are available. It is intended to build on steps already taken in the area as part of the regeneration process. This is a long-term strategy and will require sustained and intensive activity by all agencies involved.

Objectives

1. Establish foundations for the Employment and Training Strategy
2. Explore potential for employment opportunities for people through the physical regeneration projects
3. Develop and secure routes to employment for local people - activation
4. Develop and secure routes to employment for local people - training



Social Plan employment and Training workshop 2014



Employment and Training Strategy Working Across The Life Cycle

Children, teenagers and young adults

To live in households without poverty

Men and women in employment or working in the home

Entry to employment services and personalised progression plan
 Seek and secure adequate employment
 Develop in-work skills and experience
 Follow a chosen or redirected career path

Older people

To live in households without poverty

Community

To live in households without poverty

Employment and Training Strategy Actions

Objective One: Establish foundations for the Employment and Training Strategy (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
An Employment Taskforce will be convened in the Regeneration Area involving public sector agencies and community and voluntary organisations.	Short/Develop	An impetus given to the implementation of the employment and training strategy. Coherence and integration of action across agencies and sectors. SCC Library Service to pilot 'Libraries Support Employment' initiative. The concept involves providing access through the library service to reading material regarding employment and careers, access to PCs and the internet, workshops and presentations on finding employment, CV and interview preparation, study and research facilities	Existing resources	Existing resources	Regeneration Project to convene initially, SCC Library Service, Sligo LEADER Partnership
A profile of the education levels, skills held, employment experience, employment status and voluntary work experience of people of working age will be carried out	Medium	Profile necessary to shape implementation of this strategy to be agreed with Employment Task Force	Existing resources	Existing resources	Employment Task Force
An employment task force will promote and support steps to promote the image of the Regeneration Area to employers, inform them of the regeneration process and its impact, promote the employment of people from the area, and break down any stigma associated with the area.	Medium	Ongoing work by the members of the task force to use their communication channels with employers to profile the work being done.	Existing resources	Existing resources	Employment Task Force
Output Indicators					
Employment taskforce established.					
Skills survey carried out.					
Impact indicators					
Enhanced institutional capacity through collaboration.					
Sustained institutional engagement by key organisations.					
Monitoring					
Data gathering on progress of Social Plan. Research, survey work, and evaluation.					

Employment and Training Strategy Actions

Objective Two: Explore potential for employment opportunities for people through the physical regeneration projects (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A targeted programme of skills development will be explored for local people in advance of and during the physical regeneration work	Existing/ Develop	MSLETB will continue to support and, with DSP assistance, encourage, local people to take up appropriate training opportunities.	Existing resources	Existing resources	MSLETB DSP

Output Indicators

Number of regeneration contracts with social clauses.

Number and diversity of participants on specific skills courses run.

Impact indicators

Number and diversity of residents employed on regeneration projects.

Monitoring

Data gathering on progress of Social Plan.

Employment and Training Strategy Actions

Objective Three: Develop and secure routes to employment for local people – Activation (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Tailored approaches to activation will reflect and respond to the complex situation, experience and needs of local people in an area of high levels of disadvantage	Medium	More people in work	Existing resources	Existing resources	DSP
Specific interventions will be developed and targeted on groups facing particular barriers in accessing the labour market.	Medium	Interventions developed More people in work	Existing resources	Existing resources	DSP with MSLETB and with local agencies and community organisations
The Department of Social Protection will engage with key workers in the Regeneration Area in relation to the provision of activation services for those of working age.	Short/Develop	Key workers upskilled More people in work	Existing resources	Existing resources	DSP with Local Groups
Intreo will, as necessary, continue to develop initiatives in partnership with other agencies and local community organisations to maximise outcomes from activation and to pilot new approaches to activation for particular groups within the Regeneration Area	Existing/Develop	More people in work	Existing resources	Existing resources	DSP, Regeneration Project, SCC Library Service with local agencies and community organisations

Output Indicators

Targeted interventions made to benefit specific groups.

Impact Indicators

Number and diversity of local people progressing to employment or further education and training.

Monitoring

Data gathering on progress of Social Plan

Unemployment and Training Strategy Actions

Objective Four: Develop and secure routes to employment for local people – Training (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A wide-ranging programme of accredited training opportunities to enhance the employability of people in the Regeneration Area will be devised and delivered by the MSLETB over the period of the regeneration process.	Medium	Programmes identified. Inclusion of programmes in the MSLETB annual plans and targets submitted to SOLAS	Existing resources	SOLAS	MSLETB
Delivery of training that gives initial priority to soft skills and integrates literacy and numeracy, personal development, capacity to network socially, and self-esteem.	Existing/Develop	Soft skills integrated into programmes. Inclusion of programmes in the MSLETB annual plans and targets submitted to SOLAS	Existing resources	SOLAS	MSLETB and SCC Library Service
The work and provision of the Sligo Community Training Centre will continue to serve people from the Regeneration Area. This work will be expanded to respond fully to the demand evident from the Regeneration Area.	Existing/Develop	Sligo Community Training Centre expanded to meet demand	Existing resources	SOLAS	MSLETB
Output Indicators					
Number and diversity of participants on accredited training.					
Expanded number of participants on courses run by Sligo Community Training Centre.					
Impact indicators					
Number and diversity of participants achieving qualifications and level of qualifications.					
Number and diversity of participants progressing to employment.					
Increased levels of confidence and personal development among local people.					
Monitoring					
Data gathering on progress of Social Plan. Research, survey work, and evaluation.					

2 Social Plan

Health and Wellbeing Strategy

How do we define health?

The World Health Organisation states that 'health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'.

The World Health Organisation defines mental health as 'a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community'.

This understanding of health is a positive one emphasising social and physical resources as well as physical and mental capacity

Nationally and internationally, it is accepted that health is impacted by social, economic, environmental and cultural factors, including levels of education, lived environment, income, employment or unemployment and health services. This suggests that good physical and mental health can be promoted by addressing issues relating to these determining factors.

Government Policy

Healthy Ireland (2013) sets out a wide framework of actions to improve health and wellbeing and reduce the risks posed to future generations. The strategy emphasises health and wellbeing as everyone's concern and stresses the critical nature of inter-agency collaboration in achieving the vision.

Goal 2 of *Healthy Ireland* acknowledges that health and wellbeing are not evenly distributed across Irish society. This goal requires interventions to target particular health risks and a broad focus on addressing the wider social determinants of health – the circumstances in which people are born, grow, live, work and age – to create economic, social, cultural and physical environments that foster healthy living. This is particularly relevant to, and complements the aims of, the Regeneration Project.

The Framework acknowledges that local authorities play a critically important role in protecting and promoting health and wellbeing at local level and proposes a necessary shift towards a broader, more inclusive approach to governance for health, moving beyond the health service, across national and local authorities, involving all sectors of society, and the people themselves.

The Stage 1 Masterplan Report, "Building on our Past...Looking to our Future", identified that the perception of health in the Regeneration Area is poor in comparison to the average for the State and those for County Sligo and the Borough Council Area. The proportion of those unable to work due to permanent sickness or disability is 8% in the Regeneration Area, double that of the State (4%).

Anecdotally, high levels of drug and alcohol abuse were identified, including a high level of prescription and over the counter drug dependency. Mental health problems including depression were cited as issues for some in the community and these are compounded by unemployment, income inadequacy and social isolation. According to some, loneliness and isolation are factors within the area and these are leading to further health problems. The lack of health services in the area was identified as a major issue.

Breaking the cycle of health inequality in the Regeneration Area will require investment in the area. This will include additional resources being targeted at the area and improved interagency work that will improve efficiencies and effectiveness of current resources.

Page 33-34, Social Plan Stage 4 report

2 Social Plan

Health and Wellbeing Strategy

The Health and Wellbeing Strategy includes actions to improve the poor levels of physical and mental health, and address the high levels of behaviours that lead to ill health that are reported in the area.

These actions will be implemented in the context of Sligo's Healthy Cities project and will focus on improving access to the interventions services required. The strategy will include a focus on improving health service provision in the area.

Objectives

1. Improve the health and wellbeing of local people across the lifecycle
2. Improve mental health outcomes across the lifecycle for local people
3. Improve access to appropriate services and early intervention for local people experiencing health related difficulties
4. Improve the range and availability of primary health care services in the area



Health walking groups



Health Bootcamp 2013

Health and Wellbeing Strategy Working Across The Life Cycle

Children, teenagers and young adults

Access health services when necessary
Healthy lifestyles promoted and supported

Men and women in employment or working in the home

Access health services when necessary
Healthy lifestyles promoted and supported

Older people

Good health monitoring service by public health nurses and GPs
Adequate and balanced diet
Able to maintain a warm home, encouragement to retain good room temperatures

Community

Develop sports clubs and activity centres, and promote the development/ use of existing sports/ activities and centres
Encourage the development of environmental and horticultural projects

Health and Wellbeing Actions

Objective One: Improve the health and wellbeing of local people across the lifecycle (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Sligo Healthy Cities initiative will be rolled out over the next number of years. Particular consideration will be given to ensuring that the initiative will meet the needs of residents in the Regeneration Area	Short/ Develop	The HSE aim, to promote health and wellbeing as part of everything we do so that people will be healthier, implemented in the Regeneration Area	Within existing resources and through partnership and interagency working	Currently no additional funding available	HSE- Health and Wellbeing, Sligo County Council with Regeneration Project, Sligo Sport Recreation Partnership other agencies based on needs identified i.e. Sligo LEADER Partnership, MLSETB
Support for health and wellbeing in the early years will be supported by Sligo County Childcare Committee and other relevant organisations.	2016-2018	Early Years Practitioners will have an understanding of the holistic development of the child and will be able to support positive behaviour practices and encourage and develop positive mental health programmes. All Early Years Educators will have completed the Smart Start Health and Wellbeing Programme. All first-time parents will be introduced to the evidence-based Lifestart programme and receive a Lifestart family visitor, who will visit their home monthly for a three-year period delivering the manualised Growing child material	€2,000 €600 per family	Existing resources with support from the Regeneration Project TUSLA	Sligo County Childcare Committee, TUSLA and Lifestart with the Regeneration Project
The Health and Wellbeing Strategy, Cranmore Age Friendly Strategy, will be developed, published and implemented 2015-18	3 years	Increased participation by the community in local activities, Greater sense of health and wellbeing by the local community.	€5k per annum	DOHPCLG	The Abbeyquarter Centre, Cranmore co-op, the Family Resource House, The Abbeyquarter Men's Group, The Gardai, the Regeneration Project Office and Age Friendly Alliance Sligo
Preventative strategies will be designed and implemented in the Regeneration Area.	Short/ Develop	Healthy Ireland strategy implemented in the Regeneration Area. Chronic disease reduced by focusing on areas such as diet, nutrition and physical activity, obesity, tobacco, alcohol and substance misuse. Positive mental health, positive ageing and good sexual health promoted.	Within existing resources and through interagency working	Currently no additional funding available	HSE - Health and Wellbeing, Sligo Sport Recreation Partnership Sligo County Council, Sligo LEADER Partnership, MLSETB, other agencies inclusive of community and voluntary sector based on thematic programme targeted
The HSE will implement its risk assessment for falls, the Falls Programme, amongst older people in the Regeneration Area.	Short/ Develop	Reduction in number of falls in older adults	Cost Neutral	Currently no additional funding available	HSE Older Persons Service, HSE - Health and Wellbeing, HSE Primary Care Team with Active Age Groups and SSRP

Health and Wellbeing Actions

Objective One: Improve the health and wellbeing of local people across the lifecycle (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Community Food Initiative of the national Healthy Food for All programme will be explored for relevance to the Regeneration Area. Services that already work in the area of promoting healthy eating and nutrition will be supported.	Short/ Develop	National Healthy Food for All Programme piloted in the Regen area and its success evaluated	€2,000.00	Regeneration Project (DOHPCLG), Sligo LEADER Partnership, LEADER DSP	Regeneration Project with Sligo County Council, Sligo LEADER Partnership, Cranmore Co-op, Abbeyquarter Centre and HSE
A community-based health education programme will be devised and implemented	Medium	Health and wellbeing as part of everything we do promoted so that people will be healthier. Healthy Ireland strategy implemented.	Within existing resources and through interagency working	Currently no additional funding available	HSE – Health and Wellbeing with Sligo Sport Recreation Partnership Sligo County Council, other agencies based on needs identified i.e. Sligo LEADER Partnership, MSLETB
Social Prescribing will be explored for implementation in the Regeneration Area	Medium	Health and wellbeing as part of everything that the HSE does is promoted so that people will be healthier SCC Library Service Bibliotherapy Project (the use of books for therapeutic purposes) which forms part of a larger Social Prescribing Project (Books on Prescription). The project attempts to provide alternative sources of help, particularly in the area of mental health, other than from mental health professionals provided in the Regeneration Area	Within existing resources and through interagency working	Currently no additional funding available	HSE – Health and Wellbeing, SCC Library Service with Sligo Sport Recreation Partnership, Sligo County Council, other agencies based on needs identified i.e. Sligo LEADER Partnership, MSLETB
Output Indicators					
Sligo Healthy Cities initiative established with ongoing focus on the area.					
Strategies for promotion of positive health and prevention of detrimental behaviours in place.					
Community-based health education programme implemented.					
Social Prescribing in place where appropriate.					
Impact indicators					
Health and wellbeing enhanced across the lifecycle.					
Focus on the area maintained by all relevant bodies.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by HSE and local organisations					

Health and Wellbeing Actions

Objective Two: Improve mental health outcomes across the lifecycle for local people (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Positive mental health programmes will be developed and implemented across the lifecycle with a particular focus on working with schools and youth services.	Medium	Positive mental health, positive ageing promoted Number of young people participating in mental health programmes in the school and out of school setting increased	Within existing resources and through interagency working	Health Promotion	HSE – Health and Wellbeing with Sligo Sport Recreation Partnership, Sligo County Council, other agencies based on needs identified i.e. Sligo Education Centre, youth centers/clubs

Positive mental health will be a key focus of work with older people, including a focus on keeping physically and socially active

Short/Develop

More older people more active more often

Within existing funding to Sligo Arts and Health Grant

Cost Neutral

HSE – Health and Wellbeing with SSRP, Arts Office, Mental Health Services, Aware, Mental health Ireland

Output Indicators

Positive mental health programmes developed and implemented across the lifecycle.

Impact Indicators

Enhanced opportunities to improve mental health outcomes for local people across the lifecycle.

Monitoring

Primary data gathering to be determined by the Working Group. Data held by HSE and local organisations

Health and Wellbeing Actions

Objective Three: Improve access to appropriate services and early intervention for local people currently experiencing health related difficulties (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The current service that provides for counselling for those with addiction issues will be expanded to include measures that focus on addressing addiction and preventative measures.	Existing/Develop	Service developed and expanded for those with addiction issues and for prevention measures for the wider community. Training provided by the NWRDATF for Drug Harms Types and Effects for Housing Staff, Residents, Youth Organisations and Community Wardens. Prevention initiatives delivered	Expansion cost- to be determined Service and training cost - €1,800 per annum	Expansion of service – HSE, Housing Associations, Regeneration Project, NWRDATF	NWRDATF and HSE with Housing Section, Community Wardens, Youth Organisation, Residents Associations, Housing Associations
Improvements in referral will be developed, including outreach work and improvements in information.	Short/Develop	Template which can be used by all services who come into contact with adults with addiction issues in order to refer clients onto the existing service developed. Social prescribing promoted	€150 per meeting	The cost of meetings to be shared by the group. Promotion of Social Prescribing - HSE	NWRDATF and HSE with GPs, Housing Association, Housing Authority, Mental Health Team, Social Work Team, Pharmacy
Output Indicators					
Services to address and prevent addiction and substance misuse enhanced.					
Improvements in referral including outreach work and improvements in information.					
Impact Indicators					
Enhanced access to services for those that need them.					
Improved outcomes for those with addiction issues that seek support.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by HSE and local organisations.					

Health and Wellbeing Actions

Objective Four: Improve the range and availability of primary health care services in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The current range of primary care services provided in the Regeneration Area will be developed, in particular expanded presence of GP services in the Regeneration Area.	Existing/Develop	HSE will strive to provide a range of primary care service as appropriate to needs and within available resources	To be determined	To be determined	HSE, Primary Care Service with PHIN service provided in Cranmore Co-op, Drug Task Force funded part-time substance misuse worker, Regeneration Project Team
Suitable premises will be identified and provided in conjunction with the physical regeneration plan.	Medium	Options for Primary Health Care Service Centre explored with HSE and other providers. Report re use of space and demand for service developed.	To be determined	HSE, Regen Project (DOHPCLG), LEADER, SCC	HSE, Sligo County Council (LCDC), Sligo LEADER Partnership and Regeneration Project
The community psychiatric nursing service will promote its service in the Regeneration Area.	Medium	Service users access to Community Mental Health Services improved	One Whole Time Equivalent CPN-€50,000	National	HSE-Mental Health with Regeneration Project
Output Indicators					
Primary care services improved.					
Suitable premises made available.					
Impact indicators					
Enhanced access to primary care services.					
Number of residents using services.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by HSE and local organisations					

2 Social Plan

Family Support

Family Support Strategy

The Family Support Strategy involves a concerted effort to reach those most in need with intensive support provided to ensure that the hardest to reach families are linked in with and receive appropriate services. This includes outreach work to identify and engage with those most in need and support work to ensure they are linked into services.

The strategy will strengthen and support current family support initiatives and ensure that these are available throughout the area. It also seeks to address the specific needs of particular groups such as young (teenage) and separated parents, lone parents, those experiencing domestic violence, those seeking refugee status living in direct provision, and older people.

Objectives

1. Improve the functioning of families at risk in the area, with an emphasis on improving outcomes for children
2. Maintain and expand current family support services
3. Ensure that the needs of particularly vulnerable sections of the community are met



Cranmore Family Fun Day

Family Support Working Across The Life Cycle

Children, teenagers and young adults

Available and targeted at children and their families that need them

Men and women in employment or working in the home

Family supports available where needed, including available and affordable childcare
Additional family supports and services as needs present
Adequate and available primary and acute healthcare

Older people

Services available and targeted at older people in need
Organised activity to prevent isolation
Social interaction with the surrounding community

Community

Provide adequate support services for the community
Provide supportive projects for vulnerable families
Work closely with statutory providers in fulfilling their service objectives

Family Support Strategy Actions

Objective One: Improve the functioning of families at risk in the area with an emphasis on improving outcomes for children (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Meitheal, as an early intervention model, will continue to organise multi-agency responses to address the needs of individual children in the area.	Existing/Develop	Reduction in number of referrals to Child protection SW	Within existing budget	Currently funded solely by TUSLA	Sligo Social Services will continue to lead out Meitheal with support of key agencies: HSE, TUSLA, Springboard Resource House Project, HYLO, Schools, Sligo/Leitrim County Childcare Committees, Foróige, MSLETB, NCYS, CAMHS, Lifestart, FRCs
An interagency range of supports will be developed to support families and children considered most at risk. This will require additional capacity at community level and prioritisation of families most at risk in the Regeneration Area by statutory services.	Medium	Services continued to be provided and prioritised on a needs and referral basis. Priority based on level of need as assessed by TUSLA Social Work Referred cases dealt with as promptly as possible to ensure best outcome for children and families.	Within existing budget	Currently funded solely by TUSLA	TUSLA with community support from Springboard Resource House Project, Sligo Social Services, HYLO, Lifestart, FRCs
Existing services will be supported to develop strategies to engage the families with complex needs, including through enhanced outreach work.	Existing/Develop	Services continued to be provided and prioritised on a needs and referral basis. Priority based on level of need as assessed by TUSLA Social Work Referred cases dealt with as promptly as possible to ensure best outcome for children and families.	Within existing budget	Currently funded solely by TUSLA	TUSLA with community support from Springboard Resource House Project, Sligo Social Services, HYLO, Lifestart, FRCs
The Children's Services Committee will maintain a focus on ensuring that the five national outcomes for children are achieved in the Regeneration Area.	Short/Develop	Needs of children and Young People are responded to in a strategic and co-ordinated way.	Cost neutral	N/A	TUSLA with Sligo County Council, MSLETB, FRCs, Voluntary Sector, Gardaí, County Childcare Committee, Higher Education, HSE
Output Indicators					
Range of supports maintained, retained and developed focusing on supporting families and children.					
Enhanced outreach capacity.					
Focus on five national outcomes for children by the Children's Services Committee.					
Impact indicators					
Capacity of organisations to provide services to families in need of support.					
Monitoring					
Primary data gathering to be determined by the Working Group.Data held by HSE and local organisations					

Family Support Strategy Actions

Objective Two: Maintain and expand family support services (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Funders will maintain and consolidate family support services already provided in the Regeneration Area as a priority	Existing/Develop	Family support services maintained and continue to meet the needs of families and children at risk.	Included each year in the funding provided for the Families and Children At Risk programme	TUSLA POBAL	TUSLA with the Regeneration Project
An audit of need focused on areas new to the regeneration project will be carried out. Based on the results of the audit, services will be expanded to cover the new areas.	Existing/Develop	Audit to establish need commissioned and completed	€1,000,00	TUSLA Regeneration Project	TUSLA with the Family Springboard Resource House Project, Regeneration Project
Output Indicators					
Existing services maintained and retained.					
Audit of need of new areas carried out.					
Services expanded to new areas.					
Impact indicators					
Maintenance of existing services.					
Number and diversity of people from new areas new accessing services.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by HSE and local organisations					

Family Support Strategy Actions

Objective Three: Ensure that the needs of particularly vulnerable sections of the community are met (1 of 3)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Sligo Education Training Board parenting programme, My Baby and Me, will be provided to very young parents in the Regeneration Area	On-going	MSLETB to include cost of delivery to SOLAS as part of annual plan. Training delivered on annual basis	Existing Resources	SOLAS	MSLETB
The Spirals programme focused on very young parents under the age of 20 will be implemented in the Regeneration Area. Public health nurses and the Cranmore Co-op will promote the programme to teen parents	Short/Develop	<ul style="list-style-type: none"> Teen parents attend six-week intervention programme 	Existing Resources	TUSLA	Sligo Family Support Ltd. providing Lifestart, referrals from PHNs, Social Workers and other referral agencies
A suitable place for separated parents with visitation rights to their children will be provided in conjunction with the physical plan (the Galway based Time4Us project will be explored here).	Medium	<ul style="list-style-type: none"> Options for Family Support Services Facility explored. Initial report to establish brief for space and demand for service delivered 	To be identified	Inter-agency funding plan	Regeneration Project with TUSLA, POBAL, Family Springboard Resource House Project, Cranmore Co-op
Sport and recreation activities in the Regeneration Area will target older people	Ongoing	<ul style="list-style-type: none"> Range of appropriate physical activity opportunities offered to older adults within the community Participation in sporting events and programmes in the wider community encouraged and supported 	€3,000 annually	Sligo Sports and Recreation Partnership, Regeneration Project, HSE	Sligo Sport and Recreation Partnership
Older people that have been identified as at risk of fuel poverty will be prioritised for measures such as the retro-fitting of insulation to their homes as funding options become available.	Medium	<ul style="list-style-type: none"> Older people identified Funding for homes retro-fitted sought 	Existing Resources	SEAI	Sligo LEADER Partnership
The Age Friendly Cranmore initiative will ensure that the needs of people of all ages in the Regeneration Area are included in the strategy.	Existing/Develop	<ul style="list-style-type: none"> Older people in the Regeneration Area proactively engaged and needs included Intergenerational projects developed 	€5,000 per annum	DOHPCLG, Sligo LEADER Partnership, HSE	Sligo LEADER Partnership and Regeneration Project with Sligo Age Friendly County and SCC Library Service

Family Support Strategy Actions

Objective Three: Ensure that the needs of particularly vulnerable sections of the community are met (2 of 3)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Sligo Lend a Hand, a programme that undertakes minor repairs for older people, will be promoted in the Regeneration Area	Existing/Develop	Availability of services promoted. Increased uptake of service. Older people supported in their own homes.	Existing Resources	TUS/RSS	Sligo LEADER Partnership with Muintir na Tíre
The Outreach Programme, the befriending service that is co-ordinated by the Abbeyquarter Centre, will be expanded. The HSE will extend the social day-care, Befriending programme, throughout the Regeneration Area.	Existing/Develop	Befriending programmes expanded. Increased uptake. Older people supported in their own homes. Opportunities to extend service explored.	Existing Resources	Sligo LEADER, DSP, HSE, FOCUS Ireland;	Abbeyquarter Centre and HSE with Sligo LEADER Partnership, DSP and the Regeneration Project
Information on all services and supports available for older people will be made available in accessible formats.	Short/Develop	Information provided in accessible formats and disseminated.	Existing Resources	Existing Resources	Sligo LEADER Partnership, HSE
The need for additional day-care services for older people will be assessed and ways of meeting demand will be identified and made available. The need for supported housing in the Regeneration Area will be explored.	Medium	The HSE will respond to the identified needs of older people.	To be determined	To be determined	HSE Older Person Service, Sligo County Council with community and voluntary agencies
The HSE will continue to facilitate respite to relieve the burden of carers.	Existing/Develop	The HSE will continue to provide respite opportunities for carers.	Cost Neutral	Currently no additional funding available. reconfigure use of funding	HSE contracted service
Services that provide support to those experiencing domestic violence will be supported in the Regeneration Area	Short/Develop	DVAS will target East Sligo City as part of a 3-year awareness campaign. Awareness and knowledge of domestic violence has increased in the Sligo City Regeneration Area. Women experiencing domestic violence and potential supporters of women in this situation will have information about the services and options available in Sligo.	Existing resources for a 3-year awareness campaign	DVAS, Cosc, The Community Foundation for Ireland	DVAS with Springboard Resource House Project, FOCUS Ireland, TUSLA, An Garda Síochana, DSP, Sligo County Council
Diversity Sligo, the inter-agency group that focuses on the needs of asylum seekers and refugees will be supported as possible	Existing/Develop	Support needs to be identified by an interagency approach	To be identified	To be identified	Diversity Sligo, Regeneration Project, Sligo LEADER Partnership to initiate interagency approach

Family Support Strategy Actions

Objective Three: Ensure that the needs of particularly vulnerable sections of the community are met (3 of 3)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A community laundry facility will be explored in association with the economic and physical plans.	Short/Develop	Business sustainability analysis to establish need carried out. Options for social enterprise explored	To be determined	Regeneration Project	Regeneration Project with Cranmore C-op, Sligo LEADER Partnership, Abbeyquarter Community Centre.
Output Indicators					
Range of services provided to particularly vulnerable sections of the community.					
Space to facilitate access.					
Number of homes of older people vulnerable to fuel poverty retro-fitted with insulation.					
Inclusion of needs of local older people included in the Sligo Age Friendly County.					
Assessment for day-care services carried out and ways of meeting demand identified.					
Community laundry provided.					
Impact indicators					
Number and diversity of people accessing services.					
Monitoring					
Primary data gathering to be determined by the Working Group. Data held by HSE and local organisations					

2 Social Plan

Community Safety and Housing Management Strategy

Community Safety Strategy

The Community Safety Strategy reflects a concern by all stakeholders at the impact of anti-social and illegal behaviour, including illegal money lending and issues around drugs.

Addressing anti-social and illegal behaviour is a priority for the community to feel secure and a prerequisite for successful regeneration.

The first strand of initiative is to address any such behaviour and the second, to prevent it.

Objectives

1. Address anti-social and illegal behaviour
2. Prevent anti-social and illegal behaviour

Housing Management Strategy

The Housing Management Strategy is concerned with ensuring that the well-developed management infrastructure is maintained. It seeks to ensure an efficient use of the housing resources available and good practice in tenant participation in housing management.

Objectives

1. Ensure that the current housing management team remains in place
2. Establish initiatives so that there is a faster turnaround of vacant properties
3. Support the development of initiatives to facilitate downsizing of properties by tenants
4. Support for residents' associations to develop and to participate in housing management

Community Safety and Housing Management Strategy Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
All children enabled to live and contribute to their community free of fear of anti-social behaviour	Enjoy and participate in neighbourhood and community activities without fear or trepidation Not be bullied or intimidated	Adequate protection in the home, including alarms and Community Alert Monitoring by neighbours Maintaining active social networks	Create and secure a safe environment for individuals, families and communities Adequate policing and responses from emergency services

Community Safety and Housing Management Strategy Actions

Objective One (Community Safety): Address anti-social and illegal behaviour (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Garda Síochána will continue their work of enforcement in response to anti-social and illegal behaviour.	Existing/ Develop	Appropriate enforcement is continued and anti-social behaviour is reduced	Existing Garda resources	Sligo Garda District Budget	Garda Síochána
The work of the Community Gardai and the Community Wardens in the Regeneration Area will be sustained. The teams must continue to work closely together to address anti-social and illegal behaviour as it presents	Existing/ Develop	Continued co-operation and close links between Community Gardai and Wardens	Existing Garda resources	Garda Síochána and Regeneration Project	Garda Síochána and Regeneration Project
An awareness campaign will be carried out with the community to inform them that they can report safely and demonstrate how this can be done. This will include, as appropriate, the establishment of a designated confidential number for reporting	Medium	Plan explored at Superintendent level	Existing Garda resources	Garda Síochána and Regeneration Project	Garda Síochána and Regeneration Project
Collaborative strategies involving the relevant stakeholders will be implemented to address significant issues of concern such as ongoing illegal drug activity, money-lending and domestic violence	Medium	Plan explored at Superintendent level with other relevant agencies and organisations	Existing Garda resources	Garda Síochána and Regeneration Project	Garda Síochána and Regeneration Project
Collaborative strategies involving the relevant stakeholders will be implemented to address issues of harassment and discrimination on any of the grounds covered by equality legislation	Medium	Racist Incident Reporting and Support Service currently operating explored for potential expansion	Existing Garda resources	Garda Síochána and Regeneration Project	Garda Síochána and Regeneration Project

Community Safety and Housing Management Strategy Actions

Objective One (Community Safety): Address anti-social and illegal behaviour (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Mediation initiatives will be developed to respond to conflicts that arise in the Regeneration Area involving anti-social behaviour.	Medium	Initiative developed through Sligo Community Mediation Service. Community educated/more aware of: value of mediation. Support and buy-in generated for Mediation Service from the Statutory, Voluntary and Community Sectors. Agreed protocol for referral, communication and provision of mediation service with other Community/Statutory/Voluntary agencies. Links formed with other organisations e.g. Racist Incident Reporting Service, Traveller groups, other minority groups. Ongoing provision/ development of mediation expertise within community. Service accessible to community on an ongoing basis.	Provision of mediators – voluntary Ongoing costs requiring funding - €11,000 per annum	To be identified	Garda Síochana and Sligo Community Mediation Service with Sligo Northside Resource Centre, Sligo Education Centre Local Authority, Housing Organisations, Community Wardens
The North West Drugs and Alcohol Taskforce will convene a Working Group to explore interagency perspectives and responses to these issues as they are presenting in the Regeneration Area	Short/Develop Provide	Immediate training for resident's associations and housing staff will be provided in the first 6 months. Training provided to all front-line staff in appropriate areas. Increased involvement by all stakeholders in promotion of Drug Intimidation Programme. Increased involvement by all stakeholders in supporting pilot initiative around under-age binge drinking and the effects on youth mental health.	Cost of training to be met by the NWRDATF €700 shared cost.	NWRDATF and Inter-agency funding	North West Drugs Taskforce with Residents Associations, Housing Authority, Housing Associations, Community Policing, Youth Organisations
Output Indicators					
Level of Garda resources in the area.					
Awareness campaign to increase reporting.					
Working Group of the North West Drugs Task convened.					
Impact indicators					
Local crime statistics by type and severity.					
Numbers of defendants from the area in cases.					
Monitoring					
Data gathering on progress of Social Plan.					

Community Safety and Housing Management Strategy Actions

Objective Two (Community Safety): Prevent anti-social and illegal behaviour (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A programme to identify and support young people that are at risk of anti-social behaviour and illegal activity will be developed. Prevention and diversion strategies will be implemented.	Short/Develop	Gardaí continue to refer young people at risk to Y.A.P.S programme Gardaí continue to work closely with Foróige, Youthreach and Young Enterprise	Existing Garda resources	Existing Garda resources	Garda Síochana
A drop-in centre/youth café for young people will be developed in the Regeneration Area.	Medium	Options for Youth Cafe explored with other service providers. Report to establish brief for space and demand for service delivered	To be determined	Costs to be determined	Regeneration Project with Community Development Network
Sligo Education Centre will roll out its Substance Misuse Prevention Programme aimed at teachers, parents and youth workers in the Regeneration Area	Medium	Teachers, parents and youth workers to enabled to be familiar with the most effective strategies for preventing young people engaging with substances	€1,360 annually	Regeneration Project	Sligo Education Centre
Best practice restorative justice initiatives will be developed in the Regeneration Area to engage people involved in anti-social and illegal behaviour.	Medium	Plan explored at Superintendent level with Restorative Justice model currently used by Gardaí for juvenile offenders extended to other ages on a pilot basis Sligo Education Centre programme implemented Teachers/parents/youth workers supported to understand conflict and develop the skills necessary to deal effectively with young people who are engaged in conflict situations Young people supported to deal more effectively with conflict to enable Young people supported to engage more fully in their school and local communities		Sligo education Centre will provide €1,000 annually Other sources to be identified	Garda Síochana, Sligo Education Centre, Sligo Community Mediation Service with the Justice system, Sligo County Council and the Regeneration Project
A Community Alert scheme to ensure the safety of the community, particularly the most vulnerable members of the community, will be established and supported covered by equality legislation	Medium	Neighbourhood Watch Scheme established with Garda assistance. Liaison Garda appointed	Existing resources	Garda District Budget/Project	Garda Síochana

Community Safety and Housing Management Strategy Actions

Objective Two (Community Safety): Prevent anti-social and illegal behaviour (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The CCTV network will continue to be upgraded, repaired and sustained in the Regeneration Area.	Existing/ Develop	Review network systems reviewed and upgraded Crime preventative potential maximised.	€15,000 per annum	DOHPCLG	Regeneration Project, Garda Síochána
The presence and engagement of Community Gardaí will continue in the Regeneration Area	Existing/ Develop	Assignment of two Community Gardaí will continue in the area	Existing resources	Garda District Budget	Garda Síochána
The Community Wardens will continue to be employed and resourced to work in the Regeneration Area	Existing/ Develop	Community Warden Scheme to be maintained Estate management maintained to highest standard Community cohesion enhanced	€70,000 per annum	DOHPCLG	Regeneration Project, Sligo County Council
Output Indicators					
Youth café in operation.					
Number and diversity of participants on substance misuse programmes.					
Level of Community Garda resources in the area.					
Impact indicators					
Rates of exposure to drug use.					
Rates of specific neighbourhood problems.					
Residents feeling of safety at home and in the community.					
Monitoring					
Data gathering on progress of Social Plan. Research, survey work, and evaluation.					

Community Safety and Housing Management Strategy Actions

Objective One (Housing Management): Ensure that the current Housing Management team remains in place (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Sligo County Council will maintain the Housing Management Team, including the replacement of current and future vacancies.	Existing/ Develop	Management Team are fully resourced to meet the needs of the Regeneration		Sligo County Council	Regeneration Project, Sligo County Council
The position of the Tenancy Support Officer will continue to be resourced and the work done in supporting tenants to maintain their tenancies will be sustained.	Existing/ Develop	The Tenancy Support Service Contract post maintained in the Regeneration Area.	€50,000,00	DOHPCLG (Social Initiatives)	Regeneration Project Sligo County Council, FOCUS Ireland
The position of the Estate Officer will be filled and continue to be resourced.	Existing/ Develop	Post is filled and maintained	€60,000,00	DOHPCLG (Social Initiatives)	Sligo County Council, Regeneration Project

Output Indicators

Community wardens in place.

Tenancy Support Officer in place.

Estate Officer in place.

Impact Indicators

Residents' satisfaction with quality of housing management in the area.

Monitoring

Data gathering on progress of Social Plan. Research, survey work, and evaluation.

Community Safety and Housing Management Strategy Actions

Objective Two (Housing Management): Establish initiatives so that there is a faster turn-around of vacant properties (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Regeneration Team will continue to identify vacant properties and work with Sligo County Council Housing Management Team to develop a strategy for refurbishment in a timely manner	Medium	Occupation of vacant houses per numbers arising Programme to be identified and implemented on an annual basis	€25,000 - per unit	DOHPCLG	Regeneration Project Team and SCC Housing Section with DOHPCLG
Output Indicators					
Appropriate mechanism in place for dealing with vacant properties.					
Impact indicators					
Timely refurbishment and allocation of vacant properties.					
Monitoring					
Data gathering on progress of Social Plan					

Community Safety and Housing Management Strategy Actions

Objective Three (Housing Management): Support the development of initiatives to facilitate downsizing of properties by tenants (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
An audit of properties and residents that would like to downsize from their current properties will be conducted	Medium	Numbers of households who consider that they are not accommodated in the most suitable accommodation to meet their needs established	Minimal	Regeneration Project	SCC Housing Section, Regeneration Project
Initiatives to enable people to move to more appropriately sized homes will be developed and implemented.	Medium	To have households accommodated in suitable accommodation to meet their needs;	Capital cost - dependent on outcome of needs	DOHPCLG	SCC Housing Section, Regeneration Project

Output Indicators

Audit of demand and potential for downsizing.

Impact Indicators

Number of tenants availing of downsizing.

Monitoring

Data gathering on progress of Social Plan.

Community Safety and Housing Management Strategy Actions

Objective Four (Housing Management): Support for residents' associations to develop and to participate in housing management (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Residents' associations will receive appropriate training and ongoing support from relevant agencies.	Short/Develop	Residents Associations receive the necessary training for the development of their roles.	Existing resources	Existing resources	Regeneration Project with Residents' Associations
Tenant participation in estate management strategy will be developed. This will include formal mechanisms for ongoing dialogue with residents' associations	Medium	A structured and effective Estate Management Procedure to include Tenant Participation as appropriate, consistent with statute and Policy will be provided	Minimal	SCC Housing Section, Regeneration Project	SCC Housing Section, Regeneration Project
Engagement with the Tidy Towns initiative in Sligo will be encouraged and supported.	Existing/Develop	Greater awareness among residents and resident's associations in the Regeneration Area of Tidy Towns. Projects in the Regeneration Area that help promote Sligo as a Tidy Town identified. Greater participation by residents as volunteers in the Tidy Towns initiative.	€1,000 per annum	Sligo County Council	Sligo County Council, Sligo Tidy Towns, Regeneration Project
Output Indicators					
Number of participants on training for residents associations.					
Tenant participation in estate management strategy in place.					
Impact indicators					
Number and quality of active residents' associations.					
Number and diversity of tenants involved in estate management and quality of their involvement.					
Monitoring					
Data gathering on progress of Social Plan.					
Research, survey work, and evaluation.					

2 Social Plan

Income Adequacy Strategy

The Income Adequacy Strategy acknowledges that social welfare supports are a key source of income in the area. Welfare rights work needs be implemented to ensure local people are aware of and take up their full entitlements.

A reduction in recourse to illegal money lending is important in supporting people to make the most of the income available to them. Raising awareness and access to alternatives sources of credit, and support in budgeting and financial management needs to be developed.

Objectives

1. Support the take-up of welfare payments and ensure that local people are aware of and avail of their entitlements
2. Develop initiatives to combat illegal money lending, support households in debt and provide alternative access to credit and to budgetary advice

Income Adequacy Strategy Working Across The Life Cycle			
Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
To live in households without poverty	To live in households without poverty	To live in households without poverty	To live in households without poverty

Income Adequacy Strategy Actions

Objective One: Support the take-up of welfare payments and ensure that local people are aware of and avail of their entitlements (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Sligo Citizens Information Centre will sustain its engagement with the Regeneration Area and will further develop this in response to changing demands.	Existing/ Develop	Local information needs addressed	Existing resources	Existing resources	Sligo CIC, Regeneration Project with local organisations
A series of welfare rights campaigns will be developed over a long-term period in the Regeneration Area.	Medium	Improve full take up of welfare rights	To be identified	To be identified	Regeneration Project to further research with CIS and Sligo LEADER Partnership
DSP will work with those returning to work in order to improve awareness and understanding of the benefits of work and of the employment supports available.	Medium	Enable participation in the labour market	Existing resources	Existing resources	DSP with local groups
Output Indicators					
Welfare rights campaigns implemented.					
Impact indicators					
Number and diversity of residents engaging with Sligo Citizen Information Centre.					
Monitoring					
Data gathering on progress of Social Plan.					

Income Adequacy Strategy Actions

Objective Two: Develop initiatives to combat illegal money lending, support households in debt and provide alternative access to credit and to budgetary advice (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Enforcement by the Garda Síochána to combat illegal money lending will continue. Cross agency enforcement initiatives will be developed as opportunities arise and as required.	Existing/ Develop	<ul style="list-style-type: none"> Reduction in illegal money lending 	Existing resources	Existing resources	Garda Síochána
Illegal moneylending will also be combated through education initiatives, access to alternative sources of credit, and support in budgeting and managing finances.	Medium	<ul style="list-style-type: none"> Increased awareness Improved access to credit 	To be identified	To be identified	Interagency approach to be developed initially led by Regeneration Project, MABS, Vincent de Paul, Springboard Resource House Project, Credit Union, local community organisations
An outreach service from the Money Advice and Budgeting Service will be established and supported to increase the number of families from the Regeneration Area taking up the service.	Medium	<ul style="list-style-type: none"> Increased take up by local people of MABS services Reduction in level of debt 	To be identified	To be identified	MABS and Regeneration Project
Access to credit union facilities will be developed. The barriers to accessing the credit union services will be identified and addressed.	Medium	<ul style="list-style-type: none"> Increased membership of credit union 	To be identified	To be identified	Interagency approach to be developed initially led by Regeneration Project, MABS, Vincent de Paul, Springboard Resource House Project, Credit Union, local community organisations
The savings club developed by the Springboard Resource House Project in Cranmore will be assessed as a model to be further expanded.	Existing/ Develop	<ul style="list-style-type: none"> Assessment and, if appropriate, expansion of this model 	To be identified	To be identified	Interagency approach to be developed initially led by Regeneration Project, MABS, Vincent de Paul, Springboard Resource House Project, Credit Union, local community organisations

Income Adequacy Strategy Actions

Objective Two: Develop initiatives to combat illegal money lending, support households in debt and provide alternative access to credit and to budgetary advice (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A continuum of supports from crisis intervention (Vincent de Paul) to crisis management (MABS) to prevention (access to credit) will be developed with two-way referral between each organisation.	Short/Develop	Coherence and integration of action by relevant organisations.	To be identified	To be identified	Interagency approach to be developed initially led by Regeneration Project, MABS, Vincent de Paul, Springboard Resource House Project, Credit Union, local community organisations
Issues of saving, budgeting and borrowing will be developed as a focus within schools serving the Regeneration Area	Medium	Increased awareness and skills	To be identified	To be identified	Interagency approach to be developed initially led by Regeneration Project, MABS, Vincent de Paul, Springboard Resource House Project, Credit Union, local community organisations

Output Indicators

Garda charges pressed on illegal money lending.

Extension of MABS into Regeneration Area.

Savings club in the area assessed and further developed.

Impact indicators

Residents' capacity and willingness to access alternatives sources of credit and advice.

Inter-agency collaboration to enhance a continuum of supports for households in debt.

Monitoring

Data gathering on progress of Social Plan. Research, survey work, and evaluation.

2 Social Plan

Sport and Recreation Strategy

Background:

Sport is identified in the Government policy Healthy Ireland: A Framework for Improved Health and Wellbeing 2013 -2025' as one of the key determinants for health and wellbeing. 'Sporting partnerships' are named as valued local actors in progressing health and wellbeing.

The Cranmore Regeneration Project recognises sport and recreation as playing a crucial role in an enhanced quality of life. The collaborative working with the Sligo Sports and Recreation Partnership since 2006 has been one of the key successes of the Regeneration Project to date. Annual Cranmore Regeneration through Sport action plans have been developed and coordinated by the Community Sports Development Officer. The strategic plan of the Sligo Sports and Recreation Partnership 2013-2016 reflects significant commitment to the Regeneration Area.

Funding has recently been secured from Sport Ireland (through Dormant Accounts) to support the Sligo East City Community Sports Hub project, a programme of activities that supports strong sports organisation, community sport, club outreach programmes, school club links, sports inclusion, well trained people and the development of quality facilities.

Various community and statutory organisations have been involved in the sports and recreation strategies to date with the ongoing aim to increase participation by children, young people and adults of all abilities in sports and recreation activities. A wide range of activities and clubs have been supported, and volunteer training has been provided.

Increasing participation in sports and in physical activity is understood to require multi-sectoral effort. It requires the involvement of agencies from education, transport, environment, health, and sporting bodies at national and local level. Initiative is also required from schools, and from private and voluntary groups.

Improvements in the provision of high quality facilities and maximising the use of the amenities in the area will be important in implementing the Sport and Recreation Strategy. This will benefit local people, draw people in from the hinterland to the Regeneration Area, and enhance the tourism potential of the area.

Page 60, Social Plan Stage 4 report



Sport Cycling Cranmore 2016



East City Community Sports Hub Boxing Cranmore 2016

2 Social Plan

Sport and Recreation Strategy

The Sport and Recreation Strategy is aimed at supporting and sustaining opportunities for the community, recognising the importance of the infrastructure that plans, co-ordinates and enables activities. Volunteering by local people and the training of local people involved in the provision of sports and recreation activities are to be stimulated and supported. The clubs, facilities and amenities available in the area must be maintained and expanded in response to new needs emerging.

Objectives

1. Maintain and further develop opportunities for participation in regular exercise for all members of the community
2. Support and expand local capacity in the provision of sports and recreation opportunities
3. Maintain, and further develop, new and existing local facilities, amenities, clubs and school links to provide an adequate infrastructure for sports and recreation in the area



Sports and Recreation Strategy Working Across The Life Cycle

Children, teenagers and young adults

To be used as a medium for education, healthy lifestyles and social inclusion

Men and women in employment or working in the home

To be used as a medium for education, healthy lifestyles and social inclusion

Older people

To be used as a medium for education, healthy lifestyles and social inclusion

Community

To be used as a medium for education, healthy lifestyles and social inclusion

Sport and Recreation Strategy Actions

Objective One: Maintain and further develop opportunities for participation in regular exercise for all members of the community (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The post of Community Sports Development Officer in the Sligo Sport and Recreation Partnership that has driven the Cranmore Regeneration through Sport action plans will continue to be supported and resourced.	Existing/ Ongoing	A coordinated approach to the development of sport involving statutory agencies and community stakeholders driven by a dedicated sports development officer priority post maintained. Increased levels of participation in sport and physical activity by residents in the East City. Capacity building for community personnel facilitated.	€55,000 per annum	DOHPCLG, HSE, local statutory agencies	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council and the HSE
An audit of existing sports and recreation activities in the Regeneration Area and the take up of these activities will be conducted by the Sligo Sports Partnership. This audit will identify groups that are not engaging in these activities, gaps in the activities available, and any further expansion required in existing activities.	Existing/ Develop Short-term	Audit completed as part of the Sligo Sports and Recreation Partnership 2015 external evaluation of the Cranmore Regeneration through Sport project conducted by the Centre for Research in Social Professions at Institute of Technology Sligo. The evaluation report will be reviewed and recommendations will be implemented. An audit of the wider East City area for gaps in sporting provision will be conducted.	€5,000 per annum	Sligo Sports and Recreation Partnership Regeneration Project HSE IT Sligo	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council, HSE, IT Sligo
New opportunities for a wider group of local people to access a greater diversity of sports and recreation activities at local venues such as Cleveragh Regional Park, Regional Sports Centre and Garavogue River will be developed. plans are in place to expand the current programming into an East City Community Sports Hub extending the reach of the programme into the wider geographical area of the East City	Ongoing	Community capacity building leading to increased opportunities for participation in sport. Strong and effective sports clubs and programmes led by community organisations supporting sporting opportunities. Network capital developed leading to greater engagement between residents in Cranmore and the wider community in sporting activities.	€10,000	Sligo Sports and Recreation Partnership, DECLG, Regeneration Project, Sligo County Council, HSE	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council

Sport and Recreation Strategy Actions

Objective One: Maintain and further develop opportunities for participation in regular exercise for all members of the community (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A lifecycle approach will be taken to ensure that children, young people, people of working age, and older people in the Regeneration Area participate in regular exercise.	Ongoing	Community capacity building leading to increased opportunities for participation in sport. Strong and effective sports clubs and programmes led by community organisations supporting sporting opportunities. Network capital developed leading to greater engagement between residents in Cranmore and the wider community in sporting activities. Current programming expanded to Community Sports Hub which extends the reach of the programme into the wider geographical area of the East City.	Within existing resources	Within existing resources	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council
An information campaign will be developed in the Regeneration Area to inform local people about sports and recreation activities and to encourage and enable their full participation.	Medium	New Sport and Physical Activity Guide produced bi-annually on sporting opportunities in the East City area. Continuation of Sport and physical activity information channelled through the Community Development Forum and through partner agency networks.	€2,000 per annum	Sligo Sports and Recreation Partnership, DOHPCLG, Regeneration Project, Sligo County Council, HSE	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council, HSE

Output Indicators

Community Sports Development Officer in place.

Audit of sport and recreation opportunities and take up of these.

Information campaign to encourage participation.

Impact indicators

Number and diversity of residents participating in sport and recreation activities.

Monitoring

Data gathering on progress of Social Plan. Research, survey work and evaluation.

Sports and Recreation Strategy Actions

Objective Two: Support and expand local capacity in the provision of sports and recreation opportunities (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A volunteer recruitment strategy will be developed by local organisations to expand the number of volunteers involved in supporting sports and recreation activities in the Regeneration Area.	Medium	Volunteer recruitment strategy developed Programmes implemented Increased number and capacity of volunteers	€2,000 per annum	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council, HSE DOHPCLG, Regeneration Project, Sligo County Council, HSE	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council, HSE
Training opportunities will be provided to staff in schools, sporting organisations and clubs, youth groups and community groups working with people from the Regeneration Area to further develop their capacity to stimulate, support and provide sports and recreation opportunities for people from the Regeneration Area	On-going	Training opportunities continue to be provided	Existing resources	Existing resources	Sligo Sports and Recreation Partnership, MSLETB, Regeneration Project, Sligo County Council
Training opportunities will be made available through the Education Training Board to people from the Regeneration Area to gain accredited skills in the management and provision of sports and recreation activities.	On-going – dependant on demand	QQI accredited courses at Level 4 and 5, part-time offered by MSLETB in response to demand	Existing resources	SOLAS	MSLETB, Regeneration Project, Sligo County Council
Output Indicators					
Number of participants in training from provider organisations.					
Number and diversity of participants in training for accredited skills.					
Impact indicators					
Number and diversity of residents volunteering in this sector.					
Number and diversity of locally run clubs.					
Monitoring					
Data gathering on progress of Social Plan. Research, survey work, and evaluation.					

Sport and Recreation Strategy Actions

Objective Three: Maintain and further develop new and existing local facilities, amenities, clubs, and school links to provide an adequate infrastructure for sports and recreation in the area (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A sports hall and an all-weather multi-purpose floodlit pitch will be developed as part of the neighbourhood centre to be built in the Regeneration Area. A policy will be developed and agreed on the use and management of these new facilities and amenities.	Medium	Options for a sports hall and an all-weather pitches explored and report explored.	To be identified	Sligo County Council, DOHPCLG, Dept of Transport Tourism and Sport	Sligo County Council, Regeneration Project
Improve the quality and range of local outdoor recreation facilities including further development of recreational opportunities at Cleveragh Park, Doorly Park and Garavogue River.	Medium	Options for facilities to be explored in line with the masterplan for Cleveragh Park and plans by Sligo County Council for the development of the Garavogue River.	To be determined	To be determined	Regeneration Team, Sligo County Council, local sporting partners
Children's play facilities will be expanded and further developed.	Ongoing	Children play facilities expanded and developed in response to need identified and as funding allows	To be identified	Sligo County Council, DOHPCLG, Dept of Transport Tourism and Sport	Sligo Sports and Recreation Partnership, Sligo County Council, Regeneration Project
Existing clubs in the Regeneration Area, including those for pre-school children, will continue to be supported and resourced. New clubs will be developed and sustained to further expand sports and recreation activities on foot of the audit of current provision in the area.	Ongoing	<ul style="list-style-type: none"> Additional outreach sporting opportunities provided Greater number and diversity of sporting opportunities across the life cycle for residents in the East City area provided by clubs and community organizations Capacity building in community organizations and clubs resulting in more trained personnel and volunteers delivering sporting opportunities 	€10,000 per annum	Sligo Sports and Recreation Partnership, Sligo County Council, HSE	Sligo Sports and Recreation Partnership, Regeneration project, Sligo County Council and HSE
Links will be developed with schools serving the Regeneration Area to support the achievement of the goals of this strategy. School facilities will be maintained and improved and after school programmes will continue to be supported and expanded.	Ongoing	<ul style="list-style-type: none"> Links with schools developed and maintained Greater involvement by schools in the area 	Existing resources	Existing resources	Sligo Education Centre, Sligo Sports and Recreation Partnership, Regeneration Project with local schools

Sports and Recreation Strategy Actions

Objective Three: Maintain and further develop new and existing local facilities, amenities, clubs, and school links to provide an adequate infrastructure for sports and recreation in the area (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Actions will be taken to identify the barriers to accessing sports facilities in the surrounding area and to address any such barriers.	Medium	Barriers identified. Strategy to address issues developed. Taster programmes facilitated encouraging use of facilities. Programmes at facilities offered at a reduced rate. Transport issues addressed.	Sligo Sports and Recreation Partnership, Regeneration Project	€3,000 per annum	Sligo Sports and Recreation Partnership, Regeneration Project, Sligo County Council, HSE

Output Indicators

Sports hall and all-weather multi-purpose floodlit pitch developed.

Number of existing facilities repaired and upgraded.

Number and diversity of local clubs supported.

Impact indicators

Number of facilities, clubs, school facilities available for sport and recreation

Monitoring

Data gathering on progress of Social Plan. Research, survey work, and evaluation.

2 Social Plan

Underpinning Strategies

Art and Culture Strategy

The Arts and Culture Strategy is a long-term process, to be sequenced over time and developed in overlapping phases. The first phase is focussed on building an infrastructure for arts and culture within the area. The second phase is focused on implementing a local arts and culture plan through this infrastructure. The third phase is focussed on sustaining and further evolving the model of local arts and culture development into the long-term.

Objectives

1. Build foundations for a long-term Arts and Culture Strategy in the area
2. Develop diverse experiential forms of arts education through all sectors of the community
3. Provide opportunities for local people to access arts and culture provision in Sligo City and county
4. Develop and implement a programme of community arts provision and practice
5. Integrate an arts and culture dimension into all elements of the Regeneration Plan



Art Lessons: Abbeyquater Mens Group



Arts Mural Cranmore Road: Sligo Tidy Towns 2016

Art and Culture Strategy Working Across The Life Cycle

Children, teenagers and young adults

Sustained arts and cultural initiatives to develop a sense of pride in self and pride in place

Men and women in employment or working in the home

Sustained arts and cultural initiatives to develop a sense of pride in self and pride in place

Older people

Able to become involved in crafts, art and heritage groups
Sustained arts and cultural initiatives to develop a sense of pride in self and pride in place

Community

Promote active engagement with policy makers and statutory agencies/authorities
Develop artistic and cultural dimensions to neighbourhood/community

Arts and Culture Strategy Actions

Objective One: Build foundations for a long-term Arts and Culture Strategy in the area (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
The Arts in the Community for the County cross-sector/agency group will support this Arts and Culture Strategy.	Existing/Develop	Direction, practical support and direct engagement provided by the Arts in the Community group to the strategy.	Negligible	Sligo Arts Service	Sligo Arts Service
A local Community Arts Development Coordinator will be funded and employed through a relevant local organisation to lead the development and implementation of this strategy. The coordinator will work alongside Sligo Arts Service and will have extensive skills and experience in the field of community arts practice.	Short/Develop	Implementation of this strategy will be given leadership and drive.	€90,000 to support a part-time position for three years	Regeneration project and relevant partners - HSE, Leader, TUSLA, DOHPCLG	Sligo Arts Service
An arts organisation, skilled and experienced in community arts practice, will be contracted on a tender basis as required.	Medium	Broaden skills and experience range available to implementation of this strategy.	To be identified	To be identified	Sligo Arts Service with Arts in the Community Group
A community arts and culture taster or testing programme will be developed	Short/Develop	Increased levels of engagement in producing arts and culture by local people.	€25,000	Regeneration project and relevant partners - DOHPCLG, % for Art Scheme	Community Arts Development Coordinator
A series of artist residencies will be commissioned, building on experience already developed in this field.	Medium	A practice of arts and culture developed within the Regeneration Area and links made with local community.	€50,000	Regeneration project and relevant partners - DOHPCLG, % for Art	Community Arts Development Coordinator
Alliances will be developed by the local Community Arts Development Coordinator in support of this Arts and Culture Strategy with key stakeholders in the field of arts and culture in the wider context of Sligo city and county.	Short/Develop	Support for and engagement with the implementation of this strategy mobilised.	Negligible	Community Arts Development Coordinator	Community Arts Development Coordinator
Artists, with a community arts skills, will be commissioned by Sligo County Council at appropriate moments during the regeneration process to work on the final design, colour and construction of relevant elements of the physical regeneration programme.	Medium	Arts and culture strategy integrated with physical regeneration.	To be identified	To be identified	Sligo County Council with Community Arts Development Coordinator

Arts and Culture Strategy Actions

Objective One: Build foundations for a long-term Arts and Culture Strategy in the area (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A physical space will be built or provided for arts and culture activities in the Regeneration Area. This will provide space for arts education, arts practice and exhibitions after the initial foundations have been laid for this strategy. It would form part of a wider multi-disciplinary neighbourhood facility for the area.	Medium	Options for Arts and Culture Space explored. Initial report to establish brief for space and demand for service provided. Report for delivery of the centre provided.	The costs of this space will be dependent on the options chosen for the neighbourhood centre and will be apportioned over the overall cost of this.	Regeneration Project, Sligo County Council, Arts Council.	Regeneration Project with Sligo County Council and Arts Council

Output Indicators

Forum of arts and culture stakeholders meeting regularly.

Community arts development coordinator in place.

Impact Indicators

Engagement with and commitment to the Regeneration Area by artists and providers in the field of arts and culture.

Monitoring

Data gathering on progress of Social Plan to be agreed. Research, survey work, and evaluation.

Arts and Culture Strategy Actions

Objective Two: Develop diverse experiential forms of arts and culture education through all sectors of the community (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Existing arts and culture activities engaged in by or provided to the local community will be mapped and assessed	Short/Develop	Knowledge base developed to support implementation of this strategy	Negligible	Community Arts Development Coordinator	Community Arts Development Coordinator
The schools serving the Regeneration Area will be stimulated and supported to continue to offer and further develop opportunities to children in arts and culture.	Medium	Children's engagement with arts and culture encouraged.	€800 per school per annum additional funding	Sligo Education Centre, Music Generation Sligo and Craft Council of Ireland already provide an amount of funding	Sligo Education Centre with Sligo County Council Arts Office, Music Generation Sligo and Regeneration project
Community based organisations within and serving the Regeneration Area will be stimulated and supported to provide learning and experiential opportunities in the field of arts and culture.	Medium	New drivers to contribute to the objectives of this strategy mobilised and enabled.	Negligible	Community Arts Development Coordinator	Community Arts Development Coordinator
Arts therapy practice be supported and further developed for people in the Regeneration Area.	Medium	Health and wellbeing of people supported by programme.	Cost neutral within existing resources	HSE	HSE Mental Health Services with Sligo County Council Arts Office and Regeneration Project
In-service training will be provided to principals and teachers in these schools and to the workers and management in these community based organisations to enable their understanding of the potential for arts and culture	Medium	Teachers enabled to promote children's engagement with Arts and Culture Teachers supported to explore how Arts and Culture enhances a child's learning experience	€1,000 per annum	Sligo Education Centre	Sligo Education Centre

Output Indicators

Number and diversity of participants in arts and culture activities.

Number and diversity of participants accessing learning opportunities for art appreciation.

Impact Indicators

Level of interest in, capacity to engage in, and appreciation of arts and culture activities among local people.

Monitoring

Data gathering on progress of Social Plan to be agreed. Research, survey work, and evaluation.

Arts and Culture Strategy Actions

Objective Three: Provide opportunities for local people to access arts and culture provision in Sligo City and County (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Participation by people from the Regeneration Area in arts and culture activities provided in Sligo city and county will be mapped and assessed by the local Community Arts Development Coordinator.	Medium	Knowledge base developed to support implementation of this strategy	Negligible	Community Arts Development Coordinator	Community Arts Development Coordinator
An access and outreach programme will be developed by providers of arts and culture exhibitions and performances. This will address some of the barriers identified in the mapping and assessment exercise.	Medium	Increased access to arts and culture exhibitions and performances by the local community	Existing resources	Arts organisations, arts venues, and arts services	Arts in the Community group with arts organisations, arts venues and arts services

Output Indicators

Number and diversity of participants in Sligo based arts and culture activities.

Impact indicators

Residents' appreciation of arts and culture experiences provided in Sligo.

Monitoring

Data gathering on progress of Social Plan to be agreed. Research, survey work, and evaluation.

Arts and Culture Strategy Actions

Objective Four: Develop and implement a programme of community arts provision and practice (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Actions will be developed to mark and celebrate key moments in the life of the community, including important moments in the regeneration process.	Medium	Actions taken	To be identified	To be identified	Community Arts Development Coordinator
These moments will be recorded as a part of the Arts and Culture Strategy. Local people would develop and apply their skills to record these creatively in film, photography and written word.	Medium	Records made	To be identified	To be identified	Community Arts Development Coordinator
The green spaces within the Regeneration Area could serve this Arts and Culture Strategy.	Medium	Green spaces identified and developed	To be identified	To be identified	Sligo County Council

Output Indicators

Number of community arts interventions to mark key moments in the life of the community.

Impact indicators

Quality and level of participation by people from different groups of local people in creating arts and culture.

Monitoring

Data gathering on progress of Social Plan. Research, survey work, and evaluation.

Arts and Culture Strategy Actions

Objective Five: Integrate an arts and culture dimension into all elements of the regeneration plan (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Actions will be taken to ensure the strategic inclusion and development of an arts and culture dimension to the community development, youth work, education, health, family support, training and social economy and, as appropriate, other strategies within the regeneration process	Medium	Arts and Culture objectives and approaches integrated into the implementation of this plan.	Negligible	Community Arts Development Coordinator	Community Arts Development Coordinator
Output Indicators					
Use of arts and culture activities or methods in implementing other Social Plan strategies.					
Impact Indicators					
Level of creativity and innovation in the implementation of the Social Plan.					
Monitoring					
Data gathering on progress of Social Plan. Research, survey work, and evaluation.					

2 Social Plan

Underpinning Strategies

Community Development and Youth Work Strategy

Community Development Strategy

The Community Development Strategy is concerned with embedding community development in the area. This involves a focus on collective action, capacity building and empowerment of local people and communities; working with organisations and programmes that already exist in the area; and building and co-ordinating activities, supports and initiatives that empower the local community. There should be a particular focus on working with sectors of the community identified as particularly disadvantaged such as lone parents, those with educational disadvantage, older people, people with a disability, the Traveller community, new communities and the long-term unemployed.

Objectives

1. Embed and build on conditions for effective community development in the area
2. Ensure an active, engaged and empowered community in the area
3. Ensure all local people are organised and represented
4. Ensure local people are engaged in decisions that affect their lives



Pride of Place Award 2014



Cranmore Age Friendly Strategy



Launch of Cranmore Age Friendly Strategy 2015

2 Social Plan

Underpinning Strategies

Youth Work Strategy

The Youth Work Strategy is concerned with embedding professional youth work in the area. This involves a focus on capacity building and empowerment for young people, working with organisations and programmes already in the area, and ensuring that the voice of young people is central to developments in the area. A particular concern that needs to be pursued is ensuring the involvement of disadvantaged young people.

Objectives

1. Embed and build on the conditions for effective youth work in the area
2. Develop and implement effective and innovative responses to the needs of young people in the area
3. Ensure the voice of young people is heard and that they participate in the area



Cranmore Co-op Family Fun Day 2016

Community Development and Youth Work Strategy

Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
Clubs and activities available to all	Avail of personal development opportunities	Community focus on older people's activities	Community development and leadership training
Targeted developmental youth work at children in need community development with children	Develop community leadership potential	Meals on wheels and day care provided locally	Form groups based on needs and interests
Active citizenships initiatives with children and young adults	Facilitate the formation and development of community groups		

Community Development and Youth Work Strategy Actions

Objective One (Community Development): Embed and build on the conditions for effective community development in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
In order to ensure that community development is supported as an underpinning strategy to the Social Plan, two Community Development workers will be supported by the Regeneration Project.	Short/Develop	The appointment of one Community Development Worker to the Regen area within one year to supplement the existing community development work provided by the Cranmore co-op. Plan developed to employ second worker.	€50,000 per annum increasing to €100,000 per annum when two workers are in place	Sligo LEADER Partnership DOHPCLG	Regeneration Project, Sligo LEADER Partnership with Cranmore Co-op
Support to develop the capacity of local organisations to manage the work of the community development workers and the Community Development and Youth Work elements of the Social Plan will be provided by a community development support agency.	Short/Develop	Local organisations are developed to such an extent that they can support the work of the community development workers.	€5,000	Regeneration Project	Regeneration Project, Sligo LEADER Partnership, Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services
The structure of the existing Community Development Network will be formalised, its membership expanded and extended to include Youth Work	Existing/Develop	Existing Community Development network formalised and extended to include youth work.	Nominal Cost	Existing resources	Regeneration Project with members of the network
Output Indicators					
Two community workers in place.					
Support to develop capacity of local organisations to manage the community development workers and the Community Development and Youth Work Strategies.					
Structure of the existing Community Development Network formalised and its remit extended to include Youth Work					
Impact indicators					
Community development embedded in the regeneration project.					
Enhanced capacity to implement strategies to address poverty and social exclusion.					
Monitoring					
Network. Data held by local organisations					

Community Development and Youth Work Strategy Actions

Objective Two (Community Development): Ensure an active, engaged and empowered community in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A programme of work that will include empowerment, capacity building and collective action within the Regeneration Area will be developed and implemented.	Short/Develop	Programmes delivered Empowered, engaged and active community	Existing resources	Existing resources	Regeneration Project, Sligo LEADER Partnership, Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Youth Workers and Community Development Workers
Pre-development and bridging programmes to upskill those most distant from existing services and opportunities will be designed and implemented using a community development approach.	Short/Develop	Programmes delivered Capacity increased Enhanced number of people engaging in opportunities	Existing resources	Existing resources	Regeneration Project, Sligo LEADER Partnership, Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Youth Workers and Community Development Workers

Output Indicators

Community development programme of work implemented including

Impact Indicators

Number and diversity of people engaging with community development initiatives

Enhanced capacity to address existing and emerging needs

Monitoring

Primary data gathering by Community Development Network. Data held by local organisations

Community Development and Youth Work Strategy Actions

Objective Three (Community Development): Ensure that all communities in the area are organised and represented (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A process of support for the establishment/development of representative associations and community organisations focusing on areas new to regeneration will be implemented and on those communities of interest who have yet to engage with the regeneration project..	Short/Develop	Programmes delivered Empowered, engaged and active community	Existing resources	Existing resources	Regeneration Project, Sligo LEADER Partnership, Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Youth Workers and Community Development Workers
The capacity of these groups to develop and implement programmes of work will be supported.	Medium	Support provided Empowered, engaged and active community	Existing resources	Existing resources	Regeneration Project, Sligo LEADER Partnership, Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Youth Workers and Community Development Workers
Output Indicators					
Capacity building and support for establishment/development of representative associations and community organisations in new areas and in communities of interest provided.					
Impact indicators					
Number and diversity of groups and associations supported.					
Enhanced capacity of supported associations to engage on issues.					
Monitoring					
Primary data gathering by Community Development Network. Data held by local organisations					

Community Development and Youth Work Strategy Actions

Objective Four (Community Development): Ensure that communities are engaged in decisions that affect their lives (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Community education and capacity building programmes to ensure that all sectors of the community, particularly the most disadvantaged communities, are supported to participate in decision-making structures, including those directly related to regeneration and others that relate to the wider decision-making arenas (such as Sligo Community and Voluntary Form/Public Participation Network) will be supported.	Medium	Programmes delivered. Empowered, engaged and active community. 50 young people participating in the Gaisce Award programme and 10 leader/mentors trained in the community over 4 years.	€7,000 for Gaisce programme	Shared resource Regeneration Project	Regeneration Project, Sligo LEADER Partnership, Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Gaisce, Youth Workers and Community Development Workers
Output Indicators					
Range of community education and capacity building programmes provided.					
Impact Indicators					
Number and diversity of groups/organisations supported in engaging with decision-making bodies.					
Monitoring					
Primary data gathering. Data held by local organisations					

Community Development and Youth Work Strategy Actions

Objective One (Youth Work): Embed and build on the conditions for effective youth work in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
In order to ensure that youth work is supported as an underpinning strategy to the Social Plan, two Youth Workers will be supported by the regeneration project. The Youth Workers will ensure that all areas of the regeneration project are included in their programme of work.	Short/Develop	Youth workers employed Programme of work developed and implemented	€50,000 per annum increasing to €100,000 per annum when two workers are in place	Sligo LEADER Partnership, MSLETB, DOHPCLG	MSLETB Regeneration Project, Sligo LEADER Partnership, with Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services
The structure of the existing Community Development Network will be expanded to include youth work.	Existing/Develop	Existing Community Development network formalised and extended to include youth work	Nominal Cost	Existing resources	Regeneration Project with network members
Output Indicators					
Two youth workers in place.					
The Community Development Network expanded to include youth work.					
Impact indicators					
Youth work embedded in the regeneration project					
Enhanced capacity to address issues faced by young people.					
Monitoring					
Primary data gathering. Data held by local organisations					

Community Development and Youth Work Strategy Actions

Objective Two (Youth Work): Develop and implement effective and innovative responses to the needs of young people in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A general focus on ensuring youth activities and clubs will be continued and expanded. Training for volunteer youth leaders will be provided.	Ongoing	Club established within Cranmore community. Training provided.	Nominal	Club Affiliation fee	Foróige
There will be a particular focus on young people identified as difficult to engage.	Short/Develop	Outreach intervention including street work, in-home visits delivered. Two Family Support Youth Workers employed targeting hard to reach population of 10-18 year olds (for Sligo town).	To be identified	To be identified	Foróige, Regeneration Project
A Youth Café or similar drop-in service in the area on an open and accessible, non-judgemental basis will be established and staffed by the youth workers.	Short/Develop	Youth café providing a range of programmes for young people in Cranmore and surrounding areas established.	Cost to be identified	Regeneration Project	MSLETB Regeneration Project, Sligo LEADER Partnership, with Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services
Output Indicators					
Youth activities and clubs continued and expanded.					
Training for volunteer youth leaders provided.					
Focus on young people identified as difficult to engage.					
A Youth Café or similar drop-in service provided.					
Impact indicators					
Number of youth activities and clubs.					
Number and diversity of young people engaging.					
Monitoring					
Primary data gathering Data held by local organisations					

Community Development and Youth Work Strategy Actions

Objective Three (Youth Work): Ensure the voice of young people is heard and to ensure the participation of young people in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Programmes to enhance the capacity of young people to have their voice heard will be developed. They will create opportunities for young people to participate in decision making that impacts on them.	Short/Develop	Programmes designed and delivered by Youth Workers.	Existing resources	Existing resources	MSLETB Regeneration Project, Sligo LEADER Partnership, with Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Gaisge, Youth Workers
Comhairle na nÓg, Gaisce and other youth initiatives will ensure that young people from the Regeneration Area are included and empowered to engage in decision making roles.	Existing/Develop	Gaisge three year programme implemented. Capacity and personal development of local young people enhanced. Young people progressed to engaging in decision making in the community.	€9,000	Gaisce, Regeneration Project	MSLETB Regeneration Project, Sligo LEADER Partnership, Gaisge with Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Youth Workers
Informed participation by young people in all structures established under the regeneration project will be facilitated.	Short/Develop	Programmes designed and delivered by Youth Workers.	Existing resources	Existing resources	MSLETB Regeneration Project, Sligo MSLETB Regeneration Project, Sligo LEADER Partnership, Gaisge with Cranmore Co-op, Abbeyquarter Centre, Foróige, North Connaught Youth and Community Services, Youth Workers
Output Indicators					
Number of programmes to enhance the capacity of young people.					
Youth initiatives to ensure that young people are empowered to engage in decision making roles.					
Informed participation by young people in all structures for the regeneration project facilitated					
Impact indicators					
Number and diversity of young people participating in decision making that impacts on them.					
Monitoring					
Primary data gathering Data held by local organisations					

2 Social Plan

Underpinning Strategies

Interagency Engagement and Collaboration Strategy

The Interagency Engagement and Collaboration Strategy requires leadership from senior management in the relevant public sector bodies and other agencies, and a championing of the needs of the community by agency staff who are working in the area. It underpins the impact to be made by public sector bodies and other agencies through the regeneration process.

Formal structures enable interagency collaboration, and allow these bodies to engage directly with local community representatives about the problem solving, innovation and flexibility required on an ongoing basis by the regeneration process.

Systems will be required within public sector bodies and other agencies to mainstream a focus on the area in their policies and programmes as well as to target resources on the area.

Objectives

1. Secure long-term commitment to and engagement with the regeneration process from key public sector bodies and other agencies.
2. Support the development or deepening of institutional structures for interagency collaboration and for partnership between public sector bodies and other agencies and the community.
3. Develop systems for mainstreaming a focus on the area within public sector bodies and other agencies, for effective targeting of the area by these organisations, and for supporting adaptability, innovation and flexibility in the provision of services and programmes in the area.



Social Plan Workshop 2014

Interagency Engagement and Collaboration Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
Commitment to regeneration initiative, sustained activities, joined-up collaborative working and provision of services	Commitment to the regeneration initiative, collaboration and sharing of information, effective targeting	Commitment to regeneration initiative, collaboration and sharing of information, responding to variety of needs	A partnership approach supporting and promoting community resilience and capacity

Inter-Agency Collaboration and Strategy Engagement Actions

Objective One: Secure long-term commitment to and engagement with the regeneration process from the relevant public sector bodies and other agencies (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Public sector bodies and other agencies with a key role to play in the implementation of this social regeneration plan will be invited to nominate a senior representative to act as a member of the Oversight Group.	Short/Develop	Implementation of the plan will be stimulated and monitored with new evolutions made as required.	Negligible	Agencies represented	Regeneration Project
The Oversight Group will support the planning for the regeneration project, drive the implementation of the regeneration project, and extract learning from the regeneration project for application in other parts of Sligo. It will enable public sector bodies and other agencies to account for their contribution to the regeneration project and to the targets established for the regeneration plan. It will involve public sector bodies and other agencies in a dialogue with the local community representatives in progressing the regeneration project.	Short/Develop	Implementation of the plan will be stimulated and monitored with new evolutions made as required.	Negligible	Agencies represented	Oversight Group
Liaison officers will be appointed within each of these public sector bodies and other agencies and given responsibility to support an internal focus on and contribution to the regeneration project within the organisation. An annual meeting of liaison officers will be convened.	Short/Develop	Strong communication channels for the implementation of the plan and informed champions for the plan in each agency. Where an agency is a member of the oversight group that person could usefully serve as the liaison. The HSE liaison officers allocated, MLSETB liaison continued, St Angela's a liaison officer appointed, and Garda liaison considered by Garda Superintendent.	Negligible	Public agencies involved	Regeneration project with public agencies
Personnel from public sector bodies and other agencies already working within the Regeneration Area or with people from the Regeneration Area will be supported to be champions for regeneration within their organisations. They will receive regular briefings about the regeneration project and updates on progress made. They will be involved in regular exchanges in relation to reviewing progress and enabling further progress on the regeneration.	Short/Develop	<ul style="list-style-type: none"> Those working in the area fully informed of progress, barriers and successes in implementing the plan. 	Negligible	Public agencies involved	Regeneration project

Inter-Agency Collaboration and Engagement Actions

Objective One: Secure long-term commitment to and engagement with the regeneration process from the relevant public sector bodies and other agencies (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Public sector bodies and other agencies involved in the implementation of this Social Regeneration Plan will assist in monitoring progress in its implementation and the impact and outcomes from its implementation.	Short/Develop	Relevant data gathered and made available to Oversight Group	Negligible	Public agencies involved	Regeneration project with public agencies
Output Indicators					
Oversight group established and meeting regularly.					
Advisory group established and meeting.					
Liaison officers appointed in each public sector agency involved.					
Impact indicators					
Capacity and commitment of key public sector officials to engage effectively with the regeneration process.					
Monitoring					
Data gathering on progress of Social Plan to be agreed. Research, survey work, and evaluation.					

Inter-Agency Collaboration and Engagement Actions

Objective Two: Support the development or deepening of institutional structures for inter-agency collaboration and for partnership between public sector bodies and other agencies and the local community (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Existing and proposed inter-agency structures in Sligo city and county that have a remit that covers or is relevant to the Regeneration Area will include representation from the regeneration project. This will include the new Local and Community Development Committee	Existing/Develop	The needs of the Regeneration Area articulated and included in relevant fora.	Negligible	Regeneration project and local groups	Regeneration Project
Existing inter-agency and partnership structures relevant for this plan will be supported to make their contribution to the implementation of the regeneration plan. These structures will be formalised, supported and sustained.	Existing/Develop	Coherence and integration of effort behind the objectives in the plan sustained over the long term	Negligible	Public agencies and organisations involved	Interagency structures in place
A number of intervention taskforces will be established and supported for an appropriate period of time as part of the regeneration process.	Short/Develop	The voice, perspective, and interests of the local community advanced.	Negligible	Public agencies involved	Regeneration project with public agencies
Personnel from public sector bodies and other agencies already working within the Regeneration Area or with people from the Regeneration Area will be supported to be champions for regeneration within their organisations. They will receive regular briefings about the regeneration project and updates on progress made. They will be involved in regular exchanges in relation to reviewing progress and enabling further progress on the regeneration.	Short/Develop	Those working in the area fully informed of progress, barriers and successes in implementing the plan.	Negligible	Local groups with community development worker	Community development worker

Output Indicators

Engagement of existing inter-agency structures with the regeneration

Establishment and operation of intervention taskforces to support the regeneration

Number and diversity of community representatives participating in inter-agency structures

Impact indicators

Enhanced capacity of key stakeholder agencies to intervene in addressing problems identified in the area

Monitoring

Data gathering on progress of Social Plan to be agreed. Research, survey work, and evaluation

Inter-Agency Collaboration and Engagement Actions

Objective Three: Developing systems for mainstreaming a focus on the Regeneration Area within public sector bodies and other agencies for effective targeting the area by these organisations, and for supporting adaptability, innovation and flexibility in the provision of services and programmes in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Public sector bodies and other agencies involved in the Regeneration Area will develop, adopt and implement a statement in relation to their engagement with this Social Regeneration Plan.	Medium	A concern to support regeneration enabled within each agency	Negligible	Public agencies involved	Oversight Group
The resources currently targeted on the Regeneration Area and the current take-up of public services and publicly funded services by people from the Regeneration Area will be kept under review by each public sector body and other agency involved in the regeneration process.	Medium	A concern to support regeneration enabled within each agency	Negligible	Public agencies involved	Oversight Group
Adaptability, flexibility and innovation in policies, programmes and service delivery will be supported within public sector agencies working in the Regeneration Area or providing services to people from the Regeneration Area or funding such services.	Existing/Develop	The impact of public sector programmes on the Regeneration Area enabled.	Negligible	Public agencies involved	Oversight Group
Public sector bodies and other agencies will locate teams working across the city and county within the Regeneration Area where possible.	Existing/Develop	Investment in the Regeneration Area.	Existing resources	Public agencies involved	Oversight Group
Output Indicators					
Number of public sector agencies developing a statement on their engagement with the regeneration process					
Impact Indicators					
Adaptability, flexibility and innovation demonstrated in the engagement by public sector bodies in the area					
Monitoring					
Data gathering on progress of Social Plan to be agreed. Research, survey work, and evaluation					

3 Economic Plan

Vision and Strategy

The overall vision for the economic element of the Regeneration Masterplan seeks to enhance employment and economic development in the area.

The economic plan is concerned with:

- Developing the local economy including microenterprise, social enterprise and community enterprise.
- Changing external perceptions of the area and perceptions about entrepreneurship within the area.
- Enhancing the employability of people in the area.
- Stimulating inward investment into the area.
- Engaging the private sector in providing employment for people in the area.
- Stimulating a package of corporate social responsibility measures to support employment and economic development.
- Developing social objectives within public procurement strategies to target employment and economic development.

The strategy for the economic element is built on five thematic intervention areas:

- Private sector employment
- Local enterprise development
- Incentivising investment
- Public procurement
- Perception

The strategies and actions are not designed to replace or displace existing work. They are designed to build on and consolidate on going work in the area. They are also designed to develop and expand existing strategies as well as to develop new strategies where need has been identified.

Integration with the social and physical elements of the Masterplan

The economic plan complements, and is complemented by, the actions and strategies of the social and physical regeneration Plans.

The potential of the physical elements of the masterplan to contribute to the economic development of the Regeneration Area is significant. The plans include considerable investment in housing, energy saving schemes and infrastructural development in the area.

Proposals in the social plan, particularly in the areas of education and learning, and unemployment and training seek to create the conditions for successful economic regeneration by ensuring that people of all ages receive the supports they need to avail of opportunities.



Economic Workshop September 2014

3 Economic Plan

Private Sector Employment Strategy

Goals

The goal of the Private Sector Employment Strategy is to increase and realise employment opportunities in the private sector for people from the Regeneration Area.

Principles

The Private Sector Employment strategy is based on three key principles:

Mainstreaming The strategy will involve mainstream agencies and organisations with mandates to support business development that include (a concern for) employment of people from the Regeneration Area in their activities.

Inclusion Specific steps will be made to include the full diversity of people within the Regeneration Area. Particular attention will be given to the specific needs of long-term unemployed people, women, people with disabilities, lone parents, young people, older people, and members of minority ethnic groups.

Building on Progress Made There have been valuable developments in the Regeneration Area over the past years, this strategy should build on these developments and further enable them.

The Private Sector Employment Strategy is driven through the development of a private sector forum and the involvement of Sligo Chamber of Commerce.

Employment schemes play an important role for economic development and training interventions specifically designed to address the needs of people in the area hold particular potential.

Areas for business growth have been identified in tourism, food production, precision engineering, and customer service/contact centres. These areas are being addressed by the business support agencies. Opportunities for skills development need to be provided in time for people in the Regeneration Area to compete for jobs in these fields on an equal footing.

There is also potential to develop a corporate social responsibility approach to employment in the area with particular companies.

Objectives

1. Establish an infrastructure to stimulate and support private sector engagement in the area.
2. Sustain and enhance the employability of people in the area.
3. Develop and implement 'fast-track' initiatives to enable people in the area to compete successfully for new jobs coming on stream in Sligo.
4. Promote and support corporate social responsibility packages from large companies that enhance employment levels in the private sector for people from the area and that stimulate the local economy.



Economic Plan Workshop Sept 2014

Private Sector Employment Strategy Actions

Objective One: Establish an infrastructure to stimulate and support private sector engagement in the area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Private Sector Forum to secure private sector support for the regeneration process, and enable private sector engagement in regeneration actions.	Short/Develop	Annual meeting to update on progress and plans and to explore supports	Negligible/Existing resources	Regeneration Project and relevant partners	Regeneration Project to explore with relevant partners

Output Indicators

Annual meeting of private sector forum.

Impact Indicators

Knowledge of and interest in the regeneration project among business leaders.

Monitoring

Data gathering on progress of economic plan. Research, survey work, and evaluation.

Private Sector Employment Strategy Actions

Objective Two: Sustain and enhance the employability of people in the regeneration area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Maximise training and employment opportunities, including community employment, for those from the Regeneration Area on activation programmes	Existing/Develop	More people in active labour market programmes and in work	Existing resources	DSP/INTREO	DSP/INTREO
The TAPPED model for training intervention will be sustained and expanded into new areas	Existing/Develop	MSLETB will continue to support Community Up education and training model when possible	Existing resources	MSLETB/SOLAS	MSLETB, with Regeneration Project and Cranmore Co-op.
Traineeships and apprenticeships will be developed and provided for people in the Regeneration Area in sectors identified as having growth potential in the wider Sligo economy	Existing/Develop	MSLETB submit annual plans and targets to SOLAS.	Existing resources	MSLETB/SOLAS	MSLETB, with Regeneration Project, Cranmore Co-op, Abbeyquarter, Age Friendly Alliance
Alignment between the training offered to and taken up by people from the Regeneration Area and the current and future skills needs of employers in the local economy and the wider Sligo economy	Short/Develop	This topic will be addressed on an ongoing basis by the interagency forum	Negligible/ Existing resources	Agencies on interagency forum	Interagency forum

Output Indicators

Number of community employment places.

Number of participants on 'TAPPED' type training courses.

Impact Indicators

Growth in soft skills development for participants.

Monitoring

Data gathering on progress of economic plan. Research, survey work, and evaluation.

Private Sector Employment Strategy Actions

Objective Three: Develop and implement 'fast-track' initiatives to enable people in the Regeneration Area to compete successfully for new jobs coming on stream in Sligo (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
'Fast-track' initiatives designed and implemented to suit new job opportunities emerging	Short/Develop	MSLETB submit annual plans and targets to SOLAS.	Existing resources	MSLETB/ SOLAS	MSLETB
Output Indicators					
Number of participants on 'fast-track' initiatives.					
Impact indicators					
Number of local people securing employment.					
Monitoring					
Data gathering on progress of economic plan.					

Private Sector Employment Strategy Actions

Objective Four: Promote and support corporate social responsibility packages from large companies that enhance employment levels in the private sector for people in the Regeneration Area and that stimulate the local economy (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Corporate Social Responsibility packages designed and promoted to local large employers	Short to Medium	Corporate social responsibility package to be promoted with local agencies agreed. Large employers identified and database compiled to be reviewed and updated annually. Large employers familiarised on the Regeneration Project through mailings and invitations to public information briefings	Negligible	Regeneration Project and other sources that come available	Regeneration Project with Sligo Chamber, Enterprise Ireland, BITC
Contact programme will be developed with local large companies to promote and secure agreement on a corporate social responsibility package targeting the regeneration area	Short to Medium	Large employers identified database used to familiarise large employers on the Regeneration Project through mailings and invitations to public information briefings.	Negligible	Regeneration Project and other sources that come available	Regeneration Project with BITC
Support will be provided to local large companies to implement corporate social responsibility packages targeting the regeneration area	Short to Medium	Confirmation process with businesses on what level or type of support might be required, numbers that might benefit and ways to provide the necessary support explored.	To be identified on foot of process	Regeneration Project and other sources that come available	Regeneration Project
Ongoing contact will be sustained with Business in the Community Ireland	Short to Medium	Business in the Community Ireland liaison explored to see if needs can be met in this way.	BITC budget proposal of 36,000 Euro for part-time Corporate Responsibility Consultant	Regeneration Project and other sources that come available	Regeneration Project with BITC

Output Indicators

Number of corporate social responsibility packages implemented.

Impact indicators

Number of local people securing employment.

Number of enterprises securing contracts

Monitoring

Data gathering on progress of economic plan. Research, survey work, and evaluation.

3 Economic Plan

Local Enterprise Development Strategy

Goal

The goal of the Local Enterprise Development Strategy is to stimulate and support the local economy within the Regeneration Area through a mix of market economy and social economy microenterprise startups.

Principles

This Local Enterprise Development Strategy is based on four key principles:

Inclusion Specific steps will be taken to include the full diversity of people within the Regeneration Area. Particular attention will be given to the specific needs of long-term unemployed people, women, people with disabilities, lone parents, young people, older people, and members of minority ethnic groups.

Tailoring The strategy will acknowledge the particular disadvantage in the Regeneration Area. This demands particular models of intervention, a tailoring of mainstream supports to ensure that they are relevant and accessible to local people and supports that are long-term over the life of the masterplan.

Social Gain The strategy will give some priority to initiatives that can demonstrate both economic and social gain. The emphasis on social gain will receive particular additional support to ensure that it can be realised.

Building on Progress Made There have been valuable developments in the Regeneration Area over the past years and this strategy should build on and further enable them.

Objectives

1. Build an infrastructure to stimulate and support the development of enterprise and the local economy in the area.
2. Stimulate and support the emergence of entrepreneurs from within the area and stimulate and support startup microenterprises in both the market economy and the social economy.

Support for Strategy

The Local Enterprise Development Strategy requires a support infrastructure that includes enterprise support personnel, enterprise and training facilities, interagency structures, enterprise startup funding, and additional funding for key agencies to provide the intensive and targeted support required.

Entrepreneurs from within the area will be the key actors in this strategy and initiatives to promote entrepreneurship and to build capacity among local entrepreneurs are needed.

A model of enterprise development is needed that addresses the particular barriers these local entrepreneurs face, involving market based enterprises and social economy based enterprises.



CTC catering course

Local Enterprise Development Strategy Actions

Objective One: Build an infrastructure to stimulate and support the development of enterprise and the local economy in the area (1 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
An interagency forum that brings together key agencies with a capacity to support local enterprise initiatives will be established	Existing/Develop	Regular interagency meeting, exchange and shared planning convened by enterprise support officer Hosting of meetings by Enterprise Ireland	Existing resources	Agencies involved	IT Sligo, with Enterprise Ireland, IDA, MSLETB, DSP, LEO, Sligo LEADER Partnership, Sligo Chamber, SOLAS
An enterprise and training facility will be developed in the regeneration area	Medium	Feasibility study including assessment of need and options for spaces to meet needs	Feasibility study - €5,000	Regeneration Project, DOECLG	Sligo County Council with LEO, Regeneration Project
An Enterprise Support Officer will be funded and employed for the Regeneration Area by a relevant local organisation	Short	Key post in driving progress and outcomes from the economic plan, particularly in relation to enterprise development Mentoring and support from Enterprise Ireland and other agencies	Cost of this post - €70,000 per annum estimated	Regeneration Project and other sources that come available	Regeneration Project with Enterprise Ireland, LEO, DSP and SOLAS
An assessment of the potential for micro-enterprise initiatives will be conducted	Medium	An initial scoping exercise to identify potential start-ups carried out by enterprise support officer	Negligible	Regeneration Project and other sources that come available	Regeneration Project with Enterprise Ireland, LEO, DSP and SOLAS
Feasibility studies will be carried out on the business ideas identified by this plan as having potential and on future ideas emerging from the assessment carried out	Short	Two feasibility studies per annum to be contracted out but managed by Enterprise Support Officer	€40,000 per annum estimated	Regeneration Project and other sources that come available	Regeneration Project with Enterprise Ireland, LEO, DSP and SOLAS
A funding strategy for supporting micro-enterprise will be developed and implemented through the inter-agency forum	Medium	Funding strategy progressed with support of interagency forum Local micro enterprise established to access existing funding sources with support of enterprise officer	Existing resources	LEO	LEO with Regeneration Project
Sligo County Council will identify and make available where possible vacant properties that it has control over that could serve enterprise development within this strategy	Medium	Assessment of vacant spaces carried out with options for their re-use and re-letting	Possible re-letting costs to be determined	Regeneration Project, DOECLG, Sligo County Council	Sligo County Council Land Assets Department with Regeneration Project

Local Enterprise Development Strategy Actions

Objective One: Build an infrastructure to stimulate and support the development of enterprise and the local economy in the area (2 of 2)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Local community organisations in the Regeneration Area providing an infrastructure that supports the social economy will be sustained and further enabled to expand their supports in this field.	Existing/Develop	Ongoing support to community organisations hosting social enterprise work depending on agency annual plans	Existing resources	MSLETB, DSP/INTREO and Sligo LEADER Partnership	MSLETB, DSP/INTREO, and Sligo LEADER Partnership
Output Indicators					
Regular meetings of inter agency forum					
Operation of enterprise and training facility					
Employment of enterprise development officer.					
Establishment of micro- enterprise fund.					
Impact indicators					
Knowledge of and engagement with the area by public sector decision makers.					
Monitoring					
Data gathering on progress of economic plan. Research, survey work, and evaluation.					

Local Enterprise Development Strategy Actions

Objective Two: Stimulate and support the emergence of entrepreneurs from within the Regeneration Area and stimulate and support start-up micro enterprises in both the market economy and the social economy (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Innovation Centre IT Sligo will support local entrepreneurs	Existing/Develop	Provision of enterprise training; appropriate and tailored incubation space; applied research; mentoring and networking; specialist equipment and testing; video conference and meeting facilities; information on, and access to, funding opportunities available; business consultancy; on-Line learning and leading edge communication; and Hi-Tech business facilities as required.	Existing resources	IT Sligo (Innovation Centre)	IT Sligo (Innovation Centre)
Local Enterprise Office and Sligo LEADER Partnership will support local entrepreneurs with business start-up ideas	Existing/Develop	Support to ten local entrepreneurs	Existing resources	LEO and Sligo LEADER Partnership	LEO with Sligo LEADER Partnership
An enterprise development support programme will be provided for local entrepreneurs	Existing/Develop	Support to ten local entrepreneurs	Existing resources	LEO and Sligo LEADER Partnership	LEO with Sligo LEADER Partnership
Market economy based micro-enterprise start-ups will be enabled	Existing/Develop	Five micro enterprises	Existing resources	LEO	LEO with INTREO
Social economy based enterprise start-ups will be enabled	Existing/Develop	One social economy enterprise per annum	Existing resources	Sligo LEADER Partnership	Sligo LEADER Partnership
Self-employment start-ups will be assisted with access to finance, market research and intensive supports	Existing/Develop	Five start ups	Existing resources	INTREO and LEO	LEO with Intreo and Sligo LEADER Partnership

Output Indicators

Number of market economy micro-enterprise start-ups.

Number of social economy micro-enterprise start-ups.

Number of self-employed supported.

Impact indicators

Number of local entrepreneurs identified and supported.

Number of local people employed in local micro-enterprise.

Monitoring

Data gathering on progress of economic plan.

3 Economic Plan

Incentivising Investment Strategy

Goal

The goal of the Inward Investment Strategy is to create the conditions for investment in the Regeneration Area through collaboration between the relevant agencies and local actors.

Principles

The Inward Investment Strategy is based on two key principles:

Prioritisation The strategy will favour inward investment that will benefit and prioritise the employment of local people.

Non-displacement The strategy will ensure that no local business is displaced.

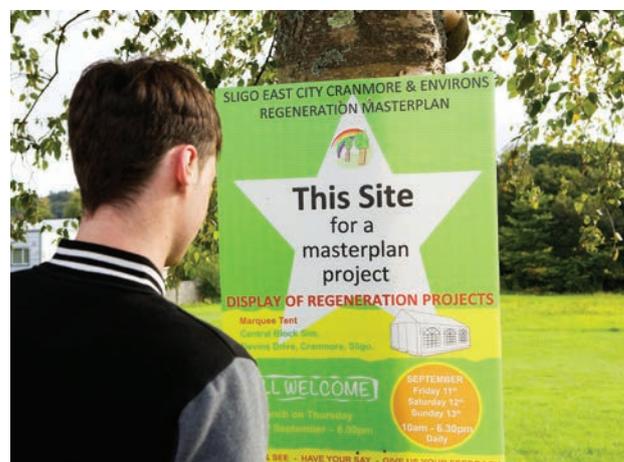
Attracting inward investment to the Regeneration Area will be a critical factor to success.

There are a number of largely undeveloped sites in the Regeneration Area that are owned by Sligo County Council that may be suitable for small enterprises that Sligo County Council may be able to provide incentives to develop. Crucial to the marketing of these sites will be the construction of the new Eastern Garavogue Bridge. Currently there are no significant north-south linkages across the River Garavogue to the east of Sligo City Centre and one of main objectives of the bridge project is to link communities north and south of the River Garavogue. The proposed Eastern Bridge and approach roads will provide the required north-south linkages and will enable the social and development benefits available from greater critical mass to be achieved.

There are also a number of vacant premises in the Regeneration Area that could be made available for commercial activity. An important first step is an evaluation and assessment of the reasons why premises are vacant and a strategy to address issues.

Objectives

1. Establish a collaborative approach to inward investment in the area
2. Establish the prerequisites for promoting inward investment into the area
3. Develop and implement a marketing strategy



Regeneration Consultation 2015

Incentivising Investment in the Area Strategy Actions

Objective One: Establish a collaborative approach to inward investment in the regeneration area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
To establish a Taskgroup comprised of Sligo County Council, the regeneration team, Enterprise Ireland and relevant others	Short/Develop	Invitations made, agenda developed, and meeting convened	Negligible	Regeneration Project and other sources that come available	Regeneration Project with LEO, Enterprise Ireland
To identify and map the sites available and the type of planning permission they are zoned for	Short	Sites identified and mapped for consideration by the Taskgroup	Negligible	Regeneration Project	Sligo Land Assets (SCC) with Regeneration Project

Output Indicators

Taskgroup established and Terms of Reference developed .

Impact indicators

Improved information regarding availability of sites;

Monitoring

Data gathering on progress of economic plan. Research, survey work, and evaluation.

Incentivising Investment in the Area Strategy Actions

Objective Two: Establish the pre-requisites for promoting inward investment into the regeneration area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
To carry out an assessment to identify why vacant premises are unoccupied;	Medium	Assessment report with recommendations completed	5,000 Euro estimated	Regeneration Project and DOECLG	Planning (SCC) with LEO and Regeneration Project
To ensure that sites and premises are adequately serviced.	Medium	Opportunities to improve infrastructure wherever possible depending on potential client needs	Cost to be determined	Regeneration Project and DOECLG	Infrastructure (SCC) with planning and Regeneration Project
Output Indicators					
Assessment carried out					
Servicing improved					
Impact Indicators					
Sites and premises more attractive to investment					
Monitoring					
Evaluation					

Incentivising Investment in the Area Strategy Actions

Objective Three: To develop and implement a marketing strategy (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
To assess and target the types of enterprise that would match the sites;	Medium	Initial assessment by Taskgroup and communicated to the relevant agencies for targeting	Negligible	Taskgroup	Taskgroup
To explore incentives to commercial entities;	Medium	Options explored and recorded for consideration by Sligo County Council	8,000 Euro estimated for options study and legal advice	Regeneration Project and DOHPCLG	Land Assets Department (SCC) with Finance and Planning Departments (SCC)
To encourage and incentivise potential employers within these commercial entities to employ people from the regeneration area.	Medium	Options explored and recorded for consideration by the Taskgroup	2,000 Euro	Regeneration Project and DOHPCLG	Land Assets Department (SCC) with Finance and Planning Departments (SCC)
Output Indicators					
Marketing strategy implemented					
Incentives in place					
Impact Indicators					
Increased interest in sites and premises					
Monitoring					
Data gathering on progress of economic plan. Research, survey work, and evaluation.					

3 Economic Plan

Public Procurement and Social Benefit Strategy

Goal

The goal of the Public Procurement and Social Benefit strategy is to ensure that potential social benefits from public contracts relating to the regeneration of Sligo East City, Cranmore and Environs are explored and developed wherever possible.

Principles

Social benefit: The strategy will seek to ensure that social benefits result from public procurement contracts where possible, appropriate and lawful. Particular attention will also be given to developing economic opportunities, e.g. to improve work-related skills and/or provide training or apprentice programmes to meet specific needs.

Inclusion: The strategy will take specific steps to include for diversity of needs and disadvantage.

Particular attention will be given to the specific needs of long-term unemployed people, women, people with disabilities, lone parents, young people, older people, and members of minority ethnic groups.

Strategy

The area of public procurement is highly regulated. Public procurement legislation allows, under certain circumstances, social clauses to be included in tenders and in contract terms.

The implementation of the Public Procurement and Social Benefits strategy will seek to ensure that full advantage is taken to maximize social benefits, in accordance with public procurement legislation.

Objectives

Objective 1: Provide information for local service providers and employers about opportunities afforded by public procurement, particularly those relating to regeneration projects

Objective 2: Research and develop opportunities for social benefits from public procurement where possible, appropriate and lawful

Public Procurement and Social Benefit Strategy Actions

Objective 1: Provide information for local service providers and employers about opportunities afforded by public procurement, particularly those relating to regeneration projects (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
An information campaign will be undertaken to ensure that local businesses and service providers are aware of the opportunities that regeneration will bring and to prime them to engage;	Short/Develop	Short information campaign, could be developed as part of public relations campaign identified in Perception Strategy	Cost of short information campaign to be determined	Regeneration Project	Sligo Chamber of Commerce with procuring agencies
Information and mentoring will be provided to service providers in the Regeneration Area on employing people from the local area and how to engage in competitive tendering as part of county wide work on this;	Short/Develop	Training and mentoring provided to local businesses and service providers as part of county/wide activity	Existing resources	Sligo County Council and LEO	Sligo County Council and LEO
Output Indicators					
Information campaign					
Training provided					
Number of local employers/service providers trained					
Impact indicators					
Increased capacity to participate in tendering opportunities					
Monitoring					
Data gathering on progress of economic plan. Research, survey work, and evaluation.					

Public Procurement and Social Benefit Strategy Actions

Objective 2: Research and develop opportunities for social benefits from public procurement where possible, appropriate and lawful (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
Social benefits will be sought in contracts for works associated with the regeneration project. These will be used, as far as is possible, and practical, in compliance with public procurement legislation.	Short	Investigation of potential for inclusion of social clauses within public procurement: Report presented to Council Members for their consideration and for policy review	Negligible	Regeneration Project	Regeneration Project
Output Indicators					
The number of social benefit clauses included in regeneration contracts					
Impact Indicators					
The number of social benefits realised from regeneration contracts					
Monitoring					
Data gathering on progress of economic plan. Research, survey work, and evaluation					

3 Economic Plan

Perception Strategy

Goals

The goal of the Perception Strategy is to challenge prejudicial assumptions of the Regeneration Area and to promote a more positive image, ultimately changing perceptions of the Regeneration Area.

Principle

Positivity The Perception Strategy will challenge stereotypes and prejudices and actively promote the positive aspects of the Regeneration Area.

The role of stigma in precipitating estate decline has been the subject of academic research. Some housing estates do not simply endure material disadvantage but also suffer from poor reputations. They can be viewed as ‘problem places’ home to ‘problem people’ and these types of reputations can reinforce an estate’s difficulties. Other research found that despite substantive changes on estates, poor local images persisted, suggesting that an estate’s reputation does not automatically improve as the estate improves.

Stigma associated with an area can have a profound effect on the economic and social life of residents. Residents from Cranmore, for example, reported changing their address in job applications to hide the fact that they live in the Regeneration Area. Research from the UK strongly suggests that unless a housing estate’s image problems are effectively challenged alongside regeneration, stigma will remain.

Attention to addressing negative image and stigma has played an important part in a number of regeneration projects in Ireland, for example in Ballymun in Dublin and in the regeneration areas in Limerick.

Challenging stigma and external perceptions of the Regeneration Area in Sligo will be a key area of action. This will require a concerted effort to highlight the positive aspects of the area.

Objective

Challenge stigma and prejudice and promote a more positive view of the area

Strategy

Externally held views based on stigma of an area can be detrimental to those living there, particularly for those seeking employment and young people. Challenging perceptions of an area can be difficult.

The media, word-of-mouth, gossip and exaggeration all play a part in developing, and perpetuating, prejudices and stigma about an area. They will equally have a role to play in challenging conventionally held perceptions of the Regeneration Area and promoting a more positive view.

Local people will be supported to promote a positive image of the area and to challenge negative stereotyping.



Perception Strategy

Perception Strategy Actions

Objective One: Challenge stigma and prejudice and promote a more positive view of the regeneration area (1 of 1)

Action	Timeframe	Target/Outcome	Cost	Funding Sources	Lead/Partners
A public relations strategy to accompany the regeneration plan will be developed. This strategy will focus on highlighting the positive elements of the Regeneration Area and will be consistent and sustained	Short/Develop	Development and implementation of a public relations strategy: Website, social media, PR agency, advertising and marketing promotional work of the area within the work of participating agencies	To be determined – estimated 50,000 Euro per annum over three years for development costs	Regeneration Project and DOHPCLG	Regeneration Project with partner agencies and organisations
Proactive linkages will be made with the media, inviting them to tour the area and meet with residents	Short/Develop	Ongoing relationships developed and could be further developed as part of the public relations strategy	Negligible	Regeneration Project	Regeneration Project
Work with Sligo Chamber of Commerce to proactively develop links with employers to break down any prejudicial perceptions they may have about the area and those that live there;	Short/Develop	Ongoing channels of communication developed with specific actions developed as needed and could be further developed as part of the public relations strategy Pilot programme to provide initial screening and then training for 25 Long Term unemployed for CV preparation, interview skills etc could be run by Chamber of Commerce and work placements for the 25 across the spectrum of its membership activities (Industry, Hospitality, Services, Retail) could be arranged	Existing resources	Regeneration Project and Sligo Chamber of Commerce	Regeneration Project with Sligo Chamber of Commerce and INTREO
Identify champions and people of influence that will use their influence to promote a positive image of the area.	Medium	Ongoing relations developed and could be further developed as part of the public relations strategy	Negligible	Regeneration Project	Regeneration Project
Signage will be improved throughout the regeneration area.	Medium	A signage strategy agreed with key stakeholders and implemented	To be determined - 40,000 Euro estimated	Regeneration Project and DOHPCLG	Roads, Planning, Parks Departments of Sligo County Council with Regeneration Project, Chamber of Commerce and other appropriate agencies

Output Indicators

Sustained public relations strategy.

Relationships with employers developed.

Signage improved.

Impact indicators

Levels of positive stories covered by local media

Improvement in the external perception of the regeneration area

Monitoring

Data gathering on progress of economic plan. Research, survey work, and evaluation.

Cranmore Regeneration Project

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Pobail agus Rialtais Áitiúil
Department of Housing, Planning,
Community and Local Government

