



South Tipperary
Development CLG



STRATEGIC PLAN

2024

2028

PLEAN STRAITÉISEACH



Comhlacht Forbairt
Thiobraid Árann Theas CTR



SOUTH TIPPERARY

TIOBRAID ÁRANN THEAS



South Tipperary Development CLG supports communities, individuals, families, and small businesses in South Tipperary (Clonmel Borough District, Tipperary Cahir, Cashel Municipal District and the Carrick-on-Suir Municipal District).

Foreword

Réamhrá



**“Person-centred approach,
sustainability, flexibility,
innovation and collaboration.”**



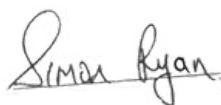
During the past number of months, we have engaged in a comprehensive consultation process, listening to the needs and aspirations of our clients, communities, funders, partners, board and staff. We are delighted to present our Strategic Plan 2024 – 2028 which sets out our priorities over the coming years as:

- Strengthen Communities;
- Empower People;
- Protect the Environment;
- Work with others;
- Develop our Company.

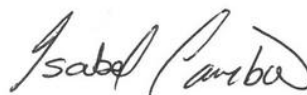
We have endeavoured to closely align our strategic priorities with priorities set out in local and regional plans including Tipperary County Development Plan, Tipperary Local Economic and Community Plan, The Local Authority Climate Action Plan, Tipperary Tourism Development Strategy, Traveller Action Plan and The Regional Spatial and Economic Strategy for the Southern Region.

Over the years, STDC has embraced countless opportunities and navigated numerous challenges. Our successes are the direct result of the unwavering dedication of our team, both board and staff and the trust we have earned from our communities, clients, funders and partners. This Strategic Plan 2024 – 2028 will steer us through the complexities of the future, ensuring that we remain responsive, resilient, and effective in our work. We recognize that the strength of STDC lies in our ability to evolve and adapt while staying true to our mission which is to support, empower and provide resources to local groups, individuals and enterprises through delivering publicly-funded programmes. Key to the effective implementation of our Strategic Plan is a reaffirmation of our core values: person-centred approach, sustainability, flexibility, innovation and collaboration.

As we embark on this strategic journey, we look forward to working hand-in-hand with our clients, partners and funders, confident that our collective efforts will not only address today's challenges but also lay the foundation for the future.



Simon Ryan Chairperson



Isabel Cambie CEO

About Us

Eolas Fúinn

South Tipperary Development CLG (STDC) is a Community Led Local Development Company. It is a not-for-profit registered charity, overseen by a voluntary board of directors representing community, farming, business and state agency sectors.

South Tipperary Development CLG supports communities, individuals, families, and small businesses in South Tipperary (Clonmel Borough District, Tipperary Cahir, Cashel Municipal District and the Carrick-on-Suir Municipal District). Economic Development, Social Inclusion and Environmental Sustainability are among the key areas of focus for the company.

By leveraging our resources and our expertise, we support the implementation of projects and initiatives that promote community well-being and resilience. Through our commitment to collaboration, STDC strengthens the capacity of local community and voluntary organisations empowering them to take charge of their own development. By facilitating access to expertise, funding and other resources, STDC nurtures a culture of self-reliance and collective action.

STDC has a proven capacity and record in delivering programmes on behalf of a wide range of funders including: Department of Rural and Community Development, Department of Social Protection, HSE, Tusla, Healthy Ireland, Department of Children, Equality, Disability, Integration and Youth and the Local Authority.

We currently offer the following programmes:

LEADER

Rural Development - Grant aid for Individuals, Enterprises and Communities

Local Area Employment Service

Job seeking and personal planning skills for people who are long term unemployed

Outdoor Recreation Scheme

Development and maintenance of walks and trails

Rural Social Scheme

Work placement in communities for low-income farmers

Social Inclusion and Community Activation Programme

Support for people and communities experiencing disadvantage

Traveller Primary Health Care Programme

Supporting the Traveller Community towards enhanced health and wellbeing

Tús

Community-based work placement for unemployed people and those with disabilities

How we developed this strategic plan

Forbairt ár bPlean Straitéiseach

Development of this strategic plan began in early 2024. We set up a working group and devised a framework to consult widely to identify our strengths and challenges, the opportunities and the risks that we face.

We emailed all our stakeholders with surveys and also sought opinions through our social media channels. The responses received were used to draft this plan.

In addition, there were a series of workshops with both staff and board and opportunities to comment on drafts.

Who we consulted

Na páirtithe a ndeachamar i gcomhairle leo

**Agencies and Partners
we work with**



What did they like about us

Cad a thaithin leo maidir linne

”

Extremely knowledgeable and helpful staff. Interested in supporting my emerging business. Connected me with a solid business development course and assisted me in securing small grant for start up equipment (laptop).

Well informed with good advice and useful support.

”

Easy to deal with.

When I enter the premises the LAES case worker is genuinely interested in trying to gain employment for me and she recommends areas of which I could gain employment.

”

The fact that we received our own individual representative from STDC to guide us through our project was a fantastic opportunity and made the process very easy for us.

Dedicated experienced team, passionate about their work and impact on the areas they work in.

”

Helpful!

Have received infrastructure grants and training re proper management and governance of a Club.

The company has aligned itself well strategically to be up to speed with the different needs in the different areas it provides services and supports to. It has a well regarded workforce who have grown into the areas that they cover on behalf of STDC and in this way they have accumulated local knowledge and this can only benefit any future work STDC may undertake.

What did they think could be improved

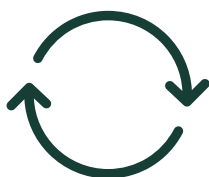
Cad atá le feabhsú dar leo



Simplify
Paperwork and
Form Filling



Increase the
Number of Tús
and RSS
Placements



Improve
Continuity of
Grants



Increase
Duration of
Tús Placement



Improve
Communication



Provide Greater
Variety of
Services

Where we are now.

Cá bhfuilimid anois

Strengths

- Trusted track record
- Staff and Board skills and experience
- Client centred, personal, friendly approach
- Source of quality advice and guidance
- Flexible and responsive to changing circumstances
- Strong social inclusion and equality ethos
- Good governance and transparency
- Strong collaboration and partnership approach to the work

Challenges

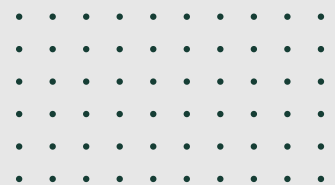
- Responding to changing and more complex client needs
- Constraints of programme requirements mean responses to needs can be fragmented
- Responding to Climate Change
- Maintaining meaningful services within budget constraints
- Communications and PR – external and internal

Opportunities

- Attract new funds and programmes
- Enhanced collaboration between programmes
- Enhanced collaboration with other local development actors
- Being open to meeting new and evolving needs
- Collaborate and advocate on policy issues locally and nationally

Risks

- Reduced political and policy support for Local Development Companies
- Rise of extremism and polarisation
- Climate Change
- Competition from other local development actors
- Keeping apace with technological change
- Decline in volunteering



Our Mission and Vision

Ár Misean agus Ár bhFís

Our Mission

Leading the way, STDC supports, empowers and provides resources to individuals, local groups and enterprises through the delivery of publicly funded programmes. We are invested in people and their communities, responding flexibly to needs and challenges, facilitating sustainable development, thereby enhancing the quality of life in South Tipperary.

Our Vision

To be a catalyst for positive change, fostering a thriving, inclusive, and sustainable South Tipperary so that our environment is protected and where every individual and community can reach their full potential.



South Tipperary
Development CLG

Invested *in you & your* **Community**

Our Values

Ár Luachanna

Leadership

Guiding, inspiring, and advocating for the growth and well-being of both individuals and the community

Equality, Diversity and Inclusion

Working to create an inclusive environment where everyone feels welcome, difference is valued, and those experiencing the greatest challenges are prioritised

Sustainability

Actively supporting biodiversity, climate action and mitigation

Transparency and Integrity

Being honest, open, and accountable in all our activities

Respect

Creating spaces that are inclusive and respectful of all people

Innovation and Flexibility

Empowering communities, enterprises, and individuals to grow by address issues that affect them

Quality

Evaluating our work and striving for excellence and maximum impact for our clients and the community

Collaboration

Working with relevant stakeholders to achieve the best outcomes for South Tipperary

Sustainable Development Goals

Cuspóirí Forbartha Inbhuanaithe



Throughout all our work we are informed by and seek to contribute to the Sustainable Development Goals

Our Priorities

Ár dTosaíochtaí:



Strengthen Communities

Communities across South Tipperary will be empowered and resourced to respond to their economic, social, cultural and environmental development needs and will be involved in decision making that impacts on them.



Empower People

Our clients will be supported to identify and follow pathways to reach their potential including enhanced wellbeing, education, training, employment and self-employment. We focus primarily on people who face challenges and are at risk of exclusion.



Protect the Environment

Individuals, Communities and enterprises we work with will have increased motivation, knowledge and resources to embed effective climate action, mitigation and biodiversity initiatives into their activities, contributing to the safeguarding of South Tipperary's environment for future generations.



Work with Others

We will work in partnership with relevant stakeholders at local, regional and national levels for the benefit of our clients and communities.



Develop Our Company

Led by a dynamic Board, STDC will uphold the highest standards of governance and compliance. Through our skilled staff team, we will innovate and continuously improve, grow and diversify the services we deliver.



Strengthen Communities

Pobail a Neartú

Goal: Communities across South Tipperary will be empowered and resourced to respond to their economic, social, cultural and environmental development needs and will be involved in decision making that impacts on them.

To do this we will

- Encourage and support volunteer activities, fostering a spirit of civic responsibility and community solidarity.
- Support community and voluntary groups to organise events and recreational activities to promote and improve physical and mental health, and celebrate local culture whilst providing opportunities for community interaction.
- Animate and build the capacity of community and voluntary groups to:
 - develop good governance structures
 - participate in the decisions that impact on them
 - work in partnership with other agencies and organisations
 - create and implement plans to address identified needs
 - source funds / grant aid and project management
- Promote and resource integration and intercultural activities, focussing on those at risk of exclusion, e.g. Travellers, Roma, LGBTQI+, People with disabilities, Migrants, Refugees and International Protection Applicants, older people, youth, etc.
- Resource community and voluntary groups through our community work placement and our grant aiding programmes.
- Support the development of a vibrant social enterprise sector which can deliver locally based facilities, services and employment opportunities.
- Advocate on behalf of and with our clients, individually and collectively, including participation in policy and decision-making structures.

In this context “Community groups” include both geographical communities and communities of interest. It encompasses everything from a small informal startup group to larger formalised groups. In general, we focus on volunteer based groups, and prioritise those which experience exclusion from mainstream services and facilities for any reason.



Empower People Daoine a Chumasú

Goal: Our clients will be empowered to identify and follow pathways to reach their potential including enhanced wellbeing, education, training, employment and self-employment. We focus primarily on people who face challenges and are at risk of exclusion.

To do this we will

- Ensure every client feels valued and receives comprehensive support tailored to their unique needs by working in a person centred and holistic way.
- Empower people who are furthest from the job market with the skills and confidence needed to secure good quality employment or self-employment.
- Support our clients to develop and implement personal plans, including connecting them to other programmes and agencies who can assist them.
- Encourage Enterprise Development, supporting clients to set-up new enterprises, grow their existing businesses and network.
- Focus on our clients and their needs, bringing together resources from different STDC programmes.
- Offer community work placement opportunities for people to gain skills and contribute to their community.
- Advocate on behalf of our clients, individually and collectively.
- Enhance clients' personal growth, life skills, resilience and wellbeing through lifelong learning and skills development. Focus will be on people who are long-term unemployed, Refugees, IPAs, Roma, people with disabilities and one-parent families, people living in jobless/low-income households including farmers, people with poor educational levels, older people living in isolation, people with a criminal history.
- Create online resources to provide access to information on job opportunities, career development, education and training.
- Promote interculturalism and nurture an inclusive community for Refugees, International Protection Applicants, Roma community and Travellers in South Tipperary.
- Work with people and agencies to address the multiple causes and impacts of social exclusion and disadvantage including poverty (incl. food, hygiene and fuel), poor literacy and education, homelessness, insecure and poor housing, domestic violence, addiction, poor physical and mental health, disability etc.



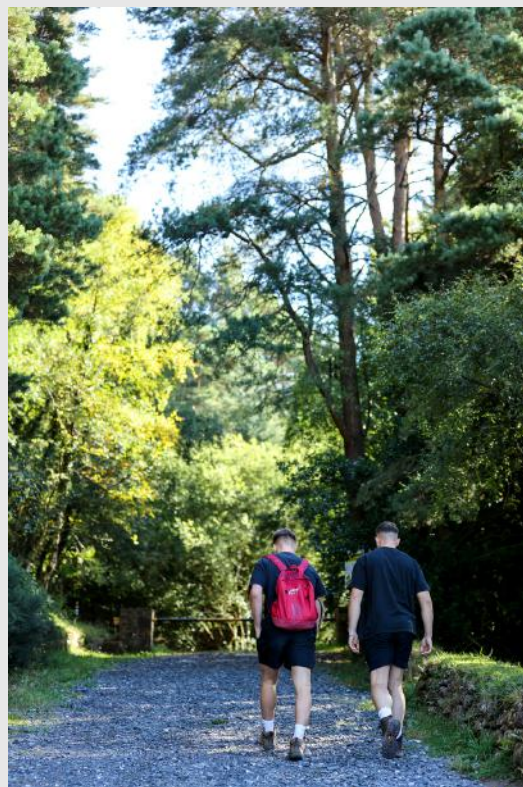
Protect the Environment

An Comhshaol a Chosaint

Goal: Individuals, Communities and Enterprises we work with, will have increased capacity and resources to embed effective climate action, mitigation and biodiversity initiatives into their activities, contributing to the safeguarding of South Tipperary's environment for future generations.

To do this we will

- Integrate positive climate action and sustainability into all our programmes.
- Develop and implement our internal climate policy and action plan to reduce our carbon footprint and support biodiversity including green public procurement.
- Actively support the development of green businesses and social enterprises.
- Provide training and resources to support community groups and individuals to develop, preserve and enhance local habitats and waterbodies for biodiversity.
- Provide training and resources to support communities and individuals to address climate action and mitigation issues such as decarbonisation, active travel, waste reduction (in particular food waste), circular economy and energy efficiency.
- Promote sustainable living, with a focus on mitigating energy poverty, home retrofitting, healthy eating, and a just transition, as it impacts on people experiencing poverty and disadvantage.



- Encourage the provision of accessible green space, including in urban areas, to facilitate regular outdoor activity.
- Work with landowners, local and national agencies to develop and maintain a network of trails, leading to increased participation in sustainable outdoor recreation.



Develop Our Company

Forbairt ár gCuideachta

Goal: Led by an active Board, STDC will uphold the highest standards of governance and compliance. Through our skilled staff team, we will innovate and continuously improve, grow and diversify the services we deliver.

To do this we will

- Develop our Board to effectively direct the work of STDC, having a broad skill set and being inclusive of the communities that we serve. The Board will uphold high ethical standards, ensuring that the company operates with integrity and transparency.
- Develop our staff team through promoting Continuous Professional Development and effective performance management to ensure they have the skills and knowledge to lead new initiatives and adapt to changing circumstances.
- Foster a positive work environment, making STDC a desirable place to work, promoting staff well-being, satisfaction and collaboration across programmes.
- Keep abreast of relevant legislative and policy landscape at local, regional, and national levels to enable us to respond quickly to new opportunities or challenges.
- Maintain an active presence throughout South Tipperary via accessible outreach service delivery.
- Develop our infrastructure, internal systems, financial oversight, risk management, health and safety policies, and procedures to efficiently support the delivery of services in compliance with our regulatory obligations and the requirements of our funders.
- Invest in digital tools and platforms to improve operational efficiency, enhance communication, and broaden outreach.
- Communicate our work clearly and impactfully both within the company and to the public and stakeholders to increase our profile.
- Source a mix of public, private, and philanthropic funding to enhance our existing services. Proactively identify and pursue new programmes to broaden our service offerings to address emerging community needs.
- Continuously improve the standard of delivery of our programmes through evaluation and monitoring.



Work with Others

Obair i gComhar le Páirtithe Eile

Goal: Individuals, Communities and Enterprises we work with, will have increased capacity and resources to embed effective climate action, mitigation and biodiversity initiatives into their activities, contributing to the safeguarding of South Tipperary's environment for future generations.

To do this we will

- Continue to play an active part on relevant boards, committees, networks and interagency structures in support of this strategy.
- Ensure STDC is a leader and valued partner in developing and implementing county-based strategies.
- Work with stakeholders to co-create innovative solutions to complex challenges. This could involve pilot projects, joint ventures, etc that explore new approaches to community development, sustainability, or social inclusion.
- Continue to develop long-term strategic partnerships with key stakeholders, across government, academia, and the community for mutual benefits.
- Effectively mobilise resources and expertise via partnership working to respond to evolving community challenges and circumstances.



- Play an effective advocacy role to influence policies, raise awareness, and drive positive change on key issues such as rural development, environmental sustainability, social inclusion, and economic growth.

How we will measure our progress

Monatóireacht ar dhul chun cinn ár bplean



STDC is committed to continually monitoring and evaluating our work. Data gathered will be published as part of our annual reporting process and used to drive continuous improvement.

We will seek regular feedback from clients, staff, partners and funders on our services.

While each programme has their own internal monitoring framework, we will gather information on the following themes on an aggregate basis:

Community

- Number of Community and Voluntary Groups supported
- Progression of Community and Voluntary groups along the community development continuum
- Volunteering in organisations we support
- Number and scope of supports to Social Enterprises
- Scope and value of programmes delivered by STDC
- Amount of funding invested in South Tipperary through STDC
- Amount of funding leveraged in South Tipperary from other sources via STDC

Individual

- Number of individuals benefitting from advice and guidance
- Number of individuals benefitting from lifelong learning
- Number of individuals benefitting from employment supports and their progression
- Number of children and families benefitting from advice, guidance and support
- Proportion of our clients experiencing different types of disadvantage

Enterprise

- Number of enterprises supported with grant aid
- Number of enterprises supported via training / mentoring / networking / marketing
- Number of individuals supported to pursue self-employment and start-ups

How we will measure our progress

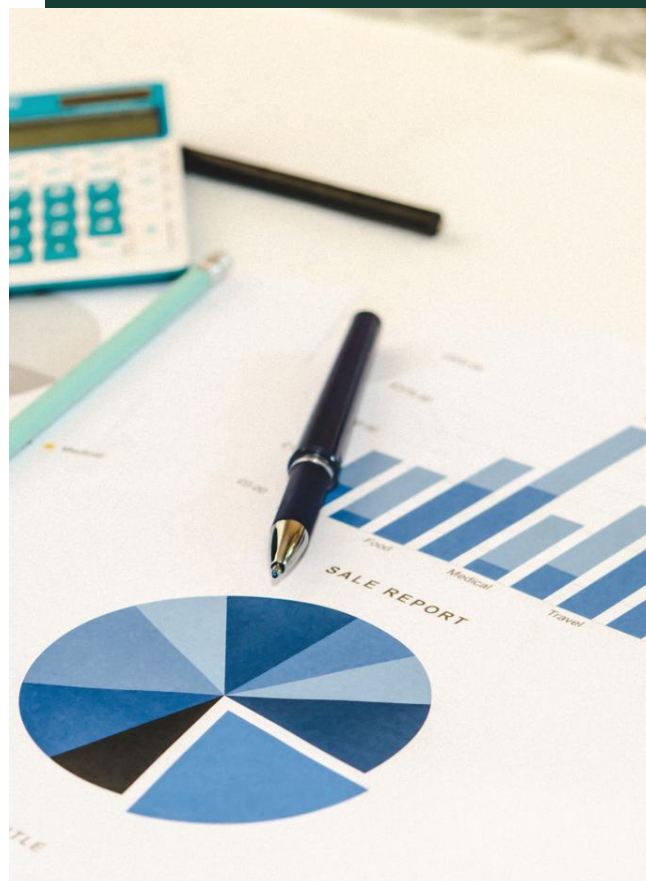
Monatóireacht ar dhul chun cinn ár bplean

Environment and Climate

- Number and scope of sustainable / climate action / biodiversity initiatives supported with communities and enterprises
- Number and scope of actions to promote sustainable living
- Number and scope of in-house Climate Actions implemented
- Number and length of walking trails supported by the company

Company

- Board diversity, inclusion and participation
- Staff satisfaction and retention
- Number and scope of training and development programmes undertaken by staff and board
- Communications and PR inputs and impacts; Website, social media etc
- Compliance with funder, statutory and regulatory requirements
- Outcomes of business continuity planning and testing
- Volunteer inputs to the company



Collaboration and New Opportunities

- Representation on local, regional and national boards and bodies
- Number, scope and impact of advocacy and policy activities
- Number and scope of partnership and collaboration activities
- Number, scope and value of new programmes and activities sought and implemented

FUNDERS AND PARTNERS

Maoinitheoirí agus Comhpháirtithe



Rialtas
na hÉireann
Government
of Ireland

Tionscadal Éireann
Project Ireland
2040



Arna chomhchistiú ag
an Aontas Eorpach
Co-funded by
the European Union

Ár dTodhchaí
Tuaithe
Our Rural
Future



government supporting communities



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency



Tipperary
ETB

Bord Oideachais & Ollúna Thiobraid Árann
Tipperary Education & Training Board

Intreo | Partner



Comhairle Contae Thiobraid Árann
Tipperary County Council



IRISH LOCAL
DEVELOPMENT
NETWORK



Tipperary
Volunteer Centre

Ionad d'Obair Dheonach Thiobraid Árann



KNOCKANRAWLEY
Resource Centre CLG.



Coiste um Fhorbairt Pobail Áitiúil
Thiobraid Árann
Tipperary Local Community Development
Committee



WATERFORD AREA
PARTNERSHIP CLG



Comhpháirtíocht Leader Waterford Leader
Phort Láirge Partnership

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