



Contribution From

Communities Creating Jobs

To consultation on the

National Planning Framework 2040

31st March 2017

Introduction

A National Planning Framework consultation is to be welcomed. Widespread engagement and analysis will inform the national strategy to 2040 which will shape the future of Irish society and economic development

It is important to take time out to reflect on the kind of country and economy that best caters for the needs and aspirations of the population which is due to increase by one million within this 30 year period

The framework needs to include a vision and philosophy based on principles and values that best represents what people aspire to and secures a prosperous future for all categories of people young and elderly, women and men, able and dis-abled, employed and unemployed. It must provide all of them with the opportunity to make the best of their ambitions and skills.

In providing this strategic framework it is likely that consensus can be achieved on the key investment decisions and the direction the country will take strengthening stability, social and economic cohesion around strategies and plans throughout the period and ensuring success

There are many areas of critical importance to consider within the national planning framework. Key issues in building and sustaining economic and social progress are communities and employment. Both these issues should be at the centre of future economic planning throughout this period. Many more cost effective benefits will flow from strategic investment in communities that will in itself lead to many new job opportunities in particular for long term unemployed youth and elderly redundant whose chances in the competitive mainstream employment sector is not great.

All civilisations begin in a village

Following the financial crash of 2008 and subsequent austerity programme many people suffered financial and social losses that will affect them over the long term. Personal, bank and sovereign debt will take time to overcome and full employment will help lighten the load and secure a basic standard of living for everyone in difficult times.

The second issue that impact on every individual and family is the support available in communities where cost effective capacity can be developed to provide the services and facilities that is likely to provide some form of equal opportunities for all categories of people and a level of social cohesion necessary to maintain a social fabric in which solidarity and collaboration are key principles.

There is a need to establish the community as a primary source of support and growth for individuals and families. Many services and facilities provide social, economic, health, environment, education and training, security and technological supports carry people and families through the toughest periods of their lives relatively unscathed providing the basics for

them in so many areas and ways. There are many agencies and programmes and parties engaged in the provision of employment opportunities in communities. One exceptional voluntary organisation Communities Creating Jobs is in collaborating with GAA and Third Level Education Institutes is promoting a job creation model that will help transform the economic capacity of every community in the country in urban and rural areas. This submission explains this jobs model which should be developed and supported by government and its agencies throughout the period which the new National Planning Framework is focused on.

Communities Creating Jobs (CCJ)

Communities Creating Jobs (CCJ) was established in November 2011 as a national voluntary shared learning network of development groups committed to helping each other to create 10 jobs in each community.

The goal of the organisation was to share ideas, solutions, best practices, replicable projects, enabling tools and site visits informing each other on how to progress their plans. It also involved state and private sector organisations that expressed an interest in supporting communities achieve their goals. The information network would help communities eliminate mistakes already made and the waste of time, materials and funding by learning from each other's experiences.

Enabling tools were developed from experience and then shared with those who wanted to use them. The main tool was the Assets & Opportunities Audit which proved its worth in identifying new enterprise start ups and jobs in communities that used it.

The audit tool was used in a voluntary context by local task group of 6-10 people with extensive knowledge of their community and a facilitator. It took 4 months to complete the audit and write up report on its findings. (See attached audit form). On completion the report is circulated within the community and among that in country and overseas with connections to it. The aim is to attract social and private entrepreneurs to take over responsibility for the identified enterprises without a champion. All other projects had owners in case of private enterprise and often had interested parties ready to run with social enterprises.

Phase 1 included the completion of audit and report and its circulation plus its submission to a county enterprise co-ordinator who would help refer all of them to the appropriate agency. The co-ordinator would also communicate progress to all other clubs and communities in the county to encourage future participation. Phase is completed in a voluntary capacity.

Phase 2 is the engagement of social and private entrepreneurs as individuals or groups with the appropriate agencies. There are a number of statutory agencies such as Council, Local Enterprise Office, Leader Partnership Board, Enterprise Ireland, Bord Bia, Failte Ireland, Heritage Council and a range of funding programmes available to work with communities in developing the proposals. . CCJ would remain as a background support with its network, tools, quarterly

newsletter encouraging networking, site visits, sharing of best practices, and replication of projects. .

Empowerment and Self Reliance

The fundamental aim of the CCJ jobs model is to empower communities to take on projects, own them, build them up in partnership with the agencies in a supportive environment and manage and sustain them into the future. The private entrepreneur automatically takes ownership of the new business and the jobs created benefits the local community.

The assets & opportunities audit with 10 jobs target is designed to be as relevant to a small isolated rural community and disadvantaged inner city urban community, to mountain side s and seaside communities, to highly resources urban and rural communities and disadvantaged urban communities. In achieving the 10 jobs target the small light on its feet community might outperform the larger or at least match it for ingenuity and creativity. The larger community would have a big advantage in achieving a 20, 30, 40 50 + jobs target but that is another days work. In achieving the ten jobs the community would have

- Identified its resources and opportunities
- Organised its local team of researchers
- Completed a report on its opportunities
- Developed a relationship with agencies
- Linked up with private sector companies
- Identified and gained an understanding of the resources available to it from state, community and private sectors
- Discovered what had already been achieved in various communities through CCJ Network
- Connected up with its diaspora
- Built a capacity and focus on development within its community

Research confirms that in achieving the ten jobs target the community is organised to continue on and create 20 and 30 jobs. It is the first ten jobs and all the organisation and learning involved in establishing a successful process that builds capacity and many additional jobs.

Collaboration and Partnership

To strengthen the CCJ jobs model the board approached the GAA and Third Level Education in 2011 to join with them in developing and promoting this new bottom up job creation strategy in communities/clubs across the country. The GAA has a strong presence and major commitment in every parish in the country both, urban and rural. The association often expressed concern at the impact of unemployment, involuntary emigration and migration of people from rural areas to urban centres in search of employment. Following a series of meetings with Croke Park representatives it was decided to run a pilot project in Co Galway with 3 clubs/communities

CCJ, GAA and Galway, Mayo, Institute of Technology (GMIT) with support funding from Enterprise Ireland co-ordinated the project.

The pilot was an outstanding success with each community identifying a number of enterprises and a total of 116 jobs. Several members of the diaspora from London, Boston and Dublin expressed interest in returning to West Galway and setting up three enterprises there...

The GAA in 2017 is currently in the process of endorsing the report and completing a second pilot in three other counties with:

1. Waterford/ Waterford Institute of Technology/ Waterford County Board
2. Westmeath/ Athlone Institute of Technology/Westmeath Co Board
3. Louth/ Dundalk Institute of Technology/ Louth County Board

The second pilot will involve 4 clubs/communities in each county. On conclusion it is intended to roll it out in every county. Third Level Education, Enterprise Ireland, Social Finance Foundation, Western Development Commission, Galway Leader Partnership, Galway Co Council and others have expressed their support for the CCJ jobs concept.

Leadership from Government and State Agencies

It is now time for government and state agencies to support the implementation of the jobs model which will offer a range of new development possibilities in communities across the regions including rural and urban areas. The jobs model has the capacity to affect a long term social, economic and cultural transformational impact on society and the indigenous economy. It will take a few years to complete the first audit in every community and county (2020)... In this period digital high speed broadband and mobile phone networks will have been installed and a second audit of every community will be due. This new communications infrastructure will create a new opportunity for every community in the country to become a micro-economy in which individuals and groups will be able to compete in the global economy on a level playing field. It will encourage foreign direct investment to locate in communities in the regions and emigrants to return home and set up new businesses.

The implementation of Brexit will offer further opportunity for development as Ireland will be the only English speaking country in the EU. The National Framework Strategy Investment Plan will offer yet again many opportunities for communities to develop new businesses as will the continuing growth in agriculture and tourism as the Wild Atlantic Way and Irelands Ancient East and so many other development all come on stream.

A Transformative Tool

The Assets & Opportunities enabling tool will remain forever relevant as an enterprise development tool in identifying new enterprise opportunities in communities. It should become a permanent 3 year process increasing prosperity in every community in the country on a

continuing basis up to 2040. Its simplicity is its strength and it empowers and motivates every community in equal measure in every part of the country.

It has the capacity in a co-ordinated state support system to become the most transformative economic and social tool ever devised if properly used. The GAA and Third Level Institutions will attract many other institutions and organisation in state, community and private sectors including the diaspora to join in the programme. It can have a profound impact on the future prosperity of the country. It is a prosperity that will reach out to ever person, family, club, community, county and region. Communities are structured and organised to make best use of resources if supported by a better organised and co-ordinated state support system. They can become the backbone of the maintenance economy that will better support an international exporting sector and make Ireland the most competitive economy in the EU and the world.

Senan Cooke

Chairman

Communities Creating Jobs

22nd March 2017. 

*** Attached is the Assets & Opportunities Audit.**

Communities Creating Jobs



Assets & Opportunities Audit



GAA Clubs/CCJ/3rd Level Institutions & Other Organisations will form 'County Co-Ordination Units'. CCUs will leverage additional support from state, community and private sectors. Voluntary facilitators will work with Community Enterprise Task Groups (CETG) in completing the Assets & Opportunities Audit and Report free of charge.

CCJ is a network of active community enterprise groups and supportive, organisations and institutions. It is a first step process in preparing community enterprise task groups to engage with state agencies and target the creation of 10 jobs.

What is CCJ and How Does Its Job Creation Process Work?

CCJ is a national voluntary community enterprise network of ideas, solutions, expertise, experience and achievement willing to share its resources free of charge with start-up communities in targeting the creation of 10 jobs.

It has developed an Assets & Opportunities Audit based on 25 years of community development countrywide and evaluated and endorsed by Limerick IT and Galway-Mayo IT.

CCJ through its membership network will contribute ideas, solutions, enabling tools, networks, replicable projects, innovations, best practices, site visits, funding sources and potential partnerships and collaborations. It will help start-up project management committees avoid waste of time, materials, equipment, funding and mistakes already made.

County Co-ordination Units (CCUs) headed by a voluntary person supported by GAA, Regional 3rd Level Institutes, CCJ representatives and other organisations in state, community and private sectors that are willing to contribute to the creation of jobs in local communities.

County Co-ordination Units will offer invitations to clubs/communities to participate and set up local Task Groups to complete the Assets and Opportunities Audit. CCUs will recruit facilitators, experienced business professionals and post graduates from within or from outside the community and brief them on the completion of a comprehensive Assets and Opportunities Audit. The audit will identify a number of enterprises, some which may be unique to the community that are implementable.

The Community Task Group Report will be circulated in the community to inform local organisations, groups and private entrepreneurs of the opportunities available. Once the enterprise project promoters engage with agencies they will work together to complete the project

CCJ will also provide enabling tools to County Co-ordination Units to help facilitate the job creation process. The toolkit includes Assets & Opportunities Audit, Facilitator Training Programme (2 hour –CCJ) 3rd Level will offer facilitator training courses, case studies, local business directories, upskilling supports (3rd Level) global investment brief, site visits, on-line training programmes, newsletter, website and a range of methodologies to facilitate the development process.

CCUs will aim to avoid duplication and displacement with strong emphasis on added value only.

Co-ordinated Government Support

A government support programme ‘Meitheal 2020’ capable of mobilising and co-ordinating state, community and private resources could ensure the success of the programme. Local Enterprise Offices (LEOs) with ‘One Stop Shop’ would be best placed to liaise with and advise CCUs and local enterprise project promoters on what are available from the state. The programme should

1. Leverage the widest range of resources from state, community and private sectors.
2. Ensure resources are made available in understandable language.
3. Provide attractive incentives to community enterprise task groups to engage in programme. Every job created produces savings of €21,000.
4. Community match funding to include property and voluntary work valued in cash.
5. State agency facilitators to partner with enterprise promoters on the development of the projects.
6. Record, evaluate and disseminate best practice outcomes on central IT shared learning platform

Every job matters!

10 jobs in a community of 1,000 has much socio-economic impact as

- 100 jobs in town of 10,000 (Dungarvan)
- 200 jobs in town/city of 20,000 (Kilkenny)
- 1,000 jobs in city of 100,000 (Galway)
- 2,000 jobs in city of 200,000 (Cork)
- 12,500 jobs in city of 1.25m (Dublin)

*It is as possible to create 10 jobs in every community on mountain and seaside, in urban inner city and isolated rural areas once the state support system is geared up to partner with enterprise project promoters.

Prompts re Assets & Opportunities Audit Findings (Social/Private Enterprise)	
Identify Needs & Opportunities	Agri/Equine/ Horticulture Services
Re-open/takeover closed/ declining businesses	Artisan/ Organic/ Commercial Food
Take over vacant properties	Energy Sources- Power, Fuel, Heat, Waste.
Replace services withdrawn	Communications/ Info/ Engineering Technologies
Childcare Services Pre and Post School facilities	Creative Arts/ Crafts/ Industries
Elderly and Home Care Requirements	Import Substitution Opportunities
Education Requirements	Public Tendering Opportunities
Transport Services	Multi-National Contracts
Release State Assets-Council (Garda Station, Old School, Convent, Heritage Site, Vacant Houses	Maintenance Services – Landscaping, Home Renovations, Transport, Computers, Repairs
Sports and Recreation	NAMA Properties- Social Clause
Community Facilities	Foreign Direct Investment
Tourism/ Hospitality Projects	Social and Private Entrepreneurs
Health Services- Primary Care Medical Centres	Links with Diaspora- Return Home Businesses
Semi State:Teagasc, ESB, Bord Na Mona, Coillte	Shared Administration Services
New Apprenticeships / Traineeships	Joint Ventures/ Franchises
3 rd Level Education Institutes	Secondary College Network

Audit of Community Job Creation Assets & Opportunities



This template will help small community enterprise task groups (CETGs) carry out an audit of the assets within your community that will assist in creating jobs. It has been kept short and simple to help you focus on things that are real and usable. You probably won't have all the information needed to hand so do ask others in community to help.

Part 1: Basic Details

Name of Community:		
Area covered –parish?		
Contact Person:		
Email:		
Phone No:		
Local Enterprise Task Group (Approx 8 with interest and knowledge).		
Total Population:	Males	Females
Population Age:	Under 20:	Over 60:
No. of Retired Persons:		
Name Retired Persons with business expertise (business people, owners & managers)		
Number of Unemployed:		

Active services in the community (tick beside services in place and add others)

Primary School: Childcare Facility: Food Shop: Pub: Sports Hall: Sports fields: Youth Club:	Secondary School: Church: Other Shop: Café/Restaurant: Community Hall: Health facility: Nursing Home:	Others?
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Enterprises in the community (large, medium and small)

	Private	Public	Social
Large (examples at top)	Multinational (Glanbia) & FDI Companies	Teagasc Centre/ Hospital	Credit Union / Nursing Home
Medium (examples at top)	Mini-Market / Company	Secondary/National School	GAA Club/Other Clubs
Small (examples at top)	Shop/Pub/Garage/Engineering	Agency Office/Post Office	Community/ Tourism Centre

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify some of the history and culture of the area that might have a role in creating jobs. It is important that these have the potential to interest visitors; just because something is important locally doesn't mean that it will attract others.

Part 2: History and Culture

List important historical / cultural events associated with the area.

List cultural activities/people i.e. music, dance, drama, literature, poetry for which area is well known.

List well-known people associated with the area. (historical to present day from politics, education, sport, business, church, others from at home and abroad)

List festivals, events, commemorations organized on a regular basis reflecting historical/ cultural associations with the community.

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify some of the visitor assets that might exist in the community but that you might not recognize. These can include natural assets, buildings, historical remains or other cultural items. Ideally you should only list the assets that have some potential to create real jobs.

Part 3: Natural and Built Assets with Visitor Potential

Natural Assets

Fishing Lake:

Fishing River:

Lakes:

Rivers:

Woodlands:	Walks/ Cycle:
Mountains/Hills:	Views:
Walks/Trails (walking/pony/water)/Other:	

Built Assets

Archaeological Sites:

Ecclesiastical Sites:

Large Houses:

Gardens:

Industrial Sites:

Other Heritage Sites:

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify some of the economic assets that might exist in the community but that you might not recognize. These can include buildings and other sites that have been vacated and are no longer in use but that might be re-opened with a little work. Ideally you should only list the assets that have some economic potential and that could be used in job-creation.

Part 4: Built Assets With Potential

Industrial Site or Buildings:	Shops:
Licensed Premises:	Other Commercial:
Schools:	Community Buildings:
Large Houses:	Other Houses:
Public Buildings:	Church Buildings:

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify some of the people in the community who may have skills, resources or interests that would enable them to assist in the creation of enterprise and jobs within the community. These people may be in work or not in work, retired or in education. Every member of community should be considered.

Part 5: People in the community with skills for job creation

Business Advisers:	Accountants:
Legal Experts:	Entrepreneurs:
Researchers:	Journalists:

Public Relations:	Architects:
Engineers:	Builders:
Project Managers:	Artists/Writers:
Crafts/Trades:	Managers/Leaders:

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify the other community and voluntary organisations that may be in a position to help with enterprise and job creation. These organisations might be of any type but it would be useful if their potential role could be identified

Part 6: Community and Voluntary Organisations

Organisation	Role

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify the political, financial and other personal support that might be available to the community to help with enterprise and job creation. This can include people that have a close and on-going connection with the community whether they are still living there or not.

Part 7: People of influence who could help you create jobs

Political:	Financial:
Business:	Cultural:
Media:	Philanthropic:
Sporting:	International/Diaspora:
Church:	Branding/Marketing:

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify the network of important businesses and business networks in the community that can help with the creation of jobs. Just list the most important for now but do add to them as you go along so that you get a comprehensive list in the end

Part 8: Economic Network

Name of Business or Organisation	How could they help?

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to help you identify the priority employment creation projects in the community taking into account the previous analysis. These projects might be identified by the CCJ Committee itself or may arise from the public meeting called to gather the ideas of the community. And this is just the start.....

Part 9: Potential for Enterprise and Employment

Project	Key Community Resources

Audit of Community Job Creation Assets & Opportunities



This part of the template is designed to provide you with a final chance to include any outstanding assets and opportunities. These can refer to special people with assets, ideas, influence, networks and organisations with capacity to create, sponsor, mentor and support enterprise development in the local communities i.e. franchises, social farms, state and semi-state initiatives such as pilot forestry plantations, strategic hubs, food, technology, environment.

Part 10: Outstanding Assets & Opportunities

Assets	Opportunities

The community task group should ensure its members consult with various groups and individuals with knowledge and assets relevant to the creation of social, private, state and semi-state enterprise in the 3 month audit period. These consultations may include voluntary organisations and clubs such as, sport, recreation, hobbies, charities and church. They should also include business, women and migrants groups, technological, cultural, performing arts, historical, educational, environmental, creative industries and others. Local leaders and retirees are valuable contacts.

A final report on the findings in the study should be compiled and circulated within the community and externally to relevant contacts in county, region, country and overseas requesting comments, consideration and referral to others. The facilitator should either write up the report or support task group in completing it.

Enterprise Projects to Partner with State Agencies: The initial investigatory process is complete. Enterprise promoters are now ready to engage with relevant agencies with specific proposals on the supports available. These will include planning permissions, grant applications, specialist advice and other supports.

There are many agencies available to support individual social and private enterprise projects in communities. These include Local Authorities, Enterprise Ireland, Local Enterprise Offices, Leader Partnership, Failte Ireland, Bord Bia, Heritage Council, Dormant Accounts, Regional Action Plan for Jobs, Rural Regeneration Strategy, Third Level Colleges, Education and Training Boards, Chamber of Commerce, Coastal Communities, Interreg, LIFE, Horizon, Social Finance Providers, Credit Unions, Philanthropic Foundations, Government Departments, EU Social Fund, Regional Councils and others.

You have come a long way. Now take the next step with agencies in developing a micro – enterprise!