

FUNDERS & PARTNERS ACKNOWLEDGEMENT

We would like to acknowledge the support of all the Government Departments and statutory bodies at a European, National and local level who contribute and enable our broad range of activities.

On behalf of the RLP team and our clients, we say thank you.



Roscommon LEADER Partnership is a member of the Irish Local Development Network





CONTENTS

Foreword	Page
Strategic Planning Process	2
Who We Are	3
Our Programmes	4
What we believe	5
How we work	6
Whom we work with	7
Where we work	8
Local, National and Global context	9
Issues and challenges	10
Five year plan	12
Implementing & evaluating the strategic plan	31



ACRONYMS AND ABBREVIATIONS

BTWEA	BTWEA Back to Work Enterprise Allowance
Customer relationship management (CRM)	Technology for managing all our company's relationships and interactions with customers and potential customers
EROC Emergency Resettlement and Orientation Centre	EROC Emergency Resettlement and Orientation Centre
GMIT	Galway Mayo Institute of Technology
HSE	Health Services Executive
ICT	Information and Communications Technology
ILDN	ILDN Irish Local Development Network
LAG Local Action Group (LEADER)	LAG Local Action Group (LEADER)
LCDC	Local and Community Development Committee
LDC Local Development Company	Local Development Company
LEO	Local Enterprise Office
LLL	Life Long Learning
LTU	Long term unemployed person
GDPR	General Data Protection Regulation
GRETB	Galway Roscommon Education and Training Board
MRTT	Midlands Regional Transition Team
PPN	Public Participation Network
RRDF	Rural Regeneration and Development Fund
RSS	Rural Social Scheme
RLP	Roscommon Integrated Development CLG trading as Roscommon LEADER Partnership
Tusla	Tusla is the Child and Family Agency
SICAP	Social Inclusion Community Activation Programme
SORP	Statement of Recommended Practice on Accounting and Reporting for charities
WRDTAF	Western Region Drugs and Alcohol Task Force

FOREWORD

Welcome to our Strategic Plan 2022-2026

Having started an extensive consultation process in 2020 followed by continuous dialogue over the past 12 months, Roscommon LEADER Partnership presents this strategic vision, which will guide the future of the organisation over the next five years. The strategic choices we have made reflect the collective priorities of our stakeholders. As always, we will continue to work towards a more inclusive and just society which is lived out in vibrant communities.

We know that this is an ambitious plan. However, if Roscommon LEADER Partnership is to be an agent for change within the communities that we support, our aspirations must be high. We welcome the encouragement and support of all who share our desire to make a difference to the lives of those living in our communities.

Our strategic plan objectives are categorised across five goals; each goal has a key focus and set of objectives as outlined. Goal achievement requires the input of our staff, board, collaborators working across a range of programme activities and actions.



Strategic Planning Process

The process of devising this strategic plan entailed undertaking consultation and reflection process across the company involving stakeholders to assist the Board in assessing the company's fitness for purpose, identifying current and emergent challenges, exploring the company's potential, its values and potential objectives. Conducted across 2020 & 2021, the planning process included the following elements:

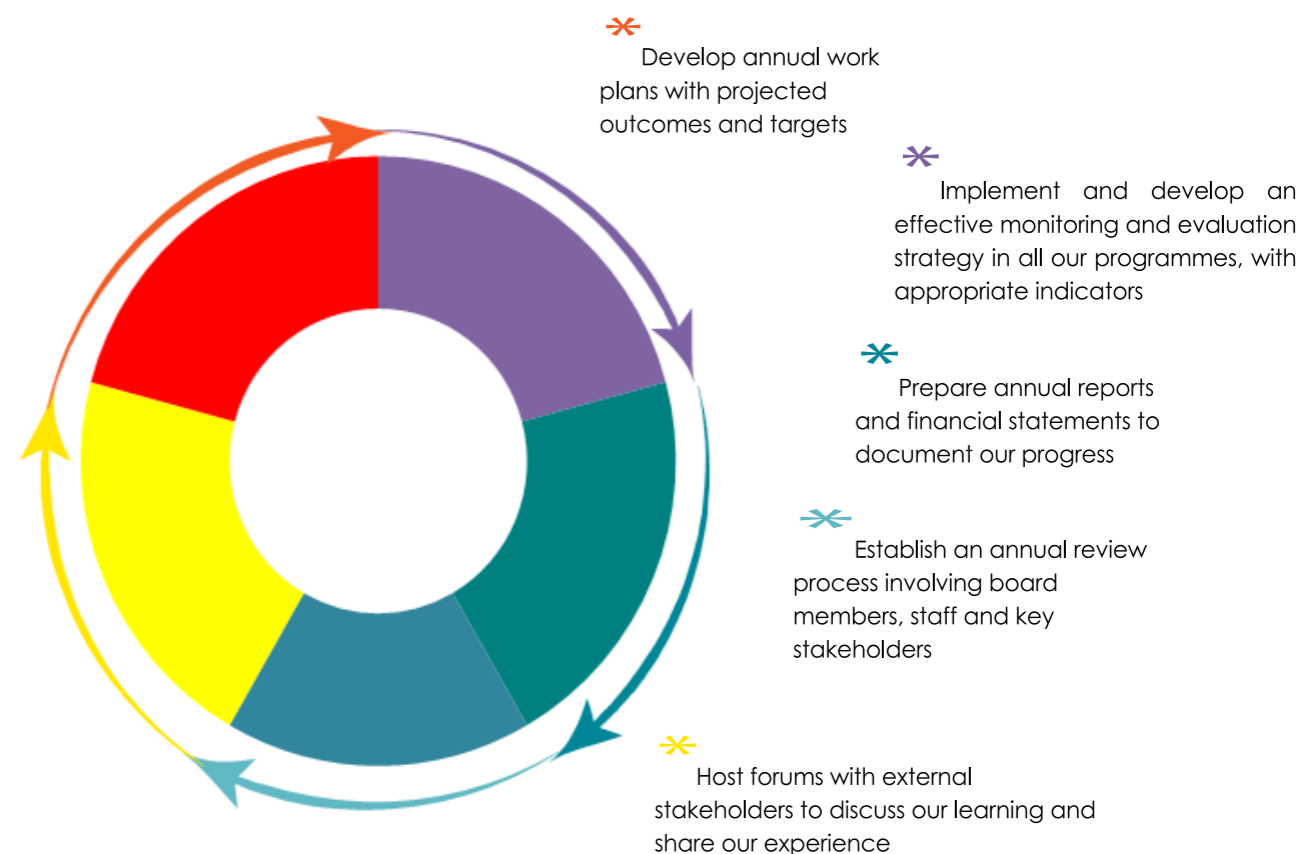
- Review of the all relevant programme specific strategies and relevant government plans.
- Development of key questions and key planning frameworks.
- Workshops with Roscommon LEADER Partnership Board & staff.
- Interviews with external stakeholders including funders and partner agencies.
- Adoption by the Board of Roscommon LEADER Partnership.

IMPLEMENTING AND EVALUATING THE STRATEGIC PLAN

Roscommon LEADER Partnership understands the importance of regulating, monitoring and evaluating our work and has three key objectives in this regard.

1. The first of these is to improve internal learning and to feed into decision making on project design and implementation.
2. The second is to assess how effective the Partnership is in achieving our objectives and in having an impact on people's lives.
3. Finally, monitoring and evaluation is used for accountability purposes and will be shared through reports to our board, our funders and other stakeholders

Roscommon LEADER Partnership will:



Strategic Goal 5: Strengthening our Organisation

Strategic Objectives,	Actions	Timescale, Responsibility & Review mechanism
To have in place at Board, Management, Staff, robust systems, agile processes and governance structures to facilitate the growth and development of RLP, underpinned by investment.	<p>a) RLP's new human resource, health & safety and cloud working digital systems will allow RLP to automate and streamline related processes.</p> <p>b) SAGE – RLP will move from TAS books to Sage for a more robust system on the governance of the company's finances</p> <p>c) RLP' LEADER team is working with the LEADER team from Leitrim LDC to develop CRM system</p>	<p>In progress</p> <p>Due to start 01/01/2022</p> <p>In progress</p>
To grow and continuously improve leadership at Board, management and staff levels needed to drive a quality led organisation, which also takes account of diversity, social inclusion, and community representation in its decision-making structures	<p>a) Deliver annual programme of Board and staff training</p> <p>b) Deliver annual work programme relating to the Internal RLP Well Being Committee</p>	<p>Ongoing</p> <p>Ongoing</p>
To actively engage in collaborations with academic, public, and private sectors to enhance opportunities for social innovation and to advocate for and inform change through policy submissions, consultations, with RLP as change and place makers.	<p>a) The board and staff of RLP are collaborators in various organisations such as the Roscommon LCDC, ILDN, the Melting Pot, AIT, GMT, GREIB, UCD supporting collaborations between academic public and private sectors.</p>	<p>Ongoing</p>
To develop, implement and review an annual organisational plan reflecting the organisational values, guiding principles, and embedding the Sustainable Development Goals (SDGs).	<p>a) Annual reports are completed by the CEO and staff reflecting the work completed matching the strategic plan</p>	<p>Annual timeframe</p>
To have in place an internal and external communication plans for all levels of the organisation.	<p>a) Develop internal and external communication plans for all levels of the organisation.</p>	<p>Plan will be in place by the end of quarter one in 2022</p>
To comply fully with the Charity Governance Code and other regulations such as SORP, GDPR, Lobbying, Companies Act, etc.	<p>a) RLP aim to continue to comply with the totality of the Charities Regulator Governance Code – code compliance was reached by RLP in December 2021.</p>	<p>Progress review and annual report</p>
To promote a social entrepreneurial mind-set for the organisation, protecting its core not-for-profit purpose and grow capacity to generate income and increase sustainability of RLP	<p>a) The company have a reserves policy to assist them in this area</p>	<p>Ongoing</p>

WHO WE ARE

Roscommon Integrated Development CLG trading as Roscommon LEADER Partnership is the Local Integrated Development Company, supporting communities and individuals throughout Co. Roscommon.

Roscommon LEADER Partnership is a partnership of agencies and groups representing the community, statutory and private sectors forming an integrated Development and registered charity, funded by a number of government departments and agencies to deliver a variety of programmes and supports to individuals, communities and businesses in County Roscommon.

The Company was established in 2008, following the amalgamation of three organisations and traces its origins back to securing of the LEADER programme in 1991 and the Local Development Programme in 1995. Roscommon LEADER Partnership is governed by an independent Board of voluntary Directors with sub committees in place under the Board to oversee specific programmes and company governance areas.

We are thankful to our funding partners, who have confidence in the company's ability to deliver development programmes efficiently and well. Roscommon LEADER Partnership is the Local Development Company for Co. Roscommon and part of the Irish Local Development Network.

OUR VISION

To be a leading European Community Development organisation delivering an exceptional service predicated on effective collaboration and innovation so that the people, communities and businesses whom we serve can thrive and reach their full potential.

OUR MISSION

To provide a range of innovative and effective rural development and social inclusion supports to motivate and enable our communities to create a more vibrant, sustainable and inclusive society.

PURPOSE

The purpose of Roscommon LEADER Partnership is "to act as a voluntary, non-profit making, company limited by guarantee & registered charity with a mission to promote social inclusion, to promote economic development,

increase employment and enterprise opportunities and promote wider participation in voluntary activity for the people of the area".

We do this by:

- Supporting community-led approaches and encouraging people to work collectively to address their needs.
- By promoting coordination between communities and statutory agencies
- Facilitating network building, community consultation and the sharing of information.

VALUES

The values, which inform the approach to all of our work, are:

- Inclusiveness
- Dedication to empowerment
- Quality service
- Equality, diversity
- Care, compassion and confidentiality
- Transparency, integrity
- Respect, dignity
- Achievement, results and dedication

OUR PROGRAMMES

<i>Social Inclusion Community Activation programme</i>	<i>Rural Social Scheme</i>
<i>EU LEADER programme for Rural Development, Implementing partners</i>	<i>Digital Skills for Citizens programme</i>
<i>New communities support programmes</i>	<i>TUS Scheme</i>
<i>Social Prescribing</i>	<i>Western Regional Drugs & Alcohol Task Force programme</i>
<i>Community Resource Centre, Prison Castlerea</i>	<i>Arigna Miners Way & Historical trail & Suck Valley Way walks schemes</i>
<i>Healthy Ireland Fund</i>	<i>Traveller Health Initiative</i>
<i>Early Years & Play-bus projects</i>	<i>Empowering Creative Circular Entrepreneurs project</i>
<i>Biodiversity & Climate Change Community Champions project</i>	<i>European Stories project</i>
<i>Slovak / Roma Intercultural Support programme</i>	<i>Migrant Community Mediators Project</i>
<i>Care & Repair & Friendly Call Services</i>	<i>Digi Housing Care project</i>
<i>Keadue Social Services</i>	<i>Rural Recreation Programme</i>
<i>Local Training Initiatives</i>	<i>Design Thinking for Social Change project</i>
<i>EU ERASMUS + programme - various projects</i>	<i>Work Links Roscommon programme</i>
<i>Ballaghaderreen Family Resource Centre</i>	<i>EROC & Ballaghaderreen Community Childcare Services – the growing tree services</i>
<i>Roscommon Youth Service</i>	<i>Social Enterprise Support programmes</i>
<i>LEADER Internal Projects</i>	<i>Equality Action plan implementation programme</i>

*Roscommon LEADER Partnership operates
Thirty Eight Rural & Social Development Programmes*

Goal 5 - Strengthening our Organisation

WHY IS THIS IMPORTANT?

Investing in strengthening the organisation and building on its procedures and processes is key to any organisation's sustainability and success. It is necessary to grow the organisation with strategic leadership and governance to drive innovation and sustainability within RLP. Here at RLP we have a proud history of being at the top of our game with remote working facility since 2009, internally developed LEADER IT System, Board & Staff systems, digital accounting systems. We are now taking the next steps in our digital transformation.

To start with, we have developed and will be implementing two new digital systems relating to human resource management and health & safety relating to TUS & RSS schemes. We are going to expand our digitalisation agenda by upgrading our accounting system, providing a digitalising option relating to our grant application processes, provision of a companywide CRM system and the provision of cloud working capacity.

WHAT WILL SUCCESS LOOK LIKE?

- Programme funding secured
- Internal digital systems in place relating to: finance, customer and human resource management.
- Stakeholder relationships built up
- Company board membership enhanced
- A clear and consistent brand identity in operation for the company
- Compliance with the charities governance code
- Amount of staff training and development time availed of
- Amount and frequency of media highlighting work of company
- Number of collaborations
- Annual reports published
- Company reserves increased in order to pursue the achieving of RLPs vision & mission as outlined in the company memo. & articles of association & strategic plan.

Strategic Goal 4: Developing New Opportunities

Strategic Objectives,	Actions	Timescale, Responsibility & Review mechanism
To engage in research and development to address emerging needs and seek opportunities to promote social innovation and collaboration	Facilitating the placing of global interns within rural social enterprises through the Rise programme which is an initiative of Schmidt Futures and the Rhodes Trust Deliver Citizen Rural: Digital data for participatory democracy in remote places which is an Irish research council project led by UCD with Roscommon County Council and Department of Rural and Community Development Foster graduate placement programme, commencing November 2021, including an ILDN Western Regional focus relating to Climate Change.	Pilot delivery in 2022 with the support of the ILDN Two year project secured and to be completed in the timeframe of years 2022 & 2023 Progress review and annual reporting processes
To expand and avail of emerging opportunities and priorities including for example: - equality and diversity, digital and social innovation, regeneration, sustainability, social and youth entrepreneurship	Expand both our National and European programme brief, securing additional programmes, which will address the priorities identified.	Progress review and annual reporting processes
To provide two fully functioning Childcare centres in Ballaghaderreen	Complete the capital development relating to two Childcare developments in Ballaghaderreen known as growing tree one & two	Growing tree two timescale for completion is the end of quarter one 2022. Growing tree one timescale for completion is the end of 2022, subject to funders sign off and adequate provision of funding.
Establish an Involvement centre in Roscommon Town working with the HSE and the Melting Pot CLG.	Complete business plan with all stakeholders	2022 – business plan completed 2023-2026 – secure funding to ensure a successful involvement centre is realised
An Bealach, rural regeneration initiative in Ballaghaderreen	Complete pre-development stage relating to RRDF funding and support an Bealach CLG to secure all necessary funding required to deliver capital build project Build the capacity of An Bealach as a Social Enterprise	2023-2026 – complete pre development stage 2023-2026 – secure funding to ensure completion of capital build
Regional Employment Services opportunity with LDC partners in Co. Mayo	Explore and submit regional application subject to the tender being a viable option for RLP.	December 2021 – April 2022 – expected timeframe

WHAT WE BELIEVE



Collective Action:

Enabling people to work together to identify common realities, so they can influence, change and exert control over the social, political, cultural and economic issues that affect their lives



Empowerment:

Building the skills, knowledge and confidence of people to be critical, creative, and active participants and to take more control of their lives, communities and environments



Social Justice:

Enabling everyone to play an active role in creating the conditions for a just and equal society, through challenging all forms of oppression, discrimination and inequality and advocating for strategies to alleviate the root causes of inequality and disadvantage



Equality:

Recognising the value of all members of society and challenging prejudice and discrimination



Participation:

Actively involving groups who experience poverty and social exclusion in decision-making, planning processes, and action at different levels believing that people have a right to participate in decisions and structures that affect their lives



Partnership:

Fostering conditions for dialogue and coordinated work, leading to improved understanding of community and agency concerns, and opportunities to create positive differences and influence policy priorities, to meet the needs of the most marginalised



Leadership and Capacity Building:

Ensuring people experiencing poverty and social exclusion have the opportunity to build their skills and leadership capacities, to play active roles in their communities and actively engage with decision makers



Innovation and Creativity:

Seeking to respond to deeply entrenched social and economic problems in more innovative and creative ways

HOW WE WORK

What distinguishes us is our approach, It is bottom-up, community-led, close to the point of delivery and above all, developmental. Working across our community, we aim to enable, empower, and engage the people of Co. Roscommon to thrive and reach their full potential.

Roscommon LEADER Partnership staff are based in different locations across the county making it easier for people to access supports. It also means that staff members are more in touch with the needs and realities of local communities.

Our organisation and structure remains adaptable to change so that we can respond effectively and quickly to community's needs and emergencies. In addressing the Covid 19 crisis our ability to change and respond to need was illustrated in the role we played under the Community Call initiative, which was co-ordinated by Roscommon County Council. As part of the Community Call Initiative, we delivered the Roscommon Responds project led by RLP staff across the company.

Our core areas of work include: rural development support provision, early intervention and prevention supports for children aged 0-18 and for their parents; employment and enterprise support; formal and informal lifelong learning and education; programmes supporting women's participation; integration of migrants; support to young people at risk; community development; capacity building support to community organisations. We seek to innovate by piloting new approaches to address the global sustainable goals. Collaboration and European established best practice underpins our approach to piloting.

Our staff have a lot of experience and specialist knowledge so we can provide one to one advice, support and guidance on specific topics to people and groups. Where appropriate, we lobby and work with partners to capitalise on their staff supports to lead initiatives. We fundraise to match government finance provision in order to realise projects aligned to our strategic goals.

We underpin our programmes delivery by:

- ✓ Using the process of community development to ensure participation and representation from all sections of the community for collective action, social change and addressing inequalities.
- ✓ Developing locally appropriate and seamless supports and services in Co. Roscommon so that individuals, businesses and communities can thrive and reach their full potential.
- ✓ Designing and piloting new initiatives using Local, Regional, National, EU and International best practice to maximise opportunity, innovation and impact.
- ✓ Making links with employers to increase employment opportunities.
- ✓ Enabling our staff to play key roles on countywide structure as well as sitting on Boards, committees and networks to promote co-ordinated approaches to address local needs.
- ✓ Hosting initiatives and staff for different statutory bodies and national programmes.
- ✓ Operating projects programmes & services targeting specific groups or addressing specific issues.
- ✓ Developing our organisation to ensure we achieve strong leadership and governance to facilitate innovation and growth.

Goal 4 - Developing New Opportunities

WHY IS THIS IMPORTANT?

Our Developing Opportunities pillar will see Roscommon LEADER Partnership developing new opportunities for the County to meet emerging challenges and trends. The Rural Regeneration and Development Fund, Erasmus + and other funding streams will be targeted for much-needed project funding and the company will engage with emerging statutory frameworks such as the National Social Enterprise Strategy, Rural Futures, Pathways to work, the Community Development Strategy and the EU Smart Villages initiative.

Developing and securing new opportunities is essential to retain our company's sustainability and relevance.

We will work collaboratively with research, innovation, and knowledge sector partners, and colleagues to progress ideas, concepts, and proposals.

We will continue to work collaboratively on integrated responses to maximise opportunities and nurture social innovation but at an accelerated level.

We will address the lack of early education & childcare provision in the disadvantaged hotspot of Ballaghaderreen, this programme of work will seek to support community integration.

WHAT WILL SUCCESS LOOK LIKE?

- Number of research projects completed
- Number of childcare & early education centres capital build projects completed
- Number of childcare & early education services operating on a sustainable basis
- Number of global Interns placed within rural social enterprises in the region.
- Number of Interns & Graduates placed within Roscommon LEADER Partnership
- Number of new funding programmes & projects secured
- Involvement centre established within Co. Roscommon
- An Bealach rural regeneration project delivered

<p>Co. Roscommon research study & action plan – Co. Roscommon Traveller Employment, incentives, barriers and actions</p>	<p>Ballaghaderreen Family Resource Centre</p>	<p>a) To be part of the interagency group responsible for the development and coordination of a range of existing and new programmes that support Travellers to become more confident and empowered in relation to accessing educating, training and employment.</p>	<p>Progress review and annual report</p>
<p>a) Build the capacity of the Family Resource Centre community group to become a fully functioning independent FRC. b) Ongoing and targeted support provision through the Family Resource Centre programme</p>	<p>Progress review and annual report</p>		

WHOM WE WORK WITH

Our Community Development Support Pillar encapsulates the work we do with private enterprise, community groups and individuals, and those marginalized and excluded from society. Communities and Individuals are encouraged to participate in actions and programmes to change their situation and to tackle the problems they face in their community. Such programmes of support include our Rural Development Programme (LEADER), Social Inclusion and Community Activation (SICAP), Rural Social Scheme, Traveller Programme and Youth Programmes.

Our Supports to Individuals & Families Pillar is committed to providing services and supports to children, youth and families in the community at the earliest opportunity, working closely with families in areas of disadvantage to build resilience and well-being.

Our Enterprise & Employment Pillar supports those wishing to start or expand a business and supports clients to prepare for and find employment.

Our Environment & Energy Pillar supports projects generated by community groups, social enterprises or private enterprises under the Rural Environment theme of our Rural Development Programme 2014-2021 & EURI. This theme is a key focus for National government and Roscommon LEADER Partnership are concentrated on backing promoters interested in availing of funding for projects centred on protecting Water Resources and Local Biodiversity or developing renewable energy projects.

Our Developing New Opportunities Pillar will see Roscommon LEADER Partnership working with a multitude of stakeholders to develop new opportunities to meet emerging challenges and trends. The Rural Regeneration and Development Fund and other funding streams will be targeted for much-needed project funding and the company will engage with emerging statutory frameworks such as the National Social Enterprise Strategy and the Community Development Strategy and the EU Smart Villages initiative.



WHERE WE WORK

Roscommon is a county located in east Connacht. It has both urban and rural areas. 64,544 people live in the county, making it the ninth largest county in Ireland and third largest in Connacht.

The total population of County Roscommon in the last Census was 64,544, 50.2% male and 49.8% is female, a population change of 0.7% on the 2011 Census. The largest town in the County is Roscommon with a population of 5,876. There are 48 small areas of disadvantaged in the County. The majority of these small areas are in the north or northwest of the County. There are a number of areas in the County categorised as very disadvantaged in Ballaghaderreen, Boyle and Castlerea.

We have bases in every community in Co. Roscommon through our schemes. We have service provision, administration & training bases in Roscommon, Ballaghaderreen, Boyle and Arigna.



<p>for their personal, social, and educational development supporting them to becoming confident, connected, and compassionate adults and leaders in their community</p>	<ul style="list-style-type: none"> a) Continue to support and develop our Foundations programme as a model of best practice in engaging with young people who are not in employment, education or training (NEETs) b) Pilot LTI Pathways to Off Farm Employment providing skills to young people to source employment outside of the family farm c) Explore the development of a Rural Youth Assembly for County Roscommon d) Explore the possibility of engage in Erasmus Youth Mobility e) Provide support to Youth Organisations across Co. Roscommon through animation, capacity building and grant assistance a) Consolidate links with GP's, Primary Care, Mental Health Care teams, community & voluntary agencies, SICAP & possible referral agencies. b) Deliver community mapping exercise c) Consolidate links to regional and national Social Prescribing Projects & support networks a) Collaborate and Co-design Health and Wellbeing programmes with key stakeholders b) Deliver health literacy programmes and Healthy Community actions such as Boyle Estate a) Provide ongoing supports to Traveller community in Co. Roscommon in relation to health as defined in the contract. 	<p>UBU scheme. Quarterly Review Meeting with funders</p> <ul style="list-style-type: none"> c) Review and evaluate the potential for future programmes based on existing provision d) Research the potential to pilot a Rural Youth Assembly for the County e & f) Ongoing and targeted support provision through LEADER, SICAP and EU Erasmus + programmes based on identified needs. <p>Progress review and annual report</p>
<p>To further develop the social prescribing model</p>		<p>Consolidate referral process & continue to accept new referrals</p> <p>Continue data collection through health & wellbeing questionnaires with each participant to feed evaluation process</p>
<p>To promote health and wellbeing programmes that will increase resilience and grow a sense of place and community.</p>		<p>Progress review and annual report. Annual review meeting with funders</p>
<p>Traveller Health initiative goals</p>		<p>Progress review and annual report</p>

Strategic Goal 3: Building capability, resilience and wellbeing for all

Strategic Objectives,	Actions	Timescale, Responsibility & Review mechanism
Develop and enhance lifelong learning opportunities to engage and upskill non-traditional learners	<p>a) Use the resources of SICAP to ensure that vulnerable and disadvantaged individuals have access to lifelong learning opportunities.</p> <p>b) Engage and support marginalised groups experiencing educational disadvantage to participate fully and achieve progression through those opportunities</p> <p>c) Further develop national Digital Skills programme</p> <p>d) Implement WRDATF funded programmes that provide community education and awareness in the areas of alcohol and substance misuse such the Foundations Programme.</p> <p>e) Use HSE resources to support vulnerable migrants</p> <p>f) Support communities to apply for LEADER funding applications for bespoke training courses to address local needs across all sectors</p>	<p>Back to education and LLL initiatives in SICAP annual plans</p> <p>Back to education, personal development and LLL initiatives in SICAP annual plans</p> <p>Secure next Digital Skills contract if tendered.</p> <p>WRDATF programmes Annual renewal and continuation of WRDAFT</p> <p>HSE Section 39 agreements to be sourced</p> <p>Ongoing and targeted supports through LEADER programme</p> <p>Progress review and annual report</p> <p>Progress revision and annual report</p>
Enable social employment scheme staff to gain new skills	<p>a) Work with RSS and Tús participants to identify meaningful work and learning opportunities to improve incomes, learn new skills, and progress to training, education and employment Ongoing skills assessment and development for RSS and Tús participants and follow-up training programmes</p> <p>b) Provide developmental supports to disadvantaged children and young people to enhance their resilience</p>	<p>b) Provide developmental supports to disadvantaged young people in line with the</p>
To co-design and develop programmes with children and young people offering complementary and alternative opportunities		

LOCAL, NATIONAL & GLOBAL CONTEXT

We welcome the Government's commitment to invest in and work in partnership as outlined in the Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to support the Community and Voluntary Sector in Ireland 2019-2024. Our Strategic Plan is a local response to Global, EU and National policies in a range of areas. There is a large amount of policy at global, EU and National level, as well as regional and county planning frameworks, our company has reflected upon the following National Government policies in order to be relevant, effective and measurable; National Social Enterprise Strategy 2019 – 2022, Our Rural Future: Rural Development Policy 2021 – 2025 and Pathways to work 2021-2025



Strategic Goal	Contribution to the following UN Sustainable Development Goals
Building thriving Communities	Supporting communities to be sustainable (Goal 11) address poverty (Goal 1) and reduce inequalities (Goal 10) and work together to take action on the SDGs (Goal 17)
Building our Rural Future	Supporting and enabling individuals, businesses and communities to protect our natural assets and bio-diversity (Goals 7, 13, 14, and 15), adopt more sustainable practices (Goals 7 and 12), build resilient communities (Goals 8, 10, 11), and work together to take action on the SDGs (Goal 17).
Building resilience and wellbeing for all	Supporting individuals and communities with lifelong learning (Goal 4) and skills and entrepreneurship (Goal 8) opportunities with a particular focus on women (Goal 5) and those facing multiple types of disadvantage (Goals 1 and 10). Supporting individuals and families to build resilient communities (Goal 11) and to address the effects of poverty (Goals 1, 2 and 3) and inequality (Goals 5 and 10).
Developing new opportunities	Supporting our communities to research and innovate and become more sustainable (Goal 11), Supporting industry to innovate & build infrastructure(Goal 9), Supporting the building of inclusive communities (Goals 1 and 10), Build peace, justice & strong institutions (Goal 16), Supporting Climate Action (Goals 13
Strengthening our organisation	Build peace, justice & strong institutions (Goal 16), and work together to take action on the SDGs (Goal 17)

ISSUES AND CHALLENGES

Through our work and from our conversations with people and agencies that work in Co. Roscommon, we have identified the following key challenges, which we will address, in our work programmes.

ECONOMIC CONSEQUENCES OF COVID

The economic shock triggered by responses to Covid 19 has resulted in the widespread shutdown of businesses, mainly in the market services sectors of the economy with labour-intensive sectors, such as retail trade, food and beverage activities and accommodation, tourism and travel particularly affected. The reality of an uncertain war torn world prevails in 2022, resulting in a challenged global economic outlook.

SOCIAL EXCLUSION

People at risk of social exclusion are spread throughout the county making it difficult to get information on specific groups and their needs.

INFRASTRUCTURE DEFICIT

- Regional connectivity issues.
- Brexit will present many challenges, one of which is how we trade.

DIGITAL EXCLUSION

Bridging the gap – Ireland's digital divide July 2020 report found age, social class, region and level of education is closely correlated with levels of digital skills.

- The Digital Divide in Ireland is the gap between 'the haves and have-nots' in an increasingly technologically driven society.
- As more aspects of society become dependent on digital resources, there is pressure on individuals to be able to use and interact with them.
- Forty two percent of Irish people describe themselves as being 'below average' for digital skills.

CHILDREN AND FAMILIES

- Gaps exist in the area of developmental supports for parents and children under 3 years old. Many adults whom we meet have a high number of Adverse Childhood Experiences (ACEs). These correlate with various poor life outcomes including depression, isolation and increased intergenerational transmission of poor social, educational, health and employment outcomes.
- Lack of access to affordable, full-time and quality childcare. High childcare costs contribute to parents being unable to enter the employment market.

Strategic Goal 3: Building resilience and wellbeing for all

WHY IS THIS IMPORTANT?

We believe that supporting and enabling individuals, families, and communities to build resilience and wellbeing for all within our community is an essential focus of our work, we are committed to bridging identified gaps in local service provision focusing on addressing disadvantage.

Education and learning are key factors, which contribute to a more equitable society as well as personal, social and economic wellbeing. Promoting and encouraging LLL helps individuals to upskill and achieve their goals. It is vital that we continue to support people to upskill to meet the changing needs of the labour market. RLP works with people who are long-term unemployed (LTU) and under-employed, supporting them to gain skills that can help in accessing employment. LTU people often require intensive supports to upskill and/or gain employment, particularly where there is inter-generational unemployment and where people are more likely to be at risk of, or living in, poverty. We promote health and wellbeing programmes that will increase resilience and grow a sense of place and community. We support and enable individuals, families, and communities to build resilience and wellbeing for all within our community.

As the profile of our existing operations demonstrates we have a strong existing track record of working in partnership to deliver programmes of work relating to LLL, Family Support, Traveller Health, Health and Wellbeing programmes, Family Resource Centre, and Social Inclusion Community Activation programme provision, underpinned by a community development approach to delivery.

WHAT WILL SUCCESS LOOK LIKE?

- Number of education, training and mentoring activities and supports provided
- Number of online and digital learning activities promoted
- Amount of online training resources in place through the company's activities
- Number of individuals participating in company-promoted or organised social, learning, active citizenship and personal development activities
- Number of individuals participating in company promoted LLL through online and digital learning
- Number of individuals supported through Social Prescribing
- Number of food & nutrition programmes and initiatives' delivered
- Number of collaborations achieved
- Number of Travelling Community members & Traveller Community Initiatives supported
- Ballaghaderreen Family Resource Centre annual support programme delivered

Our Rural Future - Transitioning to a climate neutral economy		Timescale, Responsibility & Review Mechanism
Strategic Action	Actions	
Develop and invest in a Just Transition to a climate neutral society, ensuring that no member of our society is left behind.	a) Community Assistance / Social Enterprise Interventions b) Participation in the MRTT	Ongoing and targeted supports through LEADER programme Progress review and annual report
Through the Just Transition Fund, deliver flagship projects of scale, such as the €108 million Bord na Móna Peatlands Restoration Project, to assist communities in the transition to a carbon neutral economy.	a) Assist promoters to develop suitable Terms of Reference for A&D projects as a first step for Environmental Flagship projects, including applications for Just Transition Funding.	Ongoing and targeted supports through LEADER programme Progress review and annual report
Maximise our resources and strengths in the Green Economy to support employment opportunities for rural communities in areas such as renewable energy, sustainable tourism, energy retrofitting, the Bio economy and the Circular Economy.	a) Provision of grants to projects which address renewable energy, sustainable tourism, energy retrofitting, the Bio economy and the Circular Economy	Ongoing and targeted supports through LEADER programme Progress review and annual report
Enable community energy to play a role in reaching the target of generating at least 70% of electricity through renewables by 2030, through supports such as a Community Benefit fund and a community category within the Renewable Electricity Support Scheme.	a) Provision of bespoke training b) Provision of A&D grants to explore microgeneration of renewable electricity (e.g. hydroelectricity) c) Provision of A&D and capital grants to generate electricity and feed to the national grid	Ongoing and targeted supports through LEADER programme Progress review and annual report
Prioritise the development of microgeneration of renewable electricity, allowing people sell excess power back to the grid, through the establishment of a Microgeneration Support Scheme.	a) Provision of A&D grants to individuals to explore microgeneration of renewable electricity (e.g. hydroelectricity) b) Provision of capital grants to individuals to generate electricity and feed to the national grid	Ongoing and targeted supports through LEADER programme Progress review and annual report
Invest in rehabilitating our peatlands to contribute to reduced carbon emissions, carbon sequestration and enhanced biodiversity.	a) Provision of A&D and capital grants to individuals and community organisations for the rehabilitation of peatlands b) Provision of A&D and capital grants to enhance and protect biodiversity	Ongoing and targeted supports through LEADER programme Progress review and annual report
Support and encourage increased use of allotments and community gardens through rural development programmes and the Tidy Towns competition.	a) Provide A&D and capital grants to community organisations to develop sites for allotments and community gardens	Ongoing and targeted supports through LEADER programme Progress review and annual report

YOUNG PEOPLE AT RISK

- There is a need for activities for 15 to 24 year olds and a need for services in the evenings and at weekends including training that would focus on personal and social skills.
- Lack of accommodation of the needs of the most marginalised young people with limited youth space provision to support their participation.
- Increased levels of substance misuse, especially among young people are an issue.
- Increase in parental / teenager conflict and a lot more violence (physical) in the home than before.
- Many young people are facing mental health issues, such as social anxiety these represent challenges for youth service delivery.

LONG TERM UNEMPLOYMENT

- Long-term unemployment is still an issue in certain areas of the county as well as the existence of households with very low work intensity.
- 12-month timeframe of programmes such as Tús is too short for participants to affect change.
- Long-term unemployed people need more intensive long-term supports.
- Finding suitable employment for some long-term unemployed can be challenging, due to complex needs e.g. literacy difficulties, alcohol misuse and drug addiction, lack of life skills, etc.
- There is a mismatch between the profile of those at work, the employment opportunities available and the skills and experience profile of those living in disadvantaged areas.

ADULTS

- Depression and isolation is of growing concern among the adult population.
- Very few activities promote integration and intercultural awareness in the County.
- Supports need to be sensitive to the fact that, for many new communities, English is a second language and support organisations need to adapt accordingly.
- Very few organisations represent new communities in the county.
- There needs to be improved accessibility to services for people with disabilities.

COMMUNITY GROUPS

- Community-based services for children and young people are dependent on temporary staff and volunteers and there is an on-going need to support local community providers to enhance the quality of initiatives, care and service for the most at-risk children and their parents.
- There is a wide diversity of skills, talents and resources available in the community. However, it can be difficult for organisations to recruit new volunteers.
- Community leaders are overstretched and dealing with limited resources in their organisations. Finding time for additional, countywide activity is therefore challenging and so there is less networking and collaboration-taking place.

FIVE-YEAR PLAN

Strategic Goals



Our Rural Future - Agriculture, the Marine and Forestry		Timescale, Responsibility & Review Mechanism
Strategic Action	Actions	
Develop and implement a new Agri.-Food Strategy to 2030, to ensure the economic, environmental and social sustainability of the Agri.-food sector in the decade ahead.	<ul style="list-style-type: none"> a) Completion of Roscommon Food and Drink strategy 2020-2025 for the county of Roscommon. This strategy will articulate a clear vision and direction for food and drink sectors in County Roscommon. 	Publication of Roscommon Food and Drink strategy 2020-2025.
Implement Ag Climafise, a roadmap towards climate neutrality for the Agri.-food sector in partnership with all relevant stakeholders.	<ul style="list-style-type: none"> a) Develop LEADER Co-operation projects to facilitate innovative activities to make the Agri.-Food sector climate neutral b) Identify and develop bespoke training projects to build capacity for climate neutrality among the Agri. Food Sector c) Provision of A&D and capital grants to Agri.-Food Producers to become climate neutral 	<p>Ongoing and targeted supports through LEADER programme</p> <p>LEADER progress review and annual report</p>
Support research and development in areas such as agri.-food, bio based systems, smart agriculture and precision agriculture to promote and encourage innovation and diversification.	<ul style="list-style-type: none"> a) Provision of grant aid to projects (enterprise and community) to develop agri.-Food projects outside the farm gate, including implementation of Roscommon Food Strategy b) Provision of grant aid to projects to develop technology (products) aimed at the farm sector c) Provision of grant aid to projects to develop bio based systems and technologies 	<p>Ongoing and targeted supports through LEADER programme</p> <p>Progress review and annual report</p>
Deliver on Ireland's Common Agricultural Policy Strategic Plan (2023-2027), addressing existing and emerging challenges including climate action, environmental protection, generational renewal, viable farm incomes, and to sustain vibrant rural areas.	<ul style="list-style-type: none"> a) Provision of grant aid (capital and A&D) to projects to address a range of emerging challenges, incl. climate action, environmental protection and sustaining vibrant communities 	<p>Ongoing and targeted supports through LEADER programme</p> <p>Progress review and annual report</p>

Our Rural Future - Supporting Communities to create their own future		Timescale, Responsibility & Review Mechanism
Strategic Action	Actions	
Develop an integrated, place-based approach to rural development to maximise investment and meet the long-term needs of individual parishes, villages and towns by supporting rural communities to develop long-term cohesive Master Plans for their areas.	a) Provision of grant aid to projects to develop Local Area Plans b) Provision of grant aid to projects to implement LEADER-eligible and appropriate actions identified in LAPs	Ongoing and targeted supports through LEADER programme LEADER Progress Review and Annual Report
Develop and implement Local Digital Strategies in each Local Authority area to maximise the potential of improved rural digital connectivity for businesses and communities.	a) Animate and Capacity Building with community organisations and enterprises to avail of LEADER funding to implement actions as set out in Local Digital Strategy for Co. Roscommon	Ongoing and targeted supports through LEADER programme LEADER Progress Review and Annual Report
Build capacity for community development through provision of mentoring/training for community development leaders, with a particular focus on young people between the ages of 18 and 25.	a) Programme of Animation and Capacity Building across Co. Roscommon to build capacity for project development and implementation, including youth. b) Design, develop and secure funding for a range of bespoke training programmes to build capacity within community organisations, enterprise and individuals in thematic areas which are likely to feature strongly in the next EU-funded programme	Ongoing and targeted supports through LEADER programme Transitional LEADER Programme – Progress Review and Annual Reports
Work in consultation with local community and voluntary groups and with local decision-making structures to help welcome and integrate newcomers to rural towns and villages and to support cohesion more broadly.	a) Animate and Capacity Building with community organisations and enterprises to avail of LEADER funding for integration purposes	Ongoing and targeted supports through LEADER programme

Strategic Goal 1: Building thriving Communities

WHY IS THIS IMPORTANT?

Empowering communities means enabling local leaders and communities to problem solve and innovate at a local level. We believe in empowering and enabling local communities to sponsor innovative strategies and projects fostering inclusion, enterprise, improving employment opportunities, education, training and community development. Central to the approach is the integration of services, meeting the multi-layered needs of individuals and families across the life cycle, as well as of communities.

We support communities with access to capital, training, capacity building, advocacy, environmental enhancement, amenity, sports and social enterprise supports based on their own needs and supported by an integrated planning process.

We are committed to working on a collaborative basis with all stakeholders to ensure that our communities are at the heart of designing and delivering our responses to ensure that local needs are met. Our strategic objectives and actions are aligned to relevant Government policies.

We have a strong role in community development, from our partnership work in SICAP, LEADER, TUS, RSS and outdoor recreation development. Emerging from Covid-19, there are significant challenges and opportunities facing rural communities, including a transition to a zero-carbon economy, climate change mitigation, biodiversity safeguarding, youth involvement, inclusion, social enterprise, community planning, smart villages, and integration of new communities. This evolving community make-up brings challenges and opportunities, whether social, cultural or economic. Our objectives and related actions are based on supporting communities to use their own assets, building their capacity so that they become stronger, resilient, enterprising, integrated and sustainable.

WHAT WILL SUCCESS LOOK LIKE?

- Number of supports provided to community groups.
- Amount of community group and stakeholder interactions.
- Number of community development activities and services delivered and supported
- Numbers of local community groups supported amongst the travelling community and ethnic minority communities
- Number of local community groups establishing new social enterprises
- Number of community groups activated and affiliated to local participation structures.

Strategic Goal 1: Building thriving Communities

Strategic Objectives,	Actions	Timescale, Responsibility & Review mechanism
Enable significant community projects, services and infrastructure and assist with their management and operation	<p>a) Facilitate groups to obtain project funding through LEADER and other suitable programmes</p> <p>b) Support the communities of Co. Roscommon through the provision of staff and the management and coordination of social employment schemes - Rural Social Schemes, Tús, to develop, maintain, manage and improve community assets</p> <p>c) Develop community work plans to deliver increasing social return and to fully utilise and develop participants' skills and abilities</p> <p>d) Develop and build up the skills of social employment programme staff</p>	<p>Ongoing animation and capacity building work under all programmes</p> <p>Enhance and improve annual community work plans beginning with 2022 RSS and Tús community planning process</p> <p>Annual training plan for RSS and Tús participants</p>
Build capacity for community development through provision of mentoring/training for community development leaders	<p>a) Provide animation, support and capacity building for communities of place, issue and of interest through LEADER & SICAP</p> <p>b) Develop bespoke training and support to meet the needs of SICAP groups and social enterprises</p> <p>c) Support communities and sectors to be aware of and work towards the challenges associated with alcohol and substance misuse through our Western Region Drugs and Alcohol Task Force funded staff</p> <p>d) Work with Roscommon County Council to support the PPN, including supporting SICAP groups to register with Roscommon PPN</p> <p>e) Support Roscommon Older People Network to advocate and represent the needs of Older People in the County</p>	<p>Ongoing programme development and capacity building work</p> <p>Annual reviews and progress reports: LEADER, SICAP, and WRDATF working on a collaborative basis with all stakeholders.</p>
Provide targeted supports for programme refugees, and assist and promote	<p>a) Identify and deliver bespoke, needs based actions, initiatives and programmes to meet the needs of Refugees including those living in the Community and residing in the</p>	<p>Ongoing programme development and capacity building work, annual reviews and progress reports</p>

Our Rural Future – Rural Ireland's Unique Tourism, Culture & Heritage		Timescale, Responsibility & Review Mechanism
Strategic Action	Actions	
To assist with the implementation of the National Outdoor Recreation Strategy to maximise tourism and employment opportunities in our communities.	<p>a) Support communities with the creation and development of outdoor recreational amenities such as trails, greenways, cycleway, blue ways and other amenities.</p> <p>a) Collaborate with related organisations to raise awareness of light pollution.</p> <p>b) Support the development and marketing of a Dark Skies Reserve in Co. Roscommon.</p>	<p>Ongoing with targeted supports through funding opportunities.</p> <p>Progress review and annual report</p> <p>Ongoing</p> <p>Progress review and annual report</p>
Support the development of a Dark Skies Strategy in our region with emphasis on the opportunities this blend of tourism and science can create for rural communities.	<p>a) Work with communities to develop offerings that enhance visitor experience.</p> <p>b) Collaborate with Roscommon County Council & Fáilte Ireland to support the delivery of the Ireland's Hidden Heartlands programme.</p>	<p>Ongoing</p> <p>Progress review and annual report</p>
Work to develop Ireland's Hidden Heartlands to increase visitor numbers and boost sustainable benefits for rural communities.	<p>a) Work with communities and relevant bodies to identify and creatively highlight local and regional cultural heritage.</p> <p>a) Collaborate with communities and organisations to ensure their identities are represented through the strategy.</p> <p>b) Work with related bodies in the development and delivery of this strategy.</p>	<p>Ongoing</p> <p>Progress review and annual report</p> <p>Ongoing</p> <p>Progress review and annual report</p>
Support the development and delivery of Cultural and Creative Strategies to highlight our cultural heritage.		
Assist with the development and delivery of a strong Tourism strategy for our region.		

Our Rural Future – Rural Living		
Strategic Objective	Actions	Timescale, Responsibility & Review mechanism
Support Remote Working opportunities including hubs to make working and living in the local community a reality	<ul style="list-style-type: none"> a) Work closely with existing facilities to provide LEADER funding to upgrade and enhance existing offering b) Where identified, develop new facilities to meet local demand through capital investment from LEADER c) Work with other agencies to ensure long term sustainability of hubs into the future d) Identify Broadband Connection Points (BCP) currently in operation in rural areas to upgrade and enhance existing offering ensuring adequate work environments. e) Work closely with other agencies to assist and support investment in remote working infrastructure to enable more people to work and live in rural communities. 	Ongoing and targeted enterprise supports through LEADER programme.
Implement the Transitional LEADER programme for community led rural development, develop and deliver new LEADER programme to commence in 2023, in line with next EU funding framework.	<ul style="list-style-type: none"> a) To work closely with partners to allocate funding by having calls for projects. b) To complete, as directed by DCRD, planning process for new LEADER programme to include consultations 	Ongoing and targeted enterprise supports through LEADER programme Local Development Plan development
To achieve thriving rural communities	<ul style="list-style-type: none"> a) LEADER funding to providing support for appropriate community infrastructure, including leisure, community, cultural and service provision to meet the needs of local communities and target groups. b) Provide access to support infrastructure and facilities that would otherwise not be available to local communities. 	Ongoing and targeted enterprise supports through LEADER programme
Invest in high quality walking and cycling infrastructure specifically targeted at towns and villages across the county	<ul style="list-style-type: none"> a) LEADER funding will be targeted towards developing initiatives that will broadly address the provision of, for example, amenity and leisure facilities, support for cultural activities, arts and heritage facilities, general community and recreational infrastructure. 	Ongoing and targeted supports through LEADER programme

integration among all our communities	Emergency Reception and Orientation Centre in Ballaghaderreen	
Support communities to explore social enterprise options	<ul style="list-style-type: none"> b) Continue to promote community integration events and celebrations a) Support groups to explore social enterprise and social innovation as a means of animating communities b) Provide social employment staff to social enterprises c) Roll out innovative training for social enterprises in areas such as Design Thinking, Social Media Marketing, Social Impact Research d) Explore the development of an “Ambassador” Mentor based programme for Social Enterprises 	Social Enterprise and Innovation included in annual SICAP plans and LEADER projects Annual RSS and Tus community work plans for social enterprises in the area
Provide targeted supports for SICAP target groups focusing on the most marginalised	<ul style="list-style-type: none"> a) Identify and deliver bespoke, needs based actions, initiatives and programmes to meet the needs of Refugees including those living in the Community and residing in the Emergency Reception and Orientation Centre in Ballaghaderreen 	Ongoing programme development and capacity building work Annual reviews and progress reports: SICAP, Dormant Account Programme for people with disabilities
Support the integration of those most socially vulnerable	<ul style="list-style-type: none"> a) Roll out the Status Toolkit across all programmes within RLP to support greater awareness of the needs of these groups b) Promote the work of SICAP and integration of those most socially vulnerable through SICAP Case Studies 	Evaluation of training on completion Production and dissemination of SICAP case studies

Strategic Goal 2: Building our Rural Future

WHY IS THIS IMPORTANT?

We believe in the talent, skills and creativity of our people and communities in Co. Roscommon; on the importance of vibrant and lived-in rural places; and on the potential to create quality jobs in Co. Roscommon, which will sustain our shared environment.

We are committed to working on a collaborative basis with all stakeholders to ensure that our communities are at the heart of designing and delivering our responses to ensure that local need is met. Our strategic objectives and actions are aligned to relevant Government policies. Associated planned outcomes will benefit individuals, families, communities and businesses and will enhance the wellbeing and quality of life of people living in Co. Roscommon.

We have a strong role in enterprise and economic development particularly under LEADER and we support Back to Work Enterprise Allowance (BTWEA) applicants under the SICAP programme. It is important to continue to engage local and rural resources to create new employment opportunities and rural enterprises and promote the sustainable use of our unspoilt natural resources food, landscape, woodlands, and inland waters to provide decent livelihoods. This will encourage rural tourism enterprises, self-employment, entrepreneurship and innovation and will help build resilient and sustainable businesses, generate income and improve quality of life.

WHAT WILL SUCCESS LOOK LIKE?

- Number of new businesses and entrepreneurs supported
- Number of existing businesses supported
- Numbers of people entering employment and self-employment
- Numbers participating in pre-employment and employment, mentoring, training and networking activities.
- Number of young people supported into entrepreneurship
- Numbers of social enterprises supported
- Numbers supported from the travelling community and ethnic minority communities into enterprise via social enterprise and self-employment based enterprises
- More supports and opportunities for people with disabilities, lone parents, Travellers and over 55s
- Number of town regeneration projects delivered
- Number of hubs supported to be part of the national remote working hub network
- Enhanced broadband coverage in rural areas of Co. Roscommon not covered by the National Broad band plan
- Sustain an enhanced outdoor infrastructure including certified walking trails.
- Numbers participating in the Rural Social & TUS schemes supporting communities

Strategic Goal 2: Building our Rural Future

Our Rural Future - Jobs for Rural Ireland		
Strategic Objective	Actions	Timescale, Responsibility & Review mechanism
Support rural enterprises to diversify into new sectors and markets by taking advantage of innovative technologies	<ul style="list-style-type: none"> a) Support new enterprises access capital funding from LEADER Programme b) Support existing enterprises to expand, innovate and diversify through capital funding from LEADER Programme c) Create collaborative linkages to generate critical mass and credibility d) Develop infrastructure for growth sectors, modelled on successful centres, to serve as a magnet that can lead to critical mass. 	<p>Ongoing and targeted enterprise supports through LEADER programme including Co Operation projects</p> <p>Progress review and annual report</p>
Support the development and sustainability of Social and Community Enterprises	<ul style="list-style-type: none"> a) The LEADER programme will continue to support communities to address further gaps through the provision of animation, capacity building and grant assistance for the development of social enterprise and retail responses. 	<p>Ongoing and targeted enterprise supports through LEADER programme</p>
Undertake training and business development opportunities to sector specific groups to increase capacity and upskill. Remote working, IT Training, digital economy, greening business, COVID recovery.	<ul style="list-style-type: none"> a) Delivery of bespoke training through LEADER programme which will ensure consistency, flexibility, stimulation and activation of tailored training needs and skills development 	<p>Ongoing and targeted enterprise supports through LEADER programme including Co Operation projects - Reboot Training programme</p>