



Cloghane Brandon Development Plan 2016-2020



Comharchumann Forbartha an Leith Triúigh teo.



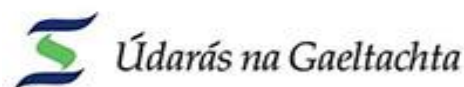
Údarás na Gaeltachta

Cloghane/Brandon Development Plan 2016-2020

Project Promoters: Comharchumann Forbartha an Leith Triúigh Teo.

Prepared by: Tom O'Leary, O'Leary & Associates

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We would also like to thank the local community who participated in the consultation process and public meetings.

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1. Introduction & Planning Process

1.1 Introduction

The following Development Plan was commissioned by Comharchumann Forbartha an Leith Triúigh Teo. The consultation process and the preparation of the plan was carried out by Tom O'Leary of O'Leary & Associates Training & Consultancy, a Tralee based company which provides consultancy to non-profit community based organisations.

The plan was funded by Údarás na Gaeltachta and by Comharchumann Forbartha an Leith Triúigh Teo.

1.2 The Proposing Group

Comharchumann Forbartha an Leith Triúigh Teoranta (hereafter abbreviated to CFLT) was founded as a co-operative company in 1973 with the primary aim of putting in place facilities and amenities in the local area in order to develop a secure economic, social and cultural future for the region. CFLT has played a pivotal role in the development of the area ever since and is widely-recognised as an important local resource.

The offices of CFLT are located at Halla le Chéile, situated between Cloghane and Brandon. Comharchumann Forbartha an Leith Triúigh offer the following services to the community of Cloghane and Brandon:-

- Family Support Services
- Language Support Services
- Sport and Recreation
- Community and Enterprise
- Services for the Elderly
- Festivals and Events
- Environmental Projects

1.3 Purpose of the Plan

This Plan has been commissioned by the CFLT in order to provide an outlet for the local community to express their vision of how they would like Cloghane Brandon to develop. In so doing, the community will set in motion the steps necessary to attain this vision for the future.

The underlying purpose of this Plan is to promote community involvement in the development of the area and to allow community members to feel ownership of the subsequent implementation process.

The initial brief was to complete a Development Plan to meet the challenges of the community going forward and to ensure all future development is carried out in a well-planned and sustainable manner that will complement the overall development of the area and meet the needs of the community.

The plan will be a blueprint for the planned and sustainable development of Cloghane Brandon to the benefit of the community.

The following brief was agreed with the committee of CFLT:

- **Business Creation, Development and Support**– Analysis of existing enterprise and industry, provision of enterprise space and support for micro-enterprises, identify potential opportunities for job creation. Identify opportunities and funding supports for business development or diversification into different areas for local farmers and fishermen. It would be important as part of any enterprise and job creation strategy going forward that existing businesses would be supported in their business development.
- **Services for the Area** – Analysis of current services in the area, identify the needs of the community in such areas as Amenity and Leisure, Cultural, Community & Recreational and Training & Education infrastructure. Public Services Policy – Analysis of existing public infrastructure and the requirement for new infrastructure and services and the upgrading of what exists.
- **Develop tourism potential of Brandon and Cloghane and surrounding areas**- Analysis of existing tourism activity and tourism product. Identify opportunities to develop tourism initiatives and maximise its potential on the Dingle Peninsula and the Wild Atlantic Way. Identify potential sources of funding to recruit a full time tourism development officer for the area.

1.4 The Process

A key element of the success of any development plan for a community in either a rural or urban area is 'buy in' from the local community i.e. people living in the community, the diaspora and businesses based within the community.

Another key element is the support to the plan from the outset by Local Development Companies, Local Authorities and relevant local, regional and where applicable national agencies.

To achieve this, the consultants facilitated a parallel consultation process with the community and external relevant agencies.

Desk Research provided the baseline data and information to make assumptions and influenced the strategies developed based on feedback from the consultation process.

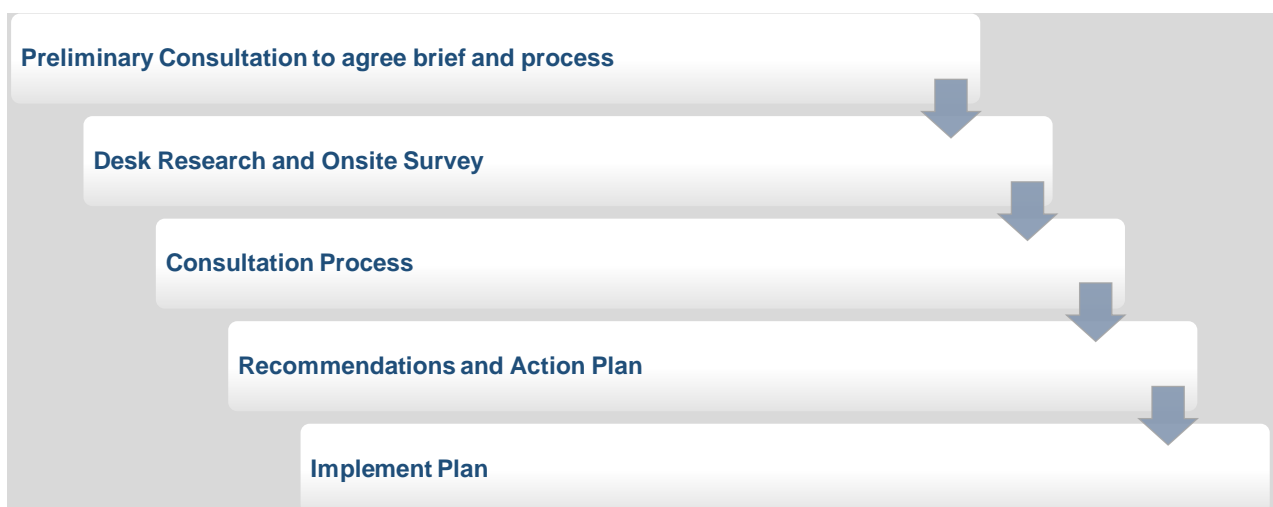


Fig 1.1 Research & Consultation Process

2. Area Profile



Fig 2.1 Location Map

2.1 Cloghane

Cloghane is a small village located on the northern side of the Dingle Peninsula approximately 15km to the north east of An Daingean and approximately 40km west of Tralee.

It is a small coastal village beneath Mount Brandon and the Conor Pass where the Owenmore River flows into Cloghane Creek.

Cloghane is mainly a fishing, farming and tourist village, providing a range of local services to the surrounding hinterland. It is a good base for exploring on foot and is the easiest side from which to climb Mount Brandon. Cloghane has a basic range of services which includes a Catholic church, a primary school, a community shop, one public house and another for sale and a seasonal tourist office, hostel, B&B'S and holiday homes.

Cloghane is served by one waste water treatment plant (WWTP). The WWTP provides primary treatment, consisting of a septic tank which outfalls to the sea shore. There are no immediate plans to upgrade or expand on sewerage facilities in the village. The village is served by a public water mains supply.

Cloghane abuts the Tralee Bay and Maharees Peninsula (West to Cloghane) designated Special Area of Conservation. The site is a designated SAC selected for lagoons, fixed dunes and alluvial forests, all priority habitats on Annex 1 of the EU Habitats Directive and the site is of considerable ecological and conservation significance for the excellent diversity of habitats it contains.

2.2 Brandon

Brandon is a small village located on the northern side of the Dingle Peninsula approximately 5km from Cloghane Village.

Brandon is mainly a fishing, farming and tourist village, providing a limited range of services to the local hinterland. The village has a basic range of services which includes three public houses and a salon. There is a pier being used by local fishermen and a boat hire business. There are also several one-off and holiday home developments in the area.

There is no public waste water treatment facility in the village and dwellings are served by individual septic tanks. An Integrated Constructed Wetland (ICW) was developed for the village circa 2008.

The three pond ICW system has been designed for a population of 150. The ICW is located along the coastline and approximately 150m north of Brandon village.

The village is served by a public water mains supply.

The village is located on the L8027-15 which culminates at Brandon Point. Traffic through the village peaks during the summer season. There is an underdeveloped very small public car park in the village.

The area on the seaward side of the road is zoned Secondary Special Amenity in the current Kerry County Development Plan. While the village is located on relatively flat low lying terrain the land rises steeply to the west of the village to reach heights of over 400 metres less than 3 km from the village and around 800 metres a further 2 km to the west. There are no designated SPA's, NHA's or SAC's in area or immediately outside the plan area.

Both Cloghane and Brandon are located on the well established and extremely popular Dingle Way walking route.

2.3 Development Strategy & Planning Policy

Both villages were included in the East Dingle Peninsula Settlements Local Area Plan 2008-2014.¹ This was the last local area plan completed covering the two areas. The following summaries the key development strategies for the two areas;

- That lands will be zoned for development in areas that will have the minimum visual impact on the landscape while promoting the overall objectives for the settlement.
- That future development should support the existing role and function of the village as a small local focal point for its surrounding rural community and also as a small tourist village. Future development should have regard to the scale of the existing settlement and the setting of the village in an attractive rural coastal landscape.
- That new developments should respect the character of the village and should be of the highest quality in terms of design and layout. Any new developments in excess of 4 houses will require the submission of a design statement at planning application stage. Developments of 4 or less houses including commercial developments shall require the provision of a design statement.

¹ <http://www.kerrycoco.ie/en/allservices/planning/localareaplans>

- That important views from the village of the surrounding natural features should be maintained, given that the coastal landscape in which the village is set is outstanding in character.
- That the zoning for mixed use development ancillary to residential development will allow for the provision of an expansion in the range and number of commercial services within the village which in turn will provide local employment, improve the quality of life of locals and add to the services available for tourists.
- That any future tourism developments should be sensitive to the existing character of the village, the landscape and the environment and should be small in scale. Developments which are open on a year round basis should be encouraged.
- That the future of the Irish language should not be threatened by inappropriate development and the impacts of any future developments on the language and culture of the area should be fully considered during the planning application process.
- Future developments should demonstrate the impact that they will have on the language and culture of Clochán- Bréanainn. Any developments that will impact negatively on the status of the Irish language in the area should be prohibited or appropriate measures should be taken to mitigate negative effects. The Irish language and culture is an important aspect of everyday life in the Gaeltacht and in Clochán- Bréanainn.
- That future residential development within the village should cater for the needs of the local population who wish to live in the area on a permanent basis
- That provision shall not be made for holiday home developments in order to allow for the development of a village which has a permanent year round population. This in turn will require year round services and facilities which will result in an attractive place for locals and visitors alike, while protecting the Irish language.
- That developments capitalizing on local indigenous talents and creativity such as crafts etc. should be facilitated.

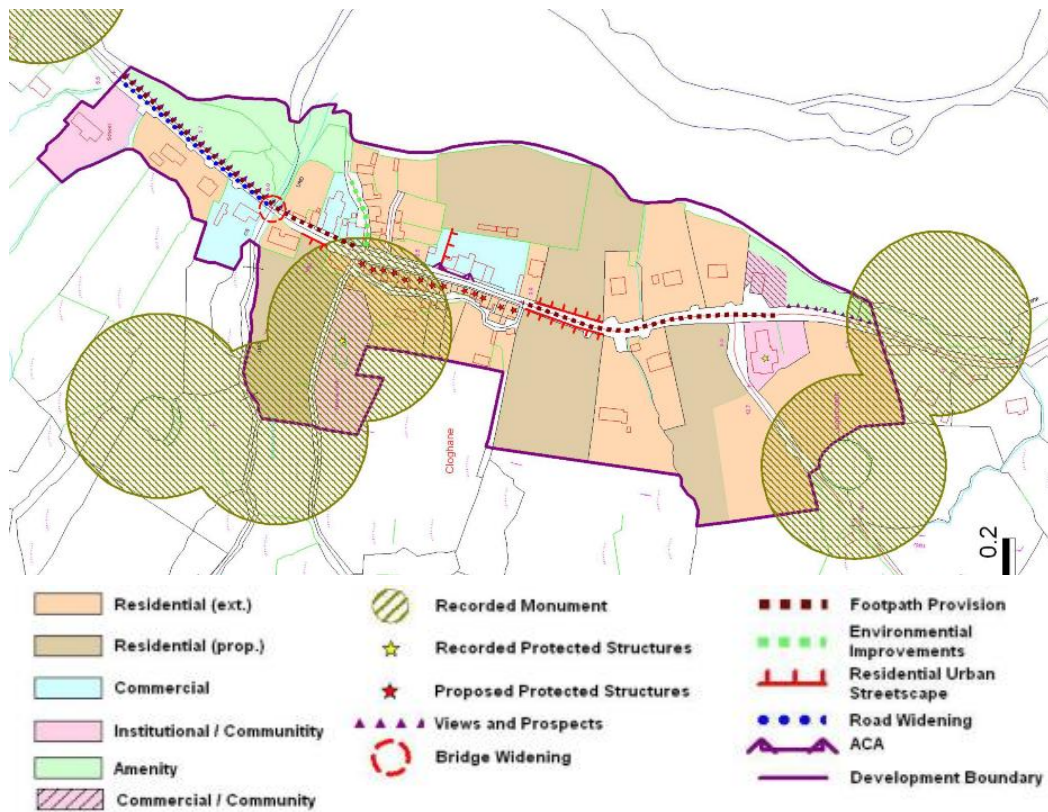


Fig 2.2 Zoning Map for Cloghane (2008)

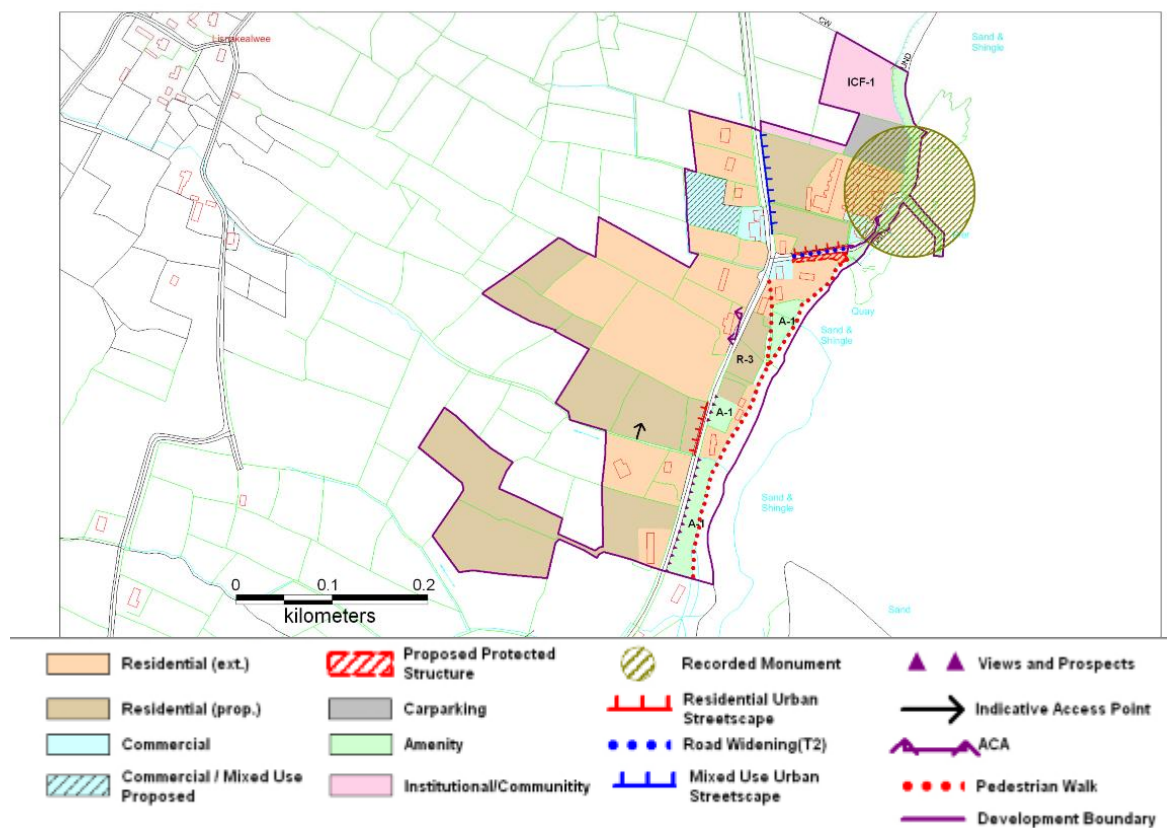


Fig 2.3 Zoning Map for Bréanainn (2008)

2.4 Demographic Profile

The information provided here is based on the last Census carried out in 2011. For the purposes of future project planning this analysis should be updated based on the results of the 2016 Census once available.

DED	NAME	2011 Total Population	5-year population change	Age Dependency 2011
19029	BRANDON	152	-9.5	37.5
19031	CLOGHANE	297	8.8	31.6

Fig 2.4 Population Change

The 2011 Census showed a decrease in population in Brandon with a slight increase in Cloghane. Anecdotal evidence would show that the population has further decreased in both areas in the past 5 years. Age dependency (the number of people aged 18 or less and 65 or over) was high in both areas. There is a further gap developing between the younger population and the older population with a large number of the 'graduate (18-25)' population leaving the area to go to college and take up work either in other parts of the County, Country or abroad.

The population and demographic change can be best illustrated in the drop in numbers attending the national school. Current enrolment is at 36 students with only 1 child enrolling in junior infants this year. Update -There would be more children enrolling each year if new families were able to build houses in the area.

DED	NAME	No. with lower level education only	no. with Higher Education Only	No. employed in high/low professional employment	5 Year Change	No. employed in low skill employment	5 Year change
19029	BRANDON	24.8	31.7	40.1	-6.4	16.4	25.8
19031	CLOGHANE	17.1	36.0	39.7	-17.2	17.8	60.0

Fig 2.5 Education and Skills

The data from 2011 shows a drop in the number of people employed in high or lower professional jobs with an increase in those employed in lower skilled jobs.

DED	NAME	2011 Male unemployment	5 Year change	2011 female Unemployment	5 Year change
19029	BRANDON	23.8	203.6	27.3	50.0
19031	CLOGHANE	13.2	98.5	9.1	400.0

Fig 2.6 Unemployment

As can be seen from the table in Fig 2.6 there was a large increase in unemployment over the 5-year period 2006 to 2011. No figures are available from Dept. Social Protection for the 2 areas but it is expected that the unemployment numbers have not decreased since the last Census.

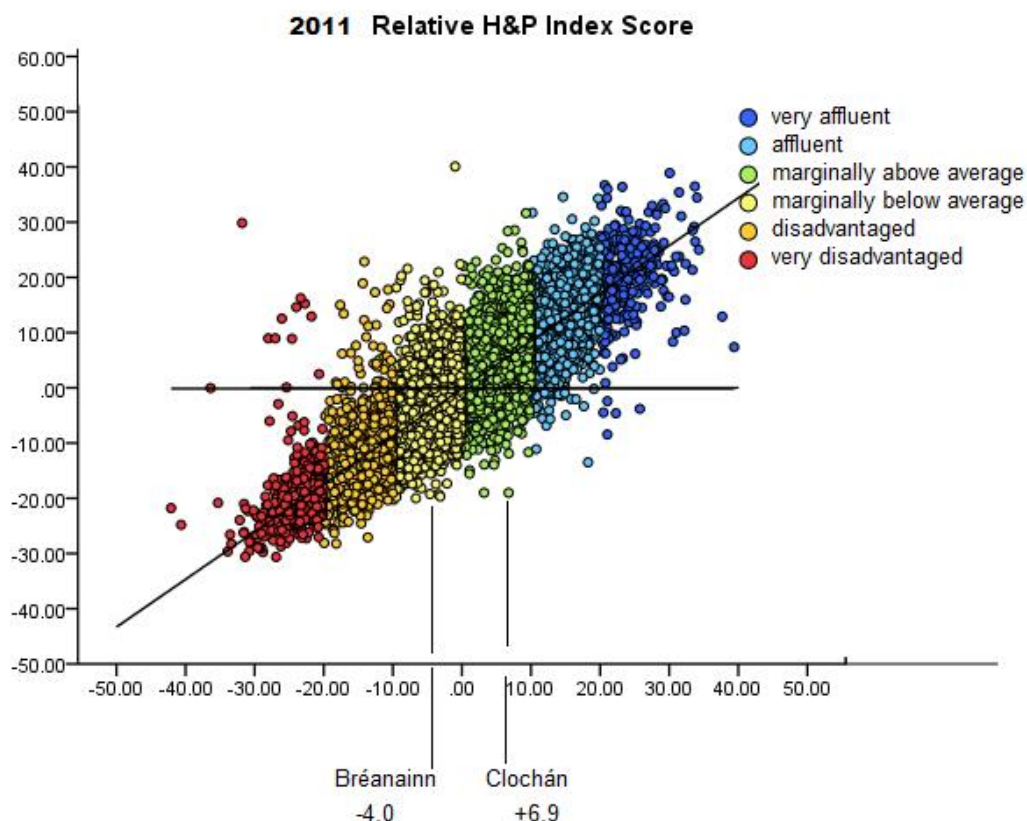


Fig 2.6 2011 Deprivation Index Chart

The Pobal HP Deprivation² Index is a method of measuring the relative affluence or disadvantage of a particular geographical area using data compiled from various censuses. A scoring is given to the area based on a national average of zero and ranging from approximately -35 (being the most disadvantaged) to +35 (being the most affluent). In addition to this, percentage data for the area is given under the following categories:

- Relative Deprivation - "The fundamental implication of the term deprivation is of an absence – of essential or desirable attributes, possessions and opportunities which are considered no more than the minimum by that society." (Coombes et al., DoE – UK, 1995)
- Demographic Decline (predominantly rural)-population loss and the social and demographic effects of emigration (age dependency, low education of adult population)
- Social Class Deprivation (applying in rural and urban areas)-social class composition, education, housing quality
- Labour Market Deprivation (predominantly urban) unemployment, lone parents, low skills base

The Chart in Fig 2.6 above shows that while Brandon is marginally below the national average, Cloghane is marginally above the average.

2.4.1 Demographic Profile

² <http://trutzhaase.eu/deprivation-index/the-2011-pobal-hp-deprivation-index-for-small-areas/>

2.5 Services

It would be reasonable to state that there has been an under-investment in services in both Cloghane and Brandon. Both villages have few public services to cater for the needs of the local community and those visiting the area.

For an area with serious tourism potential and with a high tourist visitor numbers during the peak season there are limited services available in terms of a mix of accommodation, restaurants, cafes and indoor attractions.

The area **does not have** the following services:

- Post Office
- Garda Station
- Permanent GP Surgery
- Pharmacy
- Café or Tea Room
- Fixed line broadband
- Enterprise Space (office and/or industrial space)
- Blue Flag Status on any of its beaches
- Public Car Park
- Regular Public Transport (1 day per week community bus service provided by Kerry Community Transport and 1 day per week Bus Éireann service)
- Limited pedestrian access
- No wheelchair/disability access around the village core, public areas and beaches
- No youth cafe
- Limited sports facilities (No active GAA)
- No designated public park/green spaces
- No playable community sports recreational field
- Limited street furniture

Through the development of the Comharchumann and Halla le Chéile Community Centre a number of community services are provided. These include:

- Playschool facility
- After-schools service
- Parent & Toddler Group
- Village enhancement and maintenance
- Community Hall
- Facilities for Youth Club
- Handball Court
- Playground
- Waste disposal service
- Tourist Information office
- Public access to computers
- Community meeting room
- Defibrillator
- Services for older people
- Meals on wheels (average 70 meals per week)
- Community afternoon where a meal and activity are provided
- Promotion of the Irish Language
- Provision of Irish language courses
- Festivals and concerts
- Tinteán Ceoil (Promoting language and culture)
- Local Community Notes, manage website and social media
- Children Summer, Halloween and Easter Camps

3. Consultation Process

3.1 Public Consultation

A key element of any locally led development planning process is the input of ideas and suggestions from the local community. The purpose of the plan as already stated, is to provide a blue print for the community going forward to make Cloghane/Brandon a better place in which to grow up, live, work and visit. In order to capture the views of local people the consultant undertook a public consultation process by means of survey and public meeting.

An online survey was prepared and distributed to the Diaspora (people from the community who have left to seek work and a better life elsewhere). A local poster campaign and public announcement about the online survey was done at Christmas to capture people who were at home for the holidays. 21 surveys were returned.

An online survey was distributed via social media and through a link from the CFLT website. 13 online surveys were completed.

The survey was also made available to people in hard copy format and 33 surveys were returned.

In addition to the surveys the Comharchumann received emails with submissions on ideas for the area from people living locally and abroad.

A public meeting was held in the Halla le Cheile on the 11th February, 2016. Over 60 people attended the meeting which was a great response from the community and an acknowledgement of the people's desire to see change and development in their area.

The public meeting and the wider consultation process was promoted in local press, on social media and on Radio Kerry and Radio na Gaeltachta.

3.2 External Consultation

Another key element of the planning process is to insure that the plan reflects local, regional, national and in some case EU strategy and policy. Therefore, each strategic theme focused on in this plan includes a background to the strategic context it is based on. The recommendations made therefore should reflect strategy and policy.

The County Kerry Tourism Strategy which is due to be launched by Kerry County Council later in 2016 will be a key driver of future tourism policy within the County and therefore this plan should be amended to reflect any strategies or plans that would be relevant to the area. The consultant has done his best to 'pre-empt' some of the aims of the Tourism Strategy and these are reflected in this plan.

As part of the research process the consultant engaged in preliminary discussions with Kerry County Council, Údarás na Gaeltachta, Fáilte Ireland, and North East and West Kerry Development (NEWKD) in relation to any future strategy or plans they have for the area. The recommendations outlined in this draft plan will be presented to the relevant organisations for review.

In relation to specific projects identified in this plan, each project would require detailed analysis and consultation which is outside the scope and remit of this plan.

3.3 Critical Issues

The following summarises the key issues identified during the consultation process (feedback from surveys, public meeting and submissions by email). Full survey results are provided in the Appendix.

Infrastructure

- Improve Broadband.
- Fill in the potholes.
- Improve footpaths in the villages and car parking area.
- Install street furniture.
- Make more use of amenities swimming and water safety weeks in Brandon.
- Mobile signal in Cloghane is bad for certain networks – this need to be improved.
- Proper parking needed at beaches and walk point.
- Picnic benches and seating areas required.
- Walking routes to be publicly sign posted with loops and tracks and showing how many kms.
- Public toilets on beach.
- Beaches to be kept clean.
- Put in public toilets and shower facilities needed
- More buoyancy aids along the shore required.
- The Dingle Way from Baile na Leacan to the Old Graveyard needs clearing to allow access.
- Proper drainage on roads.
- Waste bins to be put on the pier, car parks, areas surrounding beaches and bins to be emptied regularly.
- Push KCC to provide these facilities.
- Dykes to be cleared before work is done on the roads.
- Bushes need to cut back and ESB poles need fixing.
- New sewerage system in Cloghane needed.
- Investment Programme to improve Conor Pass and road to Dingle.

Appearance and Aesthetics

- Landscaping needed on approach to the village - Seasonal planting.
- Demolish derelict buildings.
- Litter bins needed.
- Designate a "Clean-Up" Day to pick up rubbish along the road side. "No Dumping" Signs to be erected.
- Signage coming from Dingle.
- Benches in Green areas needed.
- Signage is too close to junction.
- Signage should be in English and Irish.
- Need bins in stopping areas.
- Tidy Towns committee.
- Bike rentals.
- Fishing gear rental in season.
- Local maps at art galleries/historical sites.
- We don't have green areas and if we entered Tidy Towns maybe the locals might tidy up their own houses and road fronts.
- Advertise walkways better.

Facilities

- There isn't anything for people between the ages of 15-25 – youth activities including sports facilities.
- A gym for all ages, visitors alike. More fitness classes.
- Societies for older population with day trips.
- Men's Shed.
- Pier in Brandon, Diving Board, Marina for boats.
- Bi-Lingual signs about community events at Halla and shop.
- Better web site for Cloghane and Brandon.
- Community football field to be developed.
- Sewerage in Cloghane.
- Toilets and Blue Flags on the Beaches
- Use Blue Way funds to promote water sports tourism.
- Fishing, Walking, Hikes, Tours, Cycling, and water sports needs to be promoted
- More accommodation.
- Crèche

Tourism

- Access – unless you have a car then there is only the one bus a week which is restricting for people who cannot drive
- No tourist organisation
- No printed literature i.e. brochures
- No dedicated website
- Poor public transport and signage
- Lack of proper facilities
- Tourists don't know about the attractions
- Lack of accommodation – B&Bs
- Things to do in the area for younger people
- Geographical remoteness
- Lack of advertising
- Non-integrated e-marketing of the area
- www.cloghanebrandon.com should have local businesses listed and info on what you can do, not just events.
- Poor infrastructure.
- Clean up the area and advertise our good points i.e. mountains and long sandy beaches
- Better marketing.
- More accommodation
- Partner up with communities in Britain. Advertise to like-minded people, to European schools, colleges selling our walking routes and beaches – sell as a whole package.
- Set up private transport between Dingle and Cloghane Brandon to attract day trippers.
- Better signage
- Develop the local areas i.e. Pier, river, mountains.
- Open a small local interest museum.
- Set up Facebook page and market the beauty of the local area and it's closeness to Dingle.
- Develop Educational tourism packages

3.4 Recommendations from public consultation (direct feedback from return surveys)

Tourism Activities to be developed

- Private transport between Dingle and Cloghane Brandon.
- Bus tours of areas historic sites.
- Guided walking tours.
- Cycle lanes.
- Use of Dingle Tourist Office to hand out information on the area.
- Water sports and activities.
- Angling, Hill walking, Fishing, Music and Food.
- Activities like Féile na Lughnasa which would attract young people.
- Develop a heritage centre and experience similar to Dublinia Viking Experience.
- Develop old Church and Graveyard. History of old churches to be displayed in public.
- Craft Workshops.
- Build on existing strengths.
- Boat Trips at Brandon
- Team building weekend/week – target big companies.
- Educational Tours – geography field trips, archaeology field trips, and language courses etc.

Promoting Irish Language and Culture

- Keep Tinteán Ceoil going.
- Encourage more people to speak Irish

- Bring back “Deontas” in Schools
- Encourage staff in tourism to use language so people have a Gaeltacht experience, all signs to be bi-lingual.
- Museum showing pictures and artefacts with signage in Irish and English.
- More Irish courses
- Quizzes in Irish
- Events through Irish
- Menus should be bi-lingual as should signage in public houses.
- Organise Céili’s with full bar licence in high season.
- Offer conversational Irish lessons for visitors or on line lessons using the Gaeltacht area as a theme and music
- Heritage Centre
- More cultural events in Halla i.e. plays.
- Allow more people to live in the community by allowing them build houses in the community – increasing the Irish speaking community.
- Folklore seminars, re-enactment of events in local history similar to Tinteán Ceoil with Story Telling.

Barriers to employment and Enterprise

- Not populated heavily enough to guarantee regular business
- Lack of local interest outside of tourism
- Poor broadband, infrastructure and services
- Poor services
- Ageing population and lack of young working age people
- Lack of premises for small businesses

Enterprise Activity that could be developed

- Online office jobs
- Government initiatives to relocate businesses from busy areas
- Specialist food production i.e. sheep, pigs, beef, fish.
- Tourist related business
- Adventure park
- More events in off peak season i.e. Christmas Festival
- Develop the Údarás site near closed Garda Station
- Grants for Start Up businesses
- Set up business enterprise park for new business start-ups
- Arts and crafts, weaving/knitwear. Artists provide classes for drawing or look at business models similar to the chocolate factory in Ballinskelligs, a fish smoking facility, a micro-brewery etc.

3.4 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Location – Spectacular unspoilt landscapes and scenery Location on existing well established tourist route Natural assets – second highest peak range in Ireland, longest stretch of sandy beach in Ireland Excellent location to develop water based activities Excellent location to develop adventure tourism Ideal location for wellness market The location and natural assets meets all the needs of the market segments identified by Fáilte Ireland (Culturally Curious, Connected Families, Great Escapers and Footloose Socialisers) Strong reputation and positive feedback from people who have visited the area Ecological Sites Archaeology sites Gaeltacht Status Well established Comharchumann in place 	<ul style="list-style-type: none"> Car Parking Poor Roads and Pedestrian access Poor waste water treatment facilities Poor signage Poor awareness of the area amongst international visitors Western side of Dingle Peninsula attracting the Tourists with Dingle being a 'honey pot' for tourists Lack of investment in infrastructure in the area Poor Broadband Limited public services Limited facilities for visitors (no cafes, tea rooms or alternatives to Pubs) Poor marketing No Enterprise Space for business development No investment in job creation projects Decreasing population – growing divide between young population and older population Limited options for young people Declining fishing and agricultural base
Opportunities	Threats
<ul style="list-style-type: none"> The implementation of the recommended actions in this plan will lead to an increase in visitors and opportunities for business development in the area. Development of local structures to support the implementation of the plan and to develop initiatives going forward Further promotion of the Wild Atlantic Way Development of a comprehensive marketing strategy and plan at local level Focus on Marine Tourism Development by Fáilte Ireland Kerry County Council Tourism Strategy for the County National Strategies focusing on the development of the marine tourism sector as a priority Development of the Údarás na Gaeltachta Site LEADER Rural Development Programme Funding EU Funding Opportunities Focus on Rural Development at Government level Social and Private Business Development Opportunities with the development of the Tourism Market 	<ul style="list-style-type: none"> No or limited state investment in the area Non-implementation of the recommended actions in this plan No development of local structures Lack of 'buy-in' from the local community and business community Reduction in volunteering Overreliance on the Comharchumann Poor marketing and branding Reduction in numbers speaking the Irish Language. Loss of Gaeltacht Status Further delays in LEADER and Fáilte Ireland Funding Further neglect of Rural Areas and Rural Development at Government level No development at the Údarás na Gaeltachta site No investment in broadband Further delays in roll out of National Rural Broadband Programme

3.5 Strategy Development

The overall aim of this plan is to provide a blueprint through which future projects, facilities and services can be planned for, funded, implemented, managed and sustained within the community.

The overall plan is broken into specific strategic themes. The objectives and actions under each theme are based on an analysis of the feedback from the public consultation process, an analysis of existing and previous strategy and policy impacting on the area and an analysis of the current funding environment to develop projects.

The plan is also developed around the potential opportunities for Cloghane/Brandon as a Tourist Destination in light of the proposed strategies currently under development by Kerry County Council and Fáilte Ireland.

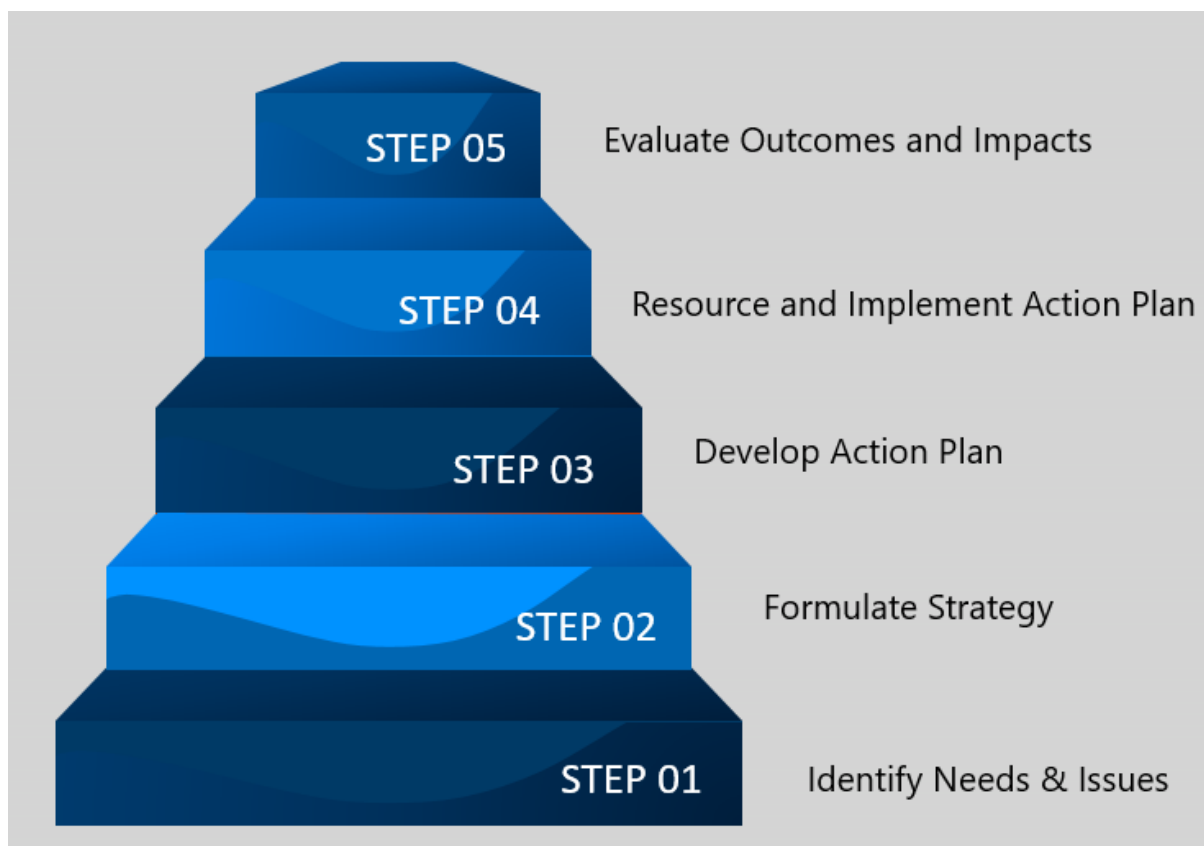


Fig 3.2 Strategy Development Process

3.5.1 Key Strategic Themes to be developed in the 5 Year Plan



Include Irish language, Tourism Product Development and Mount Brandon Basecamp (Outdoor and Educational Centre)

Fig 3.3 Strategic Themes

4. Strategic Theme: Infrastructure

4.1 Waste Water Treatment

Poor waste water treatment facilities are causing problems with water quality in the area due to untreated or poorly treated outflow from the Waste Water Treatment facility in Cloghane. Apart from the environmental concerns, this will severely impact on the potential to develop water based activities in the area including blue ways and will also be a barrier to achieving green or blue flag beach status. It will also impact on the fishing industry locally if not addressed as a priority.

There is no public waste water treatment facility in Brandon and the village and dwellings are served by individual septic tanks. An Integrated Constructed Wetland (ICW) was developed for the village circa 2008.

The three pond ICW system has been designed for a population of 150. The ICW is located along the coastline and approximately 150m north of Brandon village.

Cloghane is served by one waste water treatment plant (WWTP). The WWTP provides primary treatment, consisting of a septic tank which outfalls to the sea shore. The quality of the 'treated' water discharged to the bay is of concern and should be investigated further. There are no immediate plans to upgrade or expand on sewerage facilities in the village.

4.2 Roads & Signage

The poor road conditions and poor signage has been raised continuously throughout the consultation process. The Tralee to Dingle Road R560 via the Conor Pass is a popular route for tourists, however the junction between the R550 and R560 to Cloghane and Brandon is poorly sign posted and confusing. As can be seen in Fig 4.1 below there is a plethora of signs at the junction with no sign highlighting what is offered in Cloghane and Brandon.



Fig 4.1 R560 and R550 Junction

The entrances to both Cloghane and Brandon also need improved signage. Better more attractive signage serves the purpose of distinguishing the village boundaries but also signage can be used in promoting what is in the area for visitors.

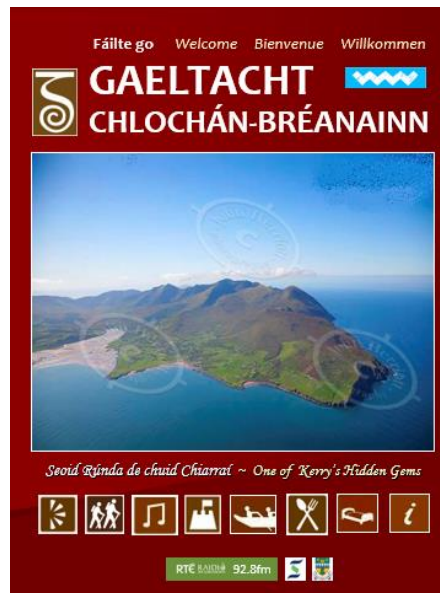


Fig 4.2 Sample signage proposed by Kerry County Council to be erected at the Junction of the R550 and R560

4.2.1 Pedestrian Access

As the road infrastructure is narrow and as the area has well established walking routes there is a safety issue with pedestrian access around the area particularly when there is congestion in the peak months.

Pedestrian access in the village core in Cloghane is also limited in most parts to one side of the road and where there are footpaths these are narrow and in some cases obstructed by Utility Poles. There are no footpaths in Brandon and no footpaths leading down to the pier.

4.3 Car Parking

Car parking is another issue that needs immediate attention if the area is to be promoted to visitors. At the moment the main visitor attractions Cappagh Beach, Fermoyle Beach, Brandon Pier, Brandon Point have no public car parking space and in most cases inadequate turning points for navigating what space is available.

Although land is used by the Council to provide an overflow car park in Brandon during peak times, this is not an 'official' car park with marked car spaces.



Fig 4.3 No car space marked out at Brandon Pier leading to vehicles being parked at all angles.



Fig 4.4 Limited Car Spaces (3 in total) available at Cappagh Beach with limited turning point.



Fig 4.5. Space for approximately 10 cars available at Fermoy beach again with limited safe turning points
Road conditions at Cappagh Beach and in particular Fermoy Beach are of very poor standard.



Fig 4.6 Limited car parking space at Brandon Point and no 'lined' car parking spaces. No turning point for coaches.

There is also no coach parking for touring coaches at any location in the area.

4.4 Public Toilets and Services

There are no public toilets available for people visiting the area on day trips. People can access the toilets in the Halla and the Tourist Office during opening hours. Alternatively, they have to use facilities in the local pubs. There are also no facilities available at the beaches.

Installing a public toilet at the Halla should be investigated. As part of any future blue flag beach application, a public toilet and fresh drinking water facility must be provided at the blue flag beach. Outside shower facilities as shown in Fig 4.6 should also be installed (similar to what is available in beaches such as Ballyheigue and Banna)



Fig 4.6 Sample showing simple shower facilities on public beaches.

4.5 Tourist Infrastructure

4.5.1 Accommodation

Although there is limited accommodation in both areas there is an over reliance on rented self-catering accommodation. Therefore, there is limited choice for people looking to stay in the area for less than a week.

If tourism is to be promoted as recommended later in this plan there is a need for more accommodation to be made available. This is difficult as there is a limit on the number of new developments and the cost of developing existing residential properties to tourist accommodation is prohibitive without a developed market.

A key market segment targeted under the Wild Atlantic Way Strategy is touring visitors. The Cloghane and Brandon area is ideally suited to independent travellers traveling by camper van or hikers who wish to camp. The development of a Camping Park in the area would create a demand for this market to overnight in the area and extend their stay.

In the absence of a sufficient accommodation base the focus on the tourism strategy is to target day trippers that are staying in Dingle and Tralee. In the absence of a regular public transport system, a shuttle service between the locations would be required.

4.5.2 Tourist Information

As already stated directional signage is very poor in the area but also information signage is also very poor. There is a tourist information office run out of Tinteán Ceoil location and people can also pick up some information from the Halla, however outside of their opening hours there is limited public information available on boards in either Cloghane or Brandon.

Information signage at various locations also is limited and could be developed to promote the history, culture, and ecology of the area.



Fig 4.7 Small poorly maintained information sign at Brandon Point

Fig 4.7 shows the small information board located at the top of Brandon Point. This is one of the most scenic viewing points on the Wild Atlantic Way and should have a detailed interpretative sign identifying what people are looking out at.



Using interpretative signage similar to that shown in this image, would provide the visitor with information as to what they are looking at facing the Atlantic, Loop Head, Kerry Head, Maharees Islands, Tralee Bay and Brandon Bay. It would also provide information on the whales, dolphins, birds that can be seen from the point. Historical information can also be provided.

4.5.3 Café

A Café/Tea Room with small indoor kids play area should be established in the Halla. The option of incorporating the outside playground as part of the café should also be explored. The Café should have WIFI. Packed lunches and take away coffees, sandwiches etc. should also be made available. The Halla already has a kitchen so set up costs could be minimised.

4.6 Community Facilities

Halla le Cheile is a community facility providing a range of services to the community. Services and facilities available at the Halla include:

- Playschool
- After School Club
- Parent & Toddler Group
- Meals on Wheels
- Community dinner – for over 55s
- Hall – for recreation, events and meetings
- Handball Court
- Children's Playground
- Computer Room
- Information Notice Board
- Limited office space
- Waste collection and recycling area
- Irish Courses
- Festivals

There is a community shop (Siopa an Phobail) located in Cloghane across from the Church.

4.6.1 Youth

There are limited activities for young people in the community. This is particularly in winter months or in bad weather during the summer months. It has been suggested in the surveys that a youth café or youth centre be developed.

In order to sustain the youth cafe, it is recommended to develop a fundraising strategy that would be based around sponsors, youth activity grants, targeted annual fundraisers and fees for services and sales. The cafe could be developed as a hub for young people from the community and for young family members of visitors to area.

The following activities could be developed:

- Gaming nights
- Movie Nights
- Open mic and /comedy nights
- Workshops
- Coffee Bar
- Venue for parties
- Visiting Groups

The ideal location for a youth facility would be at the Halla.

4.6.2 Sports Facilities

- There is no GAA Club in Brandon or Cloghane. Castlegregory GAA Club covers Cloghane and Brandon.
- The soccer club has been re-established.
- The existing football pitch needs investment in drainage and resurfacing as it currently is unsuitable for any field sport.
- There is no other indoor sports facility apart from the hall and handball court. There is no local gym or fitness studio.
- There is a rowing club without facilities.

It is recommended to develop an indoor gym/fitness area in the Halla. This will be used by people in the community who are currently travelling to Dingle and Tralee to train and attend fitness classes. This can be used also by tourists visiting the area. The facility would create some business opportunities for local fitness instructors, and personal trainers.

It is also recommended to upgrade the handball/racquetball court and to promote increase in its use.

The football pitch which is not currently being used could be developed as an outdoor gym and training facility which could be promoted to outside clubs. Circuit and obstacle courses for boot camps could be developed at the site.

4.7 Tidy Towns

Currently there is no Tidy Towns Committee established in either Cloghane or Brandon. Therefore, neither village has entered the National Tidy Towns Competition. It is strongly recommended that a

Tidy Towns committee be established. The necessary planning and management objectives for a Tidy Towns Committee are provided as an Appendix.

4.7.1 Financing Tidy Town Projects

Typically, Tidy Town groups are funded through a mix of local fundraising, sponsorship, grant aid, awards and specific funding programmes such as Local Agenda 21 funding. Further information on support schemes is available from Tidy Towns: <http://www.tidytowns.ie/interior.php?id=73&pid=3>

It is recommended that an practical annual budget is set aside for ongoing maintenance and new projects. Where practical local business should contribute to a central fund to cover the costs for maintaining the town and contributing to the overall appearance for both locals and visitors.

Specific projects could be sponsored such as the ecology trail, planting programmes, information signage etc.

Research should be undertaken on all possible sourced of grant aid and funding supports (awards etc.) and a planner with key dates such as opening dates for applications and deadlines should be recorded.

Under the Tidy Town Plan a focus should be made on renovating the exterior of old and derelict buildings, repairing old stone walls, focus on painting schemes and planting of native flowers and hedging. The images in Fig 4.8, 4.9 provides examples of what can be achieved with limited budgets.



Fig 4.8 Good examples of town/village approach name signs



Fig 4.9 Old Forge Painted with Mural and information provided on the history of ploughing in the area (Abbeydorney Village)

4.8 Broadband

The lack of high speed broadband is an issue that was very predominant in the feedback from the consultation process. The lack of broadband is seen as a huge barrier to development in the area. It is causing particular issues for tourism businesses who cannot offer reliable or efficient WIFI services to their customers. It is also an obstacle in promoting job creation and business start-up opportunities in the area.

Given the lack of investment in broadband in rural areas and a further delay in the Rural Broadband plan (unlikely to be completed until well after 2020) the community needs to look at its own solutions to providing Broadband to the area.

Speed tests on the Vodafone 4G network shows a good average 40-70MB/s in most of the geographical area along the main road from the Baile Dubh (67MB/s) down to Brandon point (56MB/s) save in the actual village of Clochán itself where it is very low at the church (1.5MB/s), recovering again at the Hostel (6.35MB/s) and the Údarás site (7.15 MB/s).

Other locations for readings were the turn to Teer (42MB/s), Halla le Chéile (23MB/s), the turn down to Clochán from the Connor pass road (67MB/s), Brandon Pier (56MB/s), the 90Degree turn in road between Brandon and Clochán (53.2MB/s) Old Clochán Creamery (35MB/s). These are all based on the 4G data network and with congestion speeds will reduce.

Initial discussions have taken place with BBnet which is currently providing broadband in the area at looking at developing a high speed 'FibreAir' service to the area,

'FibreAir' enables business customers to take advantage of dedicated, uncontended internet connections up to 1Gb in a cost effective manner. Utilising the latest Fibre or fixed wireless technology, BBnet offer businesses secure internet connections with the following features:

- Scalable bandwidths up to 1Gb fully synchronous
- Uncontended service therefore no sharing of bandwidth – it's dedicated to your business only
- Fully synchronous service –same upload & download
- Backhauled onto tier1 Fibre network
- Business Class Service Level Agreement
- Competitively priced
- High bandwidth, cost effective replacement for leased lines

Once BBnet is ready to introduce FibreAir to the Cloghane/Brandon area, the option of the Comharchumann partnering and investing with a private provider at community level should be investigated further.

The other issue is with mobile phone coverage for anyone not on the Vodafone Network. Coverage is lost and calls will be dropped in certain areas.

4.9 Planning Permission

Survey results show that in a number of cases people left the area as they were unable to build a house locally due to planning restrictions. The local national school numbers are also reduced as people are forced to settle elsewhere. Families are building or purchasing houses in Castlegregory as they cannot get planning locally. The children of these families are therefore attending National School elsewhere.

If people are to be encouraged to return to their local community, they should be able their own house. Where it is important to protect the natural landscape and be conscious of environmental concerns the area will continue to depopulate if local people cannot set up their own homes in the area. The planning policy needs to be addressed to incentivise local people to stay or return.

The issues of public water supply and waste water treatment must also be addressed as part of this policy.

5. Strategic Theme: Tourism

5.1 Introduction

Tourism is the single most important driver for the local economy in Cloghane and Brandon and provides the greatest opportunity for the development of the area. The Mount Brandon and Brandon Bay area is characterised by some of the most spectacular unspoilt scenery not only in Ireland but in the World.

Given its location on a well-established tourist route on the Dingle Peninsula and the Wild Atlantic Way ensures that it has an existing market base to work from. Although the area has the natural assets, the Mountains, Lakes, Rivers, Beaches, Wildlife, Ancient Archaeology, there are a number of key issues that are inhibiting the potential growth of visitors to the area. These mainly focus around the 'destination product' for the visitor once they get to the area. The low accommodation base (in terms of choice) reduces the potential for overnight visitors. The poor infrastructure in terms of road access and complete lack of public car space reduces the attractiveness for day trippers to the area. Poor experience in terms of car parking or congestion at peak times will reduce repeat visitor numbers. The absence of basic facilities such as picnic areas, public toilets, and tourist information also needs to be addressed.

Later in this plan a marketing strategy is outlined for the area. However, it is vital that the 'product' in terms of facilities and infrastructure is right before it is marketed. The area requires investment in relation to waste water treatment, roads, car parking and public facilities. The area also needs to secure at least one blue flag beach status so as to realise the potential of marine based tourism in the area. As a key location on the Wild Atlantic Way and has a key potential adventure/activity tourist destination (which should be part of future County Kerry Tourism Strategy) it needs capital investment through the local Authority, Údarás or other state funding.

5.2 Strengths/Opportunities

There is a very strong tourism base and high footfall throughout the region. The area is steeped in heritage including the Irish language, culture, and archaeology. The area has huge potential to develop both offshore and onshore activities that can attract and retain visitors to the area.

Scenic Quality – The quality of the scenery in the area is spectacular. It is a complete unspoilt landscape.

Historic Resources – There are numerous chapters to the history of the area that are unique, interesting and will draw visitors.

Varied Character – The range of character in the region from Mountain Trails, Lakes, Rivers, Wild Atlantic Coastline, Coastal Archaeology, Piers and Sandy beaches.

Diversity of Recreation – Brandon Bay has potential something for almost everyone. Recreational opportunities could include land-based activities such as hiking, biking, eco-trekking, horse-riding, heritage walks. Potential water-based activities include swimming, kayaking, SUP, surfing, windsurfing, snorkelling, diving, sailing, coasteering, rowing, rib and motor boat tours, dolphin and whale watching and Island Tours.

Existing Tourist Base – Given its location on the Dingle Peninsula and the Wild Atlantic Way and the Dingle Way, there is already a substantial base of tourists passing through the area. This presents an opportunity to capture the crossover market – that is to bring visitors back for other reasons or to focus their stay within the local community.

5.3 Weaknesses/Threats

Along with the opportunities come issues that will present some challenges when developing Tourism in the area.

Seasonal Tourism – Currently the season starts in May and runs up until early September with July and August the peak months. It is a factor that needs to be addressed as part of a wider tourism strategy as many local tourist-based businesses state that it is not viable to operate outside of the main tourist season.

Poor weather – The main focus of the tourism strategy is on activity based tourism which is weather dependent. Therefore, there is a need to develop indoor activities or weather independent activities.

Lack of infrastructure – Low Accommodation base with over reliance on self-catering accommodation. Poor Waste Water Treatment facilities. No public car-parks or coach parks. No campervan services areas or overnight areas. No Blue Flag Beach. No water activity provider (nearest is in Maharees) No weather independent activities. Limited services in terms of public toilets, cafes, picnic areas. No base camp for Mount Brandon. No marketing strategy, marketing plan or marketing collateral to promote the area.

Need for Cooperation – As the Strategy outlined here incorporates a number of areas, a number of stakeholders will be involved in the implementation process. External organisations such as Kerry County Council, Údarás, Dingle Peninsula Tourism Association, NEWKD, Fáilte Ireland, OPW, NPWS, Fisheries Local Action Group (FLAG) and the National Trails Office will also be involved at some level with the implementation and management of the initiatives recommended in this plan. Therefore, it is important that well managed operational and management structures are put in place with cooperation between all parties involved. By working together in a partnership approach everyone in the area will benefit in the long term.

5.4 Strategic Goals

- To capture the outdoor activity participants, an appropriate destination should offer a variety of activities. While the Mountain and Sea will be a central attraction to the area, the heritage, culture, archaeology, language, and food have the potential to capture a larger market and should be developed along with recreation activities as part of the Tourism development strategy.
- A destination having a variety of activities is an important factor for the outdoor activity participant. In order to benefit from this factor, visitors must be made aware of all the potential activities. Packaging complementary activities is a potential way of guiding visitors towards more active vacations.
- Address the infrastructural improvements and additions and invest in same to provide a market 'ready' destination.

- Increase the Season – In order to take full advantage of the tourist infrastructure and create a more vibrant economy, it would help to increase visitor numbers to the area in the shoulder seasons.
- Create Awareness – Making people aware that this beautiful place exists is the fundamental key to its success. Awareness can be created through marketing initiatives or through physical improvements that draw the attention of visitors. Opportunities exist to implement mutually beneficial efforts in collaboration with other tourism initiatives in the region.
- Develop a Marketing Plan based upon targeted markets that will build upon the existing base of activities and pursue a strategy of expanding the tourism and visitor base by attracting new groups of visitors.
- Design a Management Plan for maintaining the Tourism Product for future generations.
- Protect ecologically sensitive waterfront resources and educate visitors through the use of interpretive signage, displays, pamphlets and online information.

5.5 Strategic Context

In developing this plan the consultant has reviewed relevant strategic reports that outline the critical areas that should be addressed and developed in promoting tourism across the regions. These reports provide the blueprint for future tourism development. The strategies and recommendations provided in this plan reflect the recommendations outlined in some of these strategy reports.

Strategy for small and fishing dependent communities in the South West Flag Area

There are strong synergies between a number of assets in the South West FLAG area from its natural heritage and scenic coastline to a diverse range of outdoor amenities on land and sea and its reputation for artisan foods and in the culinary arts, that come together to boost not only its tourism potential but its appeal for highly mobile professionals, both employers and workers, and the quality of life in the area generally for residents and visitors alike.

Sustainable development of the local marine sector in ways that protect these valuable natural and cultural assets should therefore be an integral part of local development strategies in the South West FLAG.

The role of the off-shore islands in such tourism enterprises is also one to be exploited, particularly considering the locally-esteemed importance of the islands for the socio-cultural uniqueness of the South West.

Energising Irelands Rural Economy – The Commission for the Economic Development of Rural Areas (CEDRA)

Recurring themes from the CEDRA consultation process indicate that tourism in rural areas is a complex and largely untapped resource, with potential to generate income and create jobs, but in order to do so it must be given a clear identity and valued economically.

A cooperative approach to destination development is required in order to achieve success, as visitors are more likely to visit an area if they have a clear image of that area and its identity. In order to ensure market-led product development and proper destination management an effective industry led partnership is required to enable efficient co-ordination of all public, private and community interests that impact on tourism.

Assets with huge capacity for development in rural areas include canals, rivers, lakes, coastal locations, unused rural pathways, railways, mountain and hills, heritage sites, forests and woodlands, harbours and slipways, wetlands, architecturally interesting villages and trails etc. The development of such assets for rural recreation purposes would allow for the delivery of tourism and recreation infrastructure providing a stimulus to many local areas affected by unemployment. Similarly, such assets would lend themselves to secondary development spurs off primary national routes.

Under Recommendation 29 of the CEDRA Report; “The Commission supports the introduction of a “Plan-Led” development of Ireland’s vast marine territory to support economic targets and goals set out in the Governments integrated Marine Plan – Harnessing our Ocean Wealth. The Development of Marine Spatial Planning in Ireland (underpinned by robust Environmental Assessment, coordinated across all levels of governance, with extensive public and stakeholder participation) will be an important element of this approach.

Harnessing our Ocean Wealth – An integrated Marine Plan for Ireland

According to the Harnessing Our Ocean Wealth report, there is a real opportunity for regions and rural coastal communities to harness our ocean wealth. These opportunities it states will create much needed employment opportunities, generating growth and jobs in the regions through both established sectors such as seafood and tourism and emerging areas such as marine renewable energy and associated services.

The report highlights the Government’s 2020 target of exceeding €6.4bn in annual turnover. The report states that according to Fáilte Ireland €1.5 billion would be drawn from the Marine and Coastal Tourism and Leisure (including cruise tourism)

Wild Atlantic Way – Operational Guidelines

Launched in February 2014, the *Wild Atlantic Way* (WAW) is one of the biggest tourism initiatives ever undertaken in Ireland. This relatively new and innovative project, developed by Fáilte Ireland, is designed to highlight Ireland’s unique geographical positioning along the Atlantic Ocean.

The intention is to use the theme to allow tourists understand how the sea shaped Ireland’s coastal communities, lifestyle and traditions and naturally, to entice even more visitors to Ireland’s shores and importantly, to give them a reason to stay longer and spend more.

The core *Wild Atlantic Way* proposition attributes are ‘where land and sea collide’ and draws heavily upon the need to elevate visitor experiences on the Atlantic coastline, including boat trips, water activities, sea food, Atlantic culture, Atlantic flora/fauna and geology.

Ireland's Ocean Economy³

The Social Economic Marine Research Unit SEMRU in NUI Galway was commissioned to analyse and report on the state of Ireland's ocean economy. The latest report provides a quantified and realistic monitoring of Ireland's ocean economy over time and presents a complete and comparable sectoral profile across the ocean economy.

It is reported that Marine tourism experienced a fall in turnover, Gross Value Added (GVA) and employment during the period. However, the year 2012 proved to be a turning point for the marine tourism sector and tourism in general, with positive growth in the sector in succeeding periods, 2013 and 2014.

Marine Tourism and Leisure	2007	2010	2012	2010-2012 (% change)	2013(e)	2014(e)
Turnover €000's	944,380	722,511	644,692	-11%	670,767	715,369
GVA €000's	453,310	337,376	257,877	-24%	268,307	286,148
Employment FTEs	5,836	5,497	5,195	-5%	5,675	5,952
Location of activity	Marine based tourism and marine activities are offered all along the coast of Ireland					

Source: ESRI report 2004; Fáilte Ireland Statistics 2012 and 2014; CSO - National Household Survey; Figures for 2013 and 2014 are estimates

Last year was an excellent year for growth in overseas visitors to Ireland and according to the CSO. This positive trend has continued into 2015 with an increase of 9.1% in the number of overseas visits between November 2014 and January 2015

The decline in the value of the Euro, which reduces costs for tourists from outside the Euro area, will have an important positive impact on tourist numbers and revenue. The CSO Quarterly National Household Survey released in February of 2015 also indicates additional favourable trends in the sector, with an increase of 1,600 (seasonally adjusted) individuals in employment within the accommodation and food services sector.

Kerry County Development Plan 2015-2021

Given the extent of the County's maritime heritage and the indigenous strengths of the region's coastal environs there is significant capacity to sustainably develop this niche tourist market. It is an objective of the Council to encourage sustainable maritime related uses. There is potential to develop coastal tourism through the sustainable development of marinas, new and improved sailing centres.

Relevant Objectives

T-12 Promote the sustainable development of low impact experiential tourism including orienteering, angling, equestrian activities, bird watching, whale and dolphin watching,

³ Vega, A., Hynes, S. and O'Toole, E. (2015). *Ireland's Ocean Economy, Reference Year 2012*, SEMRU Report Series, ISSN 2009-6933 (Online)

canoeing and kayaking, caving, paragliding, botany, photography, painting and meditation, in appropriate locations in order to diversify the range of tourist experiences available in the County and extend the tourism season.

- T-14 Facilitate the sustainable development of water sports, surfing and water related events.
- T-36 Encourage the sustainable development of maritime tourism where it complies with the objectives and development standards of this Plan, including the provision of necessary maintenance and storage facilities and decontamination areas for aquatic alien species.
- T-41 Facilitate the sustainable development of coastal tourism such as water sports and water related events at appropriate locations subject to compliance with the objectives and development standards of this Plan, particularly as they relate to the protection of the natural environment and coastal areas

Fáilte Ireland Cultural Tourism Strategy

According to the cultural tourism strategy⁴ commissioned by Fáilte Ireland, it is clear that Cultural Tourism represents a major area of opportunity for Ireland. It states that broadly speaking, the 'building blocks' for success are there. Ireland has a lot to offer Cultural tourists – including a range and diversity of locations, sites and experiences that is considerably in excess of what visitors might expect. Those visitors who do come and experience what is on offer tend to leave satisfied.

In addition, tourists in major markets are well-disposed to visiting Ireland, viewing culture in its broadest sense as being a major element of 'what Ireland is about'. International trends towards 'softer culture' and more authentic 'experience-based tourism' play to our strengths in this regard.

The essence of the strategy as outlined in the report is that Cultural Tourism has a key role in delivering on the national tourism agenda, and the overlap between the Cultural Tourism product and our overall, national tourism product is significant.

It recommends that Fáilte Ireland must support other stakeholders and the industry by leading the development and promotion of Culture and Heritage related offerings that 'deliver on the promise' of Tourism Brand Ireland to mainstream and niche visitors in core geographical markets.

In Fáilte Ireland visitor surveys, distinguishing advantages spontaneously identified are our cultural and historical heritage, particularly significant for North American visitors.

Covering historic houses and castles, monuments and historic sites, gardens, heritage/interpretative centres and museums and art galleries, these constitute an important feature of the holiday, with over three in every five (62%) visiting any of these attractions.

Traditional Culture drew the next strongest level of interest, closely followed by Historic Ireland. Our Christian heritage was of strong interest to one in four, with three in five overall expressing some level of interest. Contemporary Culture, incorporating performing and visual arts, film, literature, architecture, etc. appeared to have the least appeal with two in five interested to some extent, but one in four uninterested.

⁴ Cultural tourism making it work for you a new strategy for Cultural tourism in Ireland –Fáilte Ireland

Across the markets North Americans showed the keenest interest in these various aspects, with the possible exception of Contemporary Culture.

Tourism in the West – an Engine for Growth and Jobs – Irish Tourist Industry Confederation

Key recommendations in this report include:

- Focus state investment on redressing the infrastructure deficit – communications, transport and utilities – to remove obstacles to tourism growth.
- Focus investment on authentic ‘real Ireland’ experiences: Heritage and culture; Outdoor activities and exploration; Maritime tourism; Food and drink; The Gaeltacht; and Festivals and Events. A particular focus on the development of extended walking and cycling ways, including the creation of a long distance Pilgrim Way.

A broadening of Ireland’s source markets and segments, together with more active and engaging experiences being sought by visitors, presents a specific opportunity. According to the Report, The West has the potential to capture an increasing share of the growing numbers of holiday visitors to Ireland, including the core segments of ‘social energisers’ and the ‘culturally curious’, with a particular edge in attracting the ‘great escapers’ and those visiting to pursue a specific interest. The appeals and experiences on offer in the West are capable of generating demand from new market segments.

Specific authentic ‘real Ireland’ experiences where the West has a competitive edge include:

- Coastal scenery & mountains
- Heritage and culture
- Outdoor activities and exploration
- Themed walks and cycle ways
- Maritime tourism
- Food and drink
- The Gaeltacht

5.6 Tourism Product Development

A detailed analysis of the tourism market segments and target market is provided later in Section 7: Marketing Strategy.

The development of the tourism product is centred around the following activities:

- Marine based activities
- Onshore activities (adventure/active tourism)
- Culture & Heritage Activities
- Wellness
- Educational and learning activities

5.7 Marine Tourism Development

5.7.1 Water Sports

Brandon Bay is one of the top windsurfing locations in Ireland. Host of three PWA professional wave sailing events in 2000, 2001 and 2002, it is home to several windsurfing schools catering to all levels from beginner to advanced. The area should be marketed as a location for windsurfing, kite surfing, and surfing. Less 'demanding' activities for kids such as water trampolines, pedal boating and other activities should be provided. The area needs to achieve at least one blue flag beach status.

5.7.2 Fishing and Angling

There is huge potential to promote the area for sea angling and fishing on the Owenmore river and lakes. The area is already a well know and popular fishing destination. Disability angling is also a growing market that should be developed on the Owenmore river but also at Brandon Pier. This requires the development of accessible platforms and wheelchair access to river banks and piers.

It is recommended to undertaking a study on the development of the Owenmore River and Lakes. This should be done in consultation with the Land Owner, Richard Roche. EU Funding should be investigated into financing the study.

5.7.3 Boat Trips

There is potential to develop fishing trips, and Whale and Dolphin watching trips operating out of Brandon. Another potential activity that could be investigated is boat trips (sea safari type trips) along the coast line "Experience the coastline of the Wild Atlantic Way from the Wild Atlantic"

5.7.4 Blueway

A Blueway is a recreational water activity trail that is developed for use by non-motorised water activity enthusiasts. It is defined by trail heads, access and egress points and readily available trail information. Blueways can be developed on canals, rivers, lakes or along the coast and can incorporate other associated land based trails adjacent to the water trail.⁵

A Blueway includes water sports trails (kayaking and snorkelling) as well as shore side activities such as walks, rock pool study, paddle saddle and geocaching. Most importantly a Blueway includes supporting services such as instruction and equipment hire so that the visitor to the area can on

⁵ <http://www.Bluewaysireland.org/about-us>

impulse take part at an introductory level. These services can also be bundled with local accommodation and dining provision so that the visitor can immerse themselves in a complete Blueway experience.

The first coastal blue way was launched last September in Bantry and plans are currently underway to develop the first coastal blueway in Kerry on the Iveragh Peninsula (The Skellig Blueway)

A brief outline of the planning process involved is provided in this plan. A number of potential blue way trails (for sea-kayaking predominantly) have been identified. These potential locations would need to be assessed by the National Trails office and canoeing Ireland for their appropriateness as a safe blue way trail.

According to the Standards for Blueway Water Trails in Ireland, the Blueway Trail must comply with the following criteria:

- The Trail must have a series of defined access/egress points which define the trail route
- There must be unrestricted access to and from the water at all defined access points along the Blueway
- Suitable parking must be available at defined Blueway access and egress points
- All sections of the Blueway must be unobstructed and passable
- Any Blueway infrastructure must be fit for purpose, robust and safe
- All defined access and egress points to the water on the Blueway must have permitted access from the relevant landowners
- If the Blueway or the access/egress points are on a designated site of environmental, archaeological or architectural interest, documented authorisation from the appropriate authority must be produced.
- The Blueway must be free from excessive litter and fly-tipped waste
- Coastal and Lake Blueways must have wind socks or wind vanes to indicate wind speeds and direction
- Blueway trail lengths should be tailored to the trail difficulty and trail user groups. It is further recommended that distance between trailheads is minimised in open water, coastal and tidal areas.

Blueway Branding and Trail heads



THE BRANDON BLUEWAY
Clochán-Cappagh-Bréanainn Trails

Fig 5.1 Blueway Trail Board Maps and Signage

Potential Identified Blueway Trails

The potential Blueway trails identified here are for demonstration purposes only. A full site assessment of the area would need to be carried out by Canoeing Ireland and The National Trails Office to determine the suitability of the area. A key issue is that the area is Tidal and therefore potential Blueway access would be limited to certain times of the day. There are some obvious potential trail heads at Brandon Pier and Cappagh Beach but there is no obvious slipway and therefore potential trail head in Cloghane. One possible trail head location is at the back of the Siopa Phobail as it is close to the Church Car Park.



Fig 5.2 Potential Cloghane to Brandon Blue Way

This Blueway would start at a Trail head to be identified in Cloghane and would finish at Brandon Pier.



Fig 5.3 Potential Cloghane Looped Blueway



Fig 5.4 Potential Brandon Looped Blueway



Fig 5.5 Potential Cloghane to Cappagh Beach Trail



Fig 5.6 Potential Location for Trail Head at Brandon Pier



Fig 5.7 Location for Trailhead at Cappagh Beach



Fig 5.8 Potential location for Trailhead in Cloghane

5.8 Adventure and Activity Tourism

Outdoor recreation falls under the definition of 'Countryside Recreation' found in the National Countryside Recreation Strategy as published by the Comhairle Na Tuaithe in 2006:

"Countryside recreation applies to sporting, recreational and holiday pursuits based on use of the resources of the countryside and which contribute to healthy active lifestyles. The term countryside includes land, water and air."

Given the huge increase in popularity of outdoor activities in recent years (particularly adventure sports), there is an opportunity to market the area as a prime '*Outdoor Recreation Destination*'

The National Trails Office⁶ identifies recreational trails as '*a very effective way of managing recreational activity in the outdoors and protecting the natural environment*'. Trails provide access for walking, wheelchair recreation, cycling, horse-riding, canoeing and kayaking, etc. and make it easier for people to be active in the outdoors. They make areas accessible in a safe manner and connect people to the natural environment and heritage in urban and rural areas. The NTO highlight the benefit of trail access for communities as they increase overall physical activity. Research from the United States (US) and United Kingdom (UK) found such activity increases significantly once the routes are developed and promoted.

Kerry is recognised as a prime destination in Ireland and Europe for Adventure Sport Tourism. The Adventure Travel World Summit was held in Killarney in 2014. Cloghane and Brandon is the perfect location to develop as an adventure sport and activity destination.

5.8.1 Mount Brandon Base Camp

In September 2015 Explore More Outdoors Ltd.⁷ prepared a preliminary report on the potential to develop a Mount Brandon base camp in Cloghane. A Summary of the aims and project actions are provided here:

Aim of project:

- To develop a centre of excellence for walking, hillwalking and other mountain pursuits in the Cloghane/Brandon area to retain existing walkers and to attract new ones there, expecting that a certain percentage will require accommodation, food & refreshments and entertainment while they are there.
- To provide employment for 5-6 local people as guides/facilitators.
- To help put the North side of the Dingle Peninsula (Muintir an Leith Triúigh) on the "Go To" map.

Project Key Objectives:

⁶

http://www.irishtrails.ie/National_Trails_Office/Publications/Trail_Development/Guide_to_Planning_and_Developing_Recreational_Trails_in_Ireland.pdf

⁷ www.exploremore.ie

- To attract new walkers to the area (domestic & international)
- To encourage walkers to stay longer and to return to the area
- To support access to walking in the area for family groups
- To encourage users of the Wild Atlantic Way to stay
- To encourage walkers on the Dingle Way to spend some more time in the area
- To develop educational tourism packages - the potential of educational tourism needs to be fully addressed by the plan as it would attract visitors from schools and universities during the slack winter period
-

Project key actions / activities:

- Develop a full range of facilities to attract and support walkers, including; - Safe parking - Toilets, changing rooms & showers - Tea Room & eating area - Drying room - training room & gear hire facility -To build on the successful business model that has been created by Cronin's Yard in Killarney.
- Develop a strong brand (Mount Brandon Base Camp) and establish a compelling presence on echannels (website & social media), with Fáilte & Tourism Ireland, at relevant trade shows
- Train local people to become walking guides (lowland & upland) and support them achieving the relevant BOS qualifications
- Catalogue a range of walks to appeal to walkers of all abilities and experience levels and make them available in an attractive, useable and accessible format
- Develop themed walks to add to the proposition and to attract families and passing visitors who might not be inclined to undertake more strenuous walking
- Develop an Audio Visual experience to promote the facility and as an attraction in its own right
- Ensure active participation by local people to ensure maximum economic & social benefit to the community
- Create much need office space for business to be developed
- Build on the successful Hillwalking and Music Festival that takes place every Easter.

Potential Development

Initial discussions were had with Kerry County Council and Údarás na Gaeltachta in relation to developing a Mount Brandon Base Camp. Both are very supportive of the concept. There is the potential to incorporate the base camp into a masterplan for the Údarás owned site in Cloghane.

5.8.2 Cycling and Running

The area should be promoted as a cycling route with a number of potential trails which could be developed. There is also a growth in running, adventure running, and endurance events. Again the area is prime for these events.

Examples would include:

- The Killarney Adventure Race
- B-Wildered (Tralee)
- Aughty Warrior- Slieve Aughty Mountain Adventures
- Blackstairs Adventure Race
- Shore to Summit – Donegal
- Banna Beast Challenge

These attract a good market that will spend time in the area but also will be influencers (refer and promote the area on Social Media).

As the accommodation base and car-parking is an issue shuttle services from Dingle and Tralee should be provided.

5.9 Culture & Heritage

5.9.1 Archaeology & History

The following description of the area is taken from **The Dingle Peninsula: History, Folklore, Archaeology**⁸

The area south of Fermoyale and up to the Conor Pass is well worth visiting for a number of features, in particular for the fine examples of corries. Just a few miles south of Cloghane are the corrie lakes of Lough Adoon, Lough Camclaun and Lough Doon, which lies close to the Conor Pass. In few places is the effect of ice action as clearly shown as in these corries and cirques. Indeed, it was at Lough Doon that an important breakthrough in understanding glaciation was made when, in 1849, the Alpine mountaineer, John Ball, recognised that this corrie was of the same type as others in Switzerland.

⁸ **The Dingle Peninsula: History, Folklore, Archaeology**⁸ by Steve MacDonough, copyright 1993, published by Brandon Book Publishers, Ltd., Dingle, Co. Kerry, Ireland.

An extensive series of neolithic and Early Bronze Age remains which pre-date the formation of the blanket bog lies on either side of the Scorid river at Ballyhoneen, below Lough Adoon. To the west of the river is a large network of pre-bog walls which once surrounded the fields of the first farmers who settled in this area in the neolithic period. Their existence has been revealed by a combination of turf-cutting and erosion; some are almost completely exposed, some are still partly covered by peat, and others presumably still lie unexposed under uncut sections of the bog here. In the northwestern sector of the pre-bog field system is a large boulder decorated with cup-and-circle rock art, which is probably of the Early Bronze Age. Also on the western side of the river are the sites of several dry-stone huts, but the principal structures lie on the eastern side.

A wedge-tomb stands on a low hillock about 574 feet (175 metres) east of the river, partly buried in the bog, its base filled with water. Three of the stones of the tomb are decorated with rock art. About 213 feet (65 metres) north of it is a standing stone and 279 feet (85 metres) further north another one. Southwest of the tomb are the ruins of two dry-stone huts. Two fulacht fiadh sites lie north of the standing stones. One is on the eastern bank of the river, which has eroded it, while a holly tree has also disturbed this site. But the fragments of burnt stone, the black soil, and the horseshoe-shaped mound are typical of this kind of site. The other fulacht fiadh lies about 574 feet (175 metres) to the northeast.

Taken as a whole, the Ballyhoneen area must be regarded as one of the prime archaeological sites on the peninsula. In places such as this the pre-bog landscape has been quite well preserved, along with the field systems, settlements and graves of the early farmers. The development of blanket bog is thought to have begun by the late 3rd millennium BC, and it continued to develop in new areas as late as the 12th Century AD. At sites such as Ballyhoneen, the fact that rock art, wedge-tombs and standing stones are found within the ancient field systems suggests quite strongly an Early Bronze Age date.

This one short extract highlights the rich archaeology and folklore associated with the area. There is a market worldwide with an interest in this area of study. The Mount Brandon SAC is a living experiential Geography lesson that should be promoted as such to schools, universities, societies and individuals.

The base camp previously mentioned should also provide an indoor interpretative area and space for exhibitions, multi-media and AV displays, workshops and lectures/talks.

5.9.2 Loch a Dúin

Loch a Dúin located 2.5km South East of Cloghane could be described as a natural museum providing the visitor a journey back in time.

Loch a Dúin contains the most remarkable series of monuments from the Bronze Age. In this valley of 1,500 acres, there are 90 stone structures dating from 2500 BC up to modern times. Running like a web throughout the landscape are several miles of stone wall, hidden by peat which has accumulated over the past 3,000 years. From archaeological excavations and pollen studies, it has become clear that the Loch a Dúin Valley was used for intensive agriculture, both pastoral and arable, from 1600 BC

to the beginning of the Iron Age. During this time habitation huts, fulachta fiadh, standing stones and enclosures were erected to house both humans and animals. Even earlier are the wedge tomb and the cup and circle rock art (of which there are nine examples), making it the largest concentration on the Dingle Peninsula. The level of preservation is due to the protective cover of the bog which completely covered the landscape. It is during modern turf cutting that the ancient remains are uncovered.

The peat preserves all organic materials to a remarkable degree. The bog also holds all of the pollen which was released from the vegetation over the past several thousand years, enabling the botanist to discover what grew in the valley in the past. The Loch a Dúin Valley today has been marked out with a walking route, along with a guide book, and is accessible to walkers of all abilities.



Fig 5.11 Loch a Dúin (Source: Kerry Gems)

A circular walk takes you around many of the more easily spotted monuments, which are marked out with black wooden posts. These compliment a walking guide; a photocopied booklet that is available from Cloghane stores, opposite the church. The guide includes "The Archaeology of the Loch A' Dúin Valley" by Micheál Ó Coileáin, along with a map of the walk with the sites marked by the wooden posts and descriptions of what they are. Recently in Loch a Dúin, there has been an equinox orientation of the wedge tomb discovered.

5.9.3 Brandon Point Signal Tower

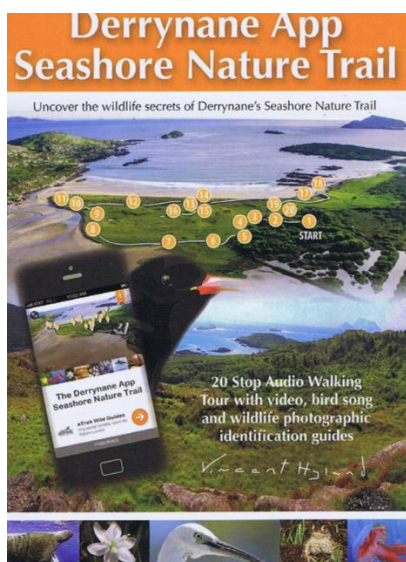
The Signal Tower at Brandon Point is an ideal location for bird watching and whale watching. The tower has also historical and archaeological relevance and therefore should be preserved before going to complete ruin. As the tower is on private land right of way or ownership needs to be addressed. A structural report on the building would also need to be carried out and an estimate prepared for renovation costs. There is limited car parking space at Brandon Point so therefore the tower should be included as part of a walking trail.

At the very least a sight viewer and interpretative signage should be made available at the car park and tower. Using QR codes and Bluetooth enabled technology would allow visitors to access online information on their smart phone or tablet. The tower would also be included on the proposed Trail App for the area (see Section 5.9.3 below)

Information on the historical importance of the tower during the World Wars and information on the number of WWII plane crashes on Mount Brandon could also be provided at the Tower. A number of these wreckage sites are accessible and should be included as part of a living history trail.

5.9.4 Trail Development

A number of trails should be developed using mobile apps and interactive interpretative signage. An excellent example of such an App is the Derrynane Eco Trail App which was developed by Vincent Hyland in Derrynane.



The App which is supported by a hard-copy trail map and guide provides audio descriptions of the area, nature sounds, video, photography and an audio guide.

A similar app should be developed for Mount Brandon covering the ecology of the area, archaeology, geography, and history of the area.

The app can be purchased which also generates and income to the local community.



A simple cost effective way of using technology is to provide QR Codes on interpretative signage and way markers. QR codes can be scanned by smart phones and tablets and are linked to websites containing information on the area (including audio guides, video, images etc.)

RFID (Radio Frequency Identification) Tags can also be used to transmit data/information

Issues of data and roaming charges need to be addressed if using 4G Network

5.9.5 Language & Culture

A key important factor in the implementation of the action plan presented later is that the promotion and protection of the Irish Language is central to all the initiatives. Language is as much part of the local landscape as the Mountains and Sea and should be protected.

Events and activities such as Tinteán Ceoil and Féile Lúghnasa do much to promote Irish Language and Culture. The Irish College and Summer Camps provide a formal structure to the promotion of Irish Language.

In order to promote the language and culture further it would be recommended to extend the Tinteán Ceoil for more than one night per week during the Tourist Season and also look to extend the concept to pubs in Cloghane and Brandon.

Other Irish Festivals should be organised during the year and young people in the community should get involved.

Novel ways of promoting the language and culture through social media, video, art, design should also be developed. A good example of this is in the Netherlands where they are promoting the knowledge and use of the Frisian language <https://prezi.com/dsxohnbq-zak/presentation-afuk-and-praatmarfrysk>

Local Musicians, Sports people, Artists, TV Personalities, Journalists etc. should be used as ambassadors and 'influencers' in promoting the language.

5.10 Other Tourism Initiatives

5.10.1 Health & Wellness

The Health & Wellness market has exploded in recent years – the industry is reported to be worth £1.2 trillion globally, the result of a wider move towards healthy lifestyles. In Britain people are spending over £5.2 billion a year on spa breaks and treatments.

A full wellness programme including healthy eating, relaxation, meditation and walks could be packaged to include accommodation. Programmes such as those available at the Burren Yoga Retreat (www.burrenyoga.com) could be developed.

Weekend and week-long packages could be developed. This would be an ideal business opportunity to develop such programmes utilising the existing accommodation base, availability of experienced practitioners in the area, access to locally produced food, and amazing peaceful relaxing walks.

With its fantastic scenery, landscapes, flora and fauna, Cloghane/Brandon is an artist's paradise. A number of successful retreat centre for artists can be found around the Country.

There is scope to develop programmes combining accommodation meals and workshops. An example of such a retreat would be 'Art on the Ring of Kerry' artist retreat on Valentia Island.

5.10.2 'Learn to' Tourism

The 'learn to' market is an increasing market and which is been focused on by Fáilte Ireland. This

market is tourists visiting with the aim of learning something new or improving on their existing knowledge.

Key areas that are included in this segment would be Irish Language, Irish music, Gastronomy, Irish Literature, Irish Dance, and Crafts.

Again Cloghane/Brandon is primed to target this market.

Experiential geography, archaeology, ecology and history programmes should be developed utilising the natural assets and landscape.

5.10.3 Where the land meets the sea

Combining both the land and the sea through a variety of initiatives such as:

Seafood trails – Combining fishing trips with seafood cooking demonstrations or seafood tasting experiences. Visiting local producers, restaurant trails.

Seaweed Trails – Combining seaweed harvesting trails with seaweed cooking demonstrations and tastings e.g. Atlantic Seaweeds Caherdaniel.

Eco-Trails and Marine Awareness – Educating visitors about the ecology of the area and generating awareness about marine life and the importance of our seas, e.g. Sea Synergy in Waterville and Derrynane Sea Shore Nature Trail.

Marine Themed Festivals – e.g. seafood festivals – e.g. Valentia King Scallop Festival, Bantry Mussel Festival, Ballybunion Seaweed Festival

5.10.4 Dark Sky Reserve

A Dark Sky Reserve is an area that has little or no light pollution from street lighting in built up urban areas.

The Dark Sky Reserve on the Iveragh Peninsula is the only gold standard international dark sky reserve in the northern hemisphere. The reserve has huge potential to attract tourists to the area. A study into getting Cloghane and Brandon categorised as a Dark Sky Reserve should be carried out.

5.10.5 Geo-Tourism

According to the national Geographic Geo Tourism is

- Environmentally responsible - committed to conserving resources and maintaining biodiversity
- Culturally responsible - committed to respecting local sensibilities and building on local heritage
- Synergistic - bringing together all elements of geographical character to create a travel experience that is richer than the sum of its parts and appealing to visitors with diverse interests

It benefits residents economically. Residents discover their own heritage and how the ordinary and familiar may be of interest to outsiders. As local people develop pride and skill in showing off their locale, tourists get more out of their visits.

Enthusiastic visitors bring new knowledge home, telling stories that send friends and relatives off to experience the same thing—a continuing business for the destination.

National Geographic works with local communities, regions, states, countries, and organisations to build coalitions and products to support geotourism marketing and stewardship based on local knowledge and needs.

Products include Geotourism MapGuides, printed maps, and mobile apps built around places and themes submitted by local people and editorially reviewed and vetted by National Geographic to provide a comprehensive guide to the places most recommended and respected by locals.

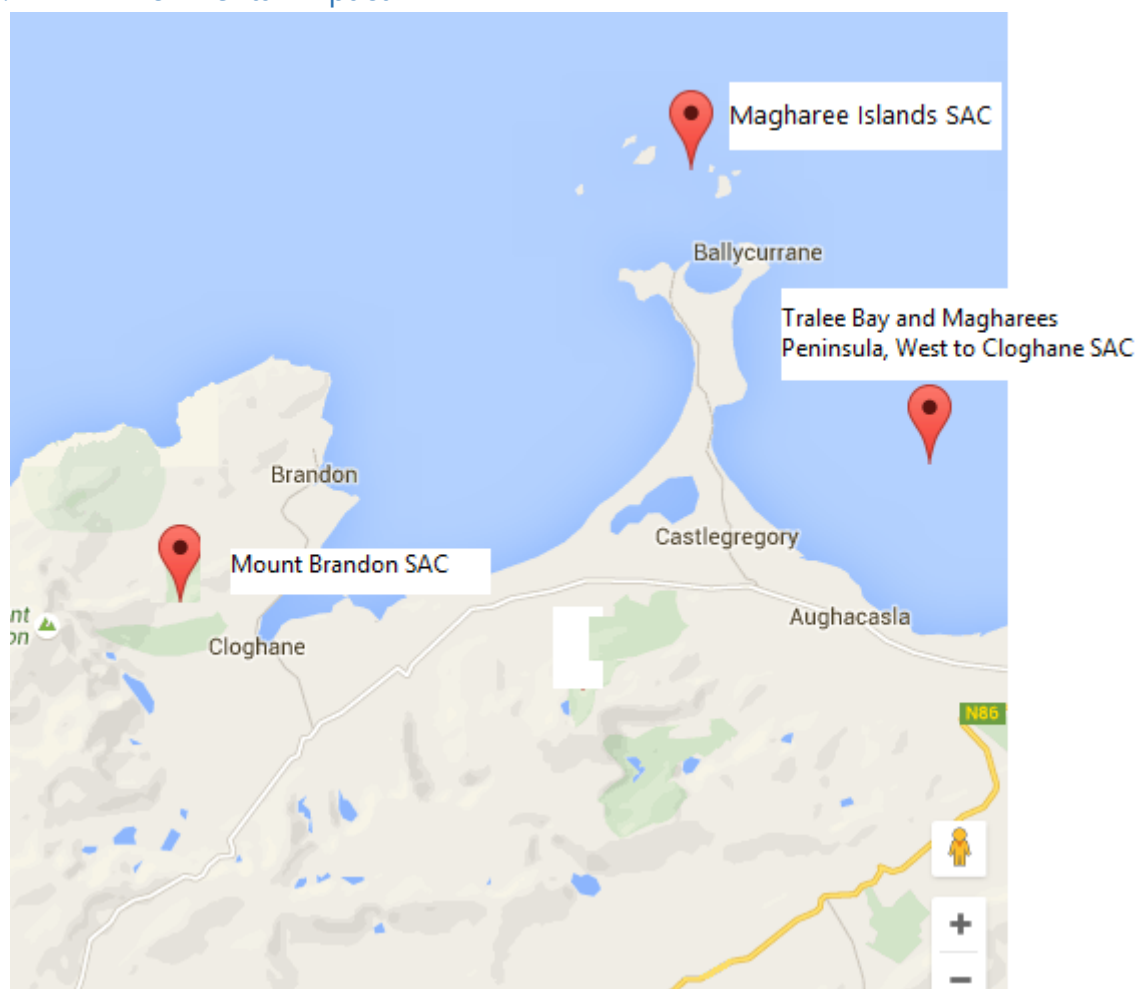
These products are created, maintained, and promoted in collaboration with a local geotourism stewardship council that is convened by National Geographic with representatives from local public, private, and civic organizations, including conservation, tourism, preservation, business, government, and transportation.

Geotourism is a content marketing program that provides a platform for destinations to inventory and promote the places that locals most respect and recommend, in partnership with National Geographic.

The Geotourism MapGuide platform activates local people to create and publish content and stories that would otherwise be undiscovered and draws visitors to locally owned businesses and attractions for the benefit of local economies.

Cloghane and Brandon and the wider Mount Brandon SAC area would be an excellent area to develop a geotourism project.

5.11 Environmental Impact



Special Areas of Conservation (<http://www.npws.ie/protected-sites/sac>)

Invasive Species and Harmful Pathogens

Some of the most environmentally damaging invasive species in Ireland are aquatic plants, fish species and invertebrates. Oftentimes the native species are ousted and the ecology of the waterway can be changed dramatically.

Two particular invasive species that are particularly dangerous are the Zebra Mussel (*Dreissena polymorpha*), Asian Clam (*Corbicula fluminea*). Both species have the ability to become highly invasive in a short period of time and at high densities it can alter the food web and compete with native fish species.

Paddle Sports watercraft can facilitate the introduction of damaging invasive species by 'carrying' the species from one body of water to another either on the hull, bilge water or other equipment.

Guidelines⁹ have been published by Inland Fisheries Ireland on how to reduce the spread of invasive species that attach themselves to boats and paddle equipment such as kayaks.

"In order to minimise the risk of introducing invasive species, it is essential that basic bio-security measures are adhered to. Following each trip, paddle sports equipment should be routinely inspected, disinfected and thoroughly dried out."

Leave no Trace

Leave No Trace Ireland inspires responsible use of the outdoors through partnerships, research and education. It teaches people how to enjoy the outdoors responsibly. Techniques designed to minimise the social and environmental impacts to these areas are incorporated into the Leave No Trace Outdoor Ethics Education Programme as seven Principles.¹⁰



1. Plan ahead and prepare
2. Be considerate of others
3. Respect farm animals and wildlife
4. Travel and camp on durable ground
5. Leave what you find
6. Dispose of waste properly
7. Minimise the effects of fire

⁹ <http://www.fisheriesireland.ie/invasive-species-1/438-invasive-species-disinfection-guidelines-for-paddle-sports>

¹⁰ <http://www.leavenotraceireland.org/seven-principles>

5.12 Developing the Tourism Strategy

- Set up a Tourism & Marketing Group with responsibility for implementing the Tourism Action Plan and Marketing Strategy
- Submit costed proposals to Kerry County Council, Údarás na Gaeltachta, NEWKD seeking funding and support for a dedicated marketing and business development coordinator/manager for the area. This investment should be matched by local contributions from business.
- Set clear terms of reference for the Tourism Sub Committee as the main structure responsible for developing the Tourism product for the marketing of the area nationally and overseas.
- Carry out a comprehensive analysis of the potential tourism initiatives recommended in this plan and identify other initiatives.
- Recruit a marketing graduate and intern to assist with Market Research, Planning and administration of the marketing programme.
- Develop a clear brand and annual marketing strategy that everyone accepts and supports.
- Develop ONE website for the area that is all inclusive of every business and service provider in the area.
- Develop and manage a strong Social Media campaign alongside the development of the website.
- Develop an app with tourist information
- Liaise with Fáilte Ireland, Tourism Ireland, Go Kerry and Destination Kerry Forum re the promotion of Cloghane/Brandon as a destination.
- Develop an advertising campaign and 'roadshow' targeting the key overseas market.
- Liaise more closely with Go Kerry, Destination Kerry Forum, Dingle Tourism and Tralee Chamber Alliance
- Develop added value propositions for the visitors such as discount cards, package deals, grouped meal, accommodation, activity deals. (e.g. Youghal Voucher Scheme through Youghal Chamber of Tourism and Development)

6. Strategic Theme: Enterprise & Employment

6.1 Enterprise Site

There is a prime opportunity site available in Cloghane that is in the ownership of Údarás Na Gaeltachta.



Fig 6.1 Údaras na Gaeltachta Site

Planning was granted on the site previously to *"Develop a business park comprising a community facility (1,500 sq m approx), an enterprise facility (450 sq m approx with 4-5 enterprise units complete with service yards and screened service areas) and a technology facility (600 sq m approx. Permission to construct the technology facility as the first phase of the development comprising a detached single storey building."*

As the planning as lapsed, a new full planning application would need to be submitted to Kerry County Council. The existing plans for the building could be adapted to provide space for the recommendations outlined in this plan.

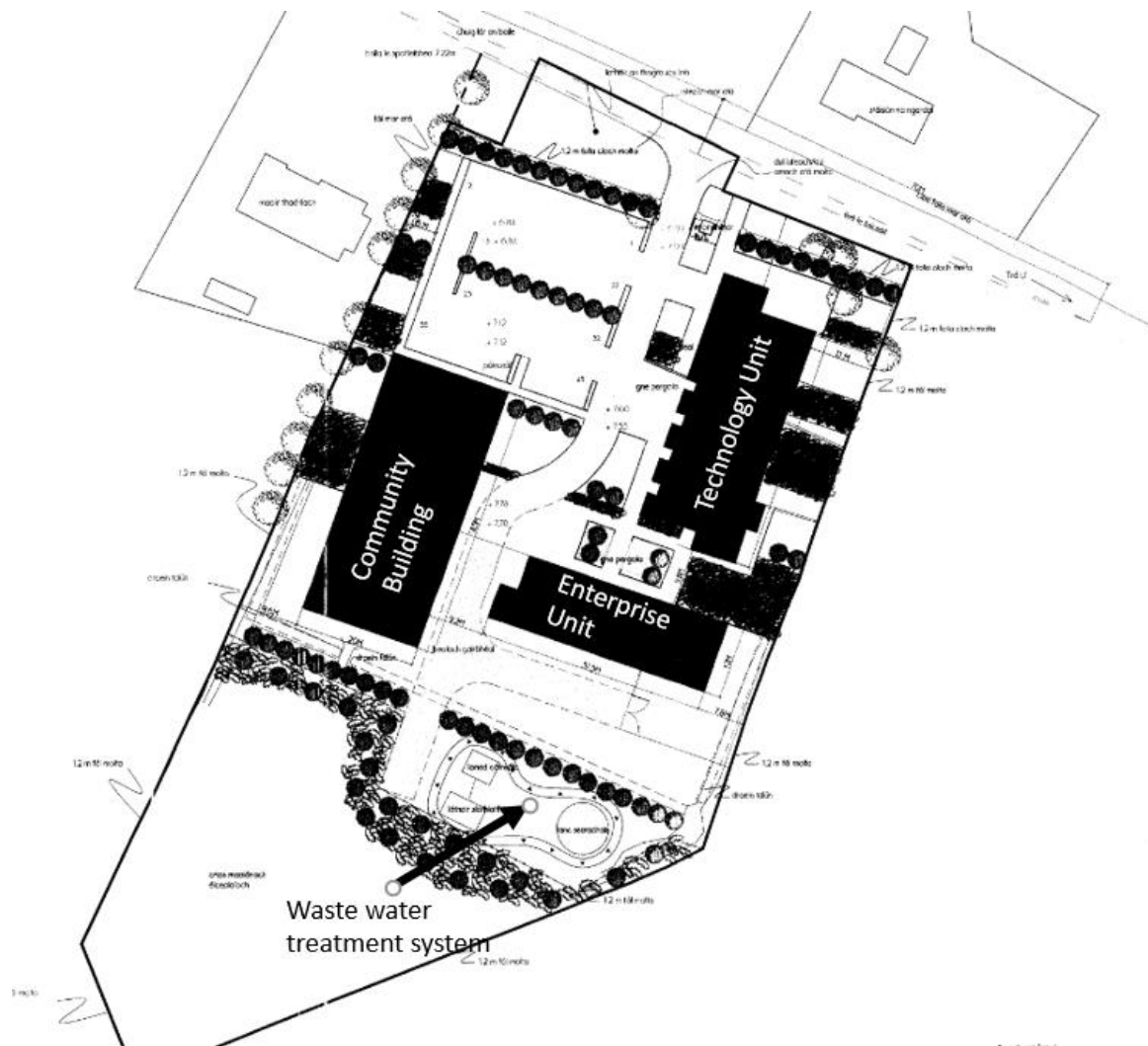


Fig 6.2 Original Site Layout Plan

6.2 Food Incubation Units

Food incubation units provide a cost effective solution for start-up food businesses or established food businesses which require more space to meet production demands. The units are fully fitted and are rented at flexible rates and terms. A new food incubation hub has recently opened in Fries with support of Enterprise Ireland and Kerry LEO. The units are completely self-contained and comply with all food quality health and safety standards. Each 1000 ft² unit has a production space of 900 ft² approx.; an office; toilet and washroom; delivery and loading area; single and three-phase power; gas supply; ample parking and loading space.

Local food business such as Bacús Bakery could relocate to this unit which would allow them to expand their business.

Food units such as these can also benefit from shared resources, joint marketing initiatives, and centralised training.



Fig 6.3 Food Incubation Hub in Furies

6.1.2 Supporting the Local Farming and Fishing Sector

A Local Community Food Co-op similar to indoor farmers market selling locally produced and grown products should be established. Repeat business is encouraged through discount schemes and loyalty programmes. Overheads are minimised through supplier/owner volunteer structures. Each supplier volunteers their time at the co-op.

Miltown Organic Store is a good example of re-use strategy for an existing building. The store is located in what was an old mechanics garage based on the entrance road to Miltown coming from Castlemaine.

Developing a local food brand similar to initiatives such as Ring of Kerry Lamb should also be investigated to support local producers.

Developing a local generic brand for the area similar to the Fuchsia Brand in West Cork should also be investigated. The products marketed under the Fuchsia Brand are firmly rooted in the unique traditions and influences of the region. High standards of product and service excellence reflect passion and enthusiasm and a strong commitment to training, networking and a code of best practice.

A range of meat, dairy and fish and seafood products could be marketed and distributed under the one brand.

Diversification

The farming and fishing community should be supported in identifying alternative business opportunities to generate additional income to subsidise their income from farming and fishing. Farmers in other areas have opened up trails (e.g. Bromore Cliff Walk, Ballybunion), developed on farm

accommodation, developed pet farms or have developed unique concepts such as 'Adopt-a-Sheep' near Molls Gap.

Fishermen and women have developed alternative businesses such as boating trips and fishing trips to supplement their incomes.

Financial and 'soft' supports (training and mentoring) should be provided to individuals looking to add value to their existing products or diversify into different services and products.

6.3 Co-Working Space

Profit-making Co-working spaces are common-place internationally. Throughout the UK there are significant operators of multiple co-working office developments, including www.thehotoffice.com and www.theofficegroup.co.uk

In Ireland a number of private operators provide co-working office space, with almost all large towns and all cities having at least one privately operated shared office facility.

- www.portershed.com in Galway
- www.newworkjunction.com in Kilkenny
- www.fablab.saul.ie in Limerick
- www.wecreate.ie in Tipperary
- www.dogpatchlabs.com in Dublin
- www.fumballyexchange.com in Dublin
- www.gatedesignhouse.com in Cork
- www.creativespark.ie in Dundalk
- www.gravitycentres.com in Dublin
- www.lightboxlab.ie in Drogheda
- www.091labs.com in Galway
- www.themallstudio.tumblr.com in Sligo
- www.southmakerspace.com in Waterford

There are a significant number of other co-working spaces throughout Ireland, above is just a sample of spaces currently operating. All established co-working / shared office spaces required some form of grant aid, sponsorship and operational cost assistance in the initial stages in order to setup their facilities.

6.3.1 Studio and Craft Workshop Space

This type of co-working space is targeted at the creative sector. It provides for

- Artist's Studio
- Photography Studio and Equipment
- Kiln and other equipment and tools

These type of centres hold studio events: open-studios, pop-up sales and workshop weekends, which are a great opportunity for studio holders to sell directly to the public.

Studio holders can book conference/exhibition space, to hold private views, launch collections or organise pop-up shops.

They can also host regular experience days for tourism and corporate groups and these are a great opportunity for selling and presenting your work.

In process studios in the UK (www.processstudios.org) Studio residents are given the opportunity to teach and offset their studio rent and are encouraged to propose new projects and partnerships. Workshops can be hired by studio holders for teaching for £10-15 per hour + consumables.

We Create (www.wecreate.ie) based in Limerick is a Fabrication Lab with 3d Printers and Laser cutting equipment for fabrication projects. Again this provides affordable design and production facilities for start ups.

6.3.2 Start-up Incubation Space – Remote working space

Many more people are looking at self-employment as an option given the current jobs crisis. Although many are setting up from home, there is a growing demand for affordable office space.

An enterprise centre targeted at new and existing small businesses could be developed with a mix of small fully serviced office space and hot-desking options. Short to mid-term leases are normally provided and there is also the option of shared services on site.

Many employers are offering opportunities for people to work from home. This is an area that could also be explored for the centre – encouraging people to relocate but also offering flexible work space if people are staying in the area for the summer.

The incubation space would also incorporate meeting and training facilities that could be used for community initiatives such as Coding workshops for young people. Business located in the centre would be encouraged to volunteer time and services to the local community.

6.4 Funding & Support

Funding in the past for Enterprise Space would have been secured through Enterprise Ireland Community Enterprise Centre Scheme. This programme is not currently open for new projects.

Under the Rural Development Programme managed by North & East Kerry Development there is a category of funding for the development of rural enterprise space.

Capital grant aid from Údarás na Gaeltachta and Kerry Local Enterprise Office could also be investigated.

Social Loan Finance from organisations such as Clann Credo could be used to match any grant or private finance raised.

Options around the Employment Incentive Investment Scheme could also be investigated.

EU Funding should be investigated to support the local fishing and agri-sector.

7. Strategic Theme: Marketing

7.1 Market Analysis

According to the SOAR Tourism Ireland Report (September 2015)¹¹ the number of overseas visitors to Ireland for the period from January to July 2015, increased by 12% compared to the same period in 2014. It was the also the largest number on record of overseas visitors to Ireland during that period. Growth was seen in all markets;

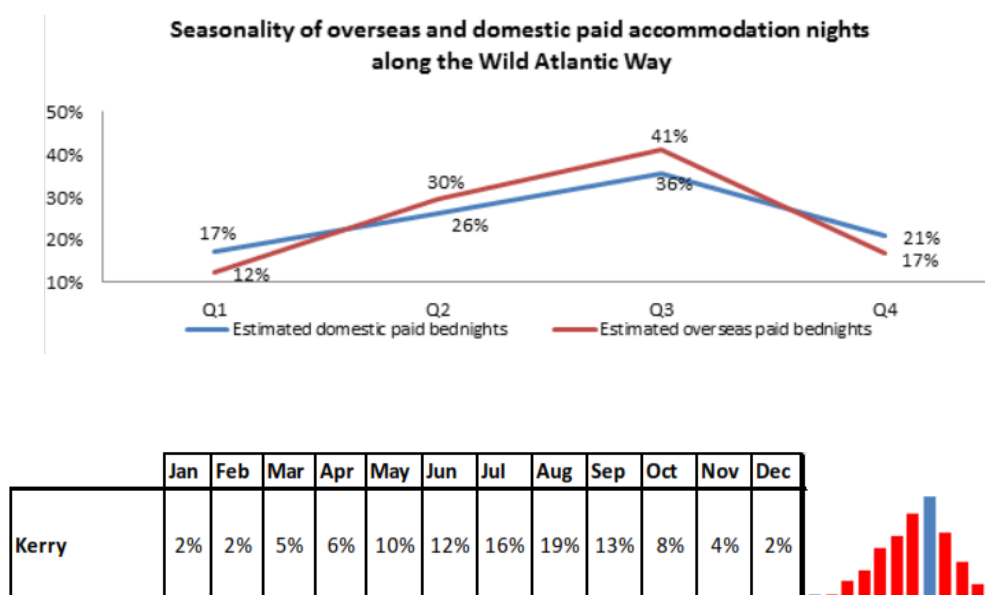
- North America +15%
- Mainland Europe +13%
- Great Britain +11%
- Australia and Developing Markets +9%

The Fáilte Ireland Tourism Barometer (May 2015) identifies a number of key factors for the growth in overseas visitors to Ireland. These include improvements in the Irish economy which has helped the growing optimism in the tourism industry. The retention of the lower VAT rate has helped operators remain competitive in price while some have also started to reinvest in their businesses. The further retention in the October 2015 budget will further support operators going forward.

Good exchange rates between Great Britain and North America are helping boost visitor volumes from overseas as these markets grow in strength.

The Wild Atlantic Way strategy and the promotion of the Wild Atlantic Way internationally is also boosting visitor numbers to the West Coast.

There are still issues around seasonality along the West Coast and particular in Co. Kerry.



Source: Wild Atlantic Way Draft Operational Guidelines (2015-2019) www.Failteireland.ie

¹¹ (Situation and Outlook Analysis Report – SOAR Tourism Ireland Sept 2015)

Overseas visitors (000s) to counties in 2013

County	Total	Britain	Mainland Europe	North America	Other Areas
Dublin	3,998	1,251	1,637	772	338
Carlow	68	39	17	9	2
Kilkenny	207	42	75	72	18
Tipperary (South)	117	55	32	21	9
Waterford	225	79	61	61	24
Wexford	229	119	65	22	22
Cork	1,228	485	451	254	99
Kerry	877	154	307	333	84
Clare	485	129	126	183	47
Limerick	420	176	121	102	21
Tipperary(North)	51	28	9	6	7
Offaly (West)	9	5	2	1	1
Galway	1,028	199	426	310	93
Mayo	218	59	78	67	15
Roscommon	35	18	7	8	2
Cavan	111	78	11	17	5
Donegal	199	78	70	37	14
Leitrim	39	29	5	5	-
Monaghan	58	41	8	4	5
Sligo	133	45	47	29	13
Kildare	168	96	39	22	11
Laois	52	29	11	7	5
Longford	22	12	4	4	3
Louth	108	55	27	16	11
Meath	122	58	27	26	12
Wicklow	204	80	77	34	13
Offaly (East)	28	18	7	2	1
Westmeath	95	45	28	19	4

Source: Regional Tourism Performance in 2014 www.Failteireland.ie

The current situation regarding Tourism within the County is very positive and the future projections for overseas visitors and domestic visitors to the County would also seem positive based on reviews of reports carried out by Fáilte Ireland and SEMRU (social economic marine research unit) in NUI Galway. However from discussions with operators within the County the increase in visitor numbers is higher in strong tourism areas such as Killarney and Dingle but other areas are not seeing the same impact. Seasonality continues to be a problem in traditional sea side areas in North Kerry and South Kerry and the weather has a significant impact on visitor numbers to these areas.

All reports referred to in the 'Strategic Context' section of this report recommend developing marine based tourism in coastal areas as a way of improving local rural economies. Co. Kerry is a strong brand internationally and the Dingle Peninsula is also recognised in the traditional overseas markets.

6.2 Market Segments

Market segmentation is the process of dividing an entire market up into different customer segments. Customers are grouped based on similar characteristics such as needs, likes/dislikes, motivation, income, profession etc. Targeting or target marketing then entails deciding which potential customer segments the company will focus on. It allows for more efficient and effective promotions and helps tailor products and service to suit the target market.

Fáilte Ireland and Tourism Ireland have developed a market segmentation model that provides unique insights about each customer segments; their needs, their preferences, likes/dislikes, experiences sought, purchasing behaviour, influencers, where they get their information and how they book.

Fáilte Ireland and Tourism Ireland have prioritised three segments in the four main markets of Great Britain, Unites States, Germany and France. They have also prioritised 3 segments for the domestic visitor market.

Domestic Visitor Customer Segments

CONNECTED FAMILIES

Connected Families are made up of families with young children.

Their core motivation is to spend quality time together and grow as a family.

FOOTLOOSE SOCIALISERS

Footloose Socialisers tend to travel as groups of friends, for them holidays are about sharing experiences with people who are of the same mindset.

INDULGENT ROMANTICS

Indulgent Romantics are made up of couples that are seeking a romantic getaway through which they can reconnect while enjoying wonderful Surroundings.

Overseas Visitor Customer Segments

CULTURALLY CURIOUS

Culturally Curious tend to be slightly older, are very independently minded and are interested in places of historic and cultural interest.

SOCIAL ENERGISERS

Social Energisers tend to be young, looking for new experiences and Excitement

GREAT ESCAPERS

Great Escapers are all about getting away from it all, renewing family bonds and spending time together in a beautiful place

The Key market segments within the domestic market for the Cloghane/Brandon are **Connected Families** and **Footloose Socialisers**. The key segments within the overseas markets are **Great Escapers** and **Culturally Curious**. The latter market segment is relevant in this location due to the cultural and heritage experiences that define the area.

6.3 Customer Segment Profiles

Fáilte Ireland has produced some very useful reports on the priority segments for Tourism. Further and more detailed information on the profile of each segment can be found in these reports.¹² The following provides a summary overview of the profiles of each segment as identified by Fáilte Ireland.

Connected Families	Footloose Socialisers
<p>Profile</p> <p>This segment makes up 23% of the domestic market. Typically the profile is relatively young families with children under the age of 10.</p> <p>What they want</p> <p>Family holidays are important and they typically research the areas they are travelling to in order to maximise what the destination has to offer.</p> <p>They want lots of things to do nearby that they can do as a family. Accommodation and facilities must suit their needs.</p> <p>Typical Duration of Holiday</p> <p>Four and Seven Days.</p> <p>Typical Accommodation</p> <p>Hotels or Holiday Homes</p> <p>How to target</p> <p>Online, review websites, targeted media (travel articles), social media (referrals/word of mouth)</p> <p>Relevance of this segment to Cloghane/Brandon</p> <p>The area is ideal for families as it provides a range of activities all the family can enjoy</p> <p>Note:</p> <p>According to Fáilte Ireland, the domestic market will continue to be an important source of business. By 2021, the population of under 14s in Ireland will reach 1.1million, a considerable market for those who provide family-friendly experiences</p>	<p>Profile</p> <p>This segment makes up 15% of the domestic market. They are typically in their late 40's, well educated and travel as group to spend quality time together.</p> <p>What they want</p> <p>Meeting like minded people. Getting away from busy routines, relax and get out and enjoy themselves. They take part in outdoor activities such as hill walking, golf, surfing and attend festivals and events.</p> <p>Typical Duration of Stay</p> <p>1 to 3 days (normally short/weekend breaks)</p> <p>Typical Accommodation</p> <p>Mostly holiday homes and rentals</p> <p>How to target</p> <p>Review websites, booking agent sites, social media (word of mouth, referrals)</p> <p>Relevance of this segment to the Cloghane/Brandon</p> <p>The area provides an opportunity for groups of friends to engage in fun activity on the water a range of activities on shore.</p>

¹² Driving Growth through Segmentation – An introduction to best prospect Global and Domestic Customer Segments.
Growing international sales - Global segmentation toolkit Using segmentation to win international sales
www.Failteireland.ie

Great Escapers	Culturally Curious
<p>Profile</p> <p>Often couples, approximately 30 years old, some with babies or quite young children.</p> <p>Most are in serious need of time out from busy lives and careers.</p> <p>What they want</p> <p>They are specifically interested in rural holidays and travel very much as a couple or family. Great Escapers are on holiday for a break, to get physical with nature, and to reconnect with their partner. They are more likely to take part in slightly more strenuous, but not extreme, exploration and are more interested than other segments in getting connected to nature especially the more remote and exciting places.</p> <p>But it's important that getting away from it all is easy enough – they want the 'wow' factor without too much effort.</p> <p>Typical Duration of Holiday</p> <p>Shorter Breaks</p> <p>Typical Accommodation</p> <p>Hotel, Self-Catering</p> <p>How to target</p> <p>Online, Social Media, Referrals, Targeted Media (articles/ads)</p> <p>Relevance of this segment to the Cloghane Brandon</p> <p>The area is ideal for those Great Escapers who want to get away to a remote and exciting place where they can connect with nature. The trails provide an experience that is active but not extreme.</p>	<p>Profile</p> <p>They travel as couples or on their own. If they have children, they are grown up or are left home. Most Culturally Curious are around 40 or over. They are generally made up of a higher proportion of single adults and couples, fewer family groups and are slightly biased towards females.</p> <p>What they want</p> <p>They want to expand their experience by exploring new landscapes, history and culture. They are looking for authentic experiences. They want to learn and are interested in connecting with locals and guides.</p> <p>Typical Duration of Stay</p> <p>Varies from short breaks to longer breaks</p> <p>Typical Accommodation</p> <p>Hotels, Self-Catering and B&Bs within access to scenic locations and walks.</p> <p>How to target</p> <p>Targeted media (print and broadcast). SEO and AdWords on search engines</p> <p>Relevance of this segment to Cloghane Brandon</p> <p>This segment is relevant to this area given the trails can incorporate numerous historical and heritage sites.</p>

6.3.1 Additional Market Segments

The above profiles relate to tourist visitors that will be targeted. However, as seasonality is a huge factor with tourism within the area, other markets outside of the traditional domestic and overseas visitor markets must be targeted specifically in the shoulder season. The two issues that must be addressed is what type of visitor/groups can be attracted to the area in the shoulder season and will the providers be open for business. The area can attract independent travellers all year round subject to weather but the ancillary services such as accommodation and food should also be available to them. In an effort to promote the area in the shoulder season and generate revenue for local business outside of the core months of June, July and August, groups and clubs will be targeted as well as domestic families for school holidays in October and March.

Indoor facilities must be developed in order to attract shoulder season trade

Other markets to be targeted for the shoulder season

- Schools
- Universities
- Societies
- Clubs
- Youth Groups
- Active Retired Groups
- Artists and Creatives
- Wellness and mindfulness market
- Corporates (Team building)
- Athletes
- Sports Clubs

6.4 Marketing Strategy

6.4.1 Vision

The vision is to encourage cooperation and interaction among the communities on the Dingle Peninsula thereby creating a sense of unity, and to engage in the joint promotions of the recreational opportunities and natural beauty of the areas so that residents and visitors can best experience our landscape and coastline.

The development of Tourism in the area should promote tourism and encourage tourists to spend time in the area while conserving and protecting the natural resources of the area.

6.4.2 Brand Identity

It is important that Cloghane/Brandon develop a brand identity for the area. Mount Brandon and Brandon Bay are well known but not as well-known as Dingle. Mount Brandon is the second highest peak range in Ireland. The area has the longest stretch of beach in Northern Europe and along the Wild Atlantic Way. The product is there it just needs to be packaged.

6.5 Marketing Plan

6.5.1 Online Marketing

Web	<p>Develop a good quality well designed image focused Website</p> <p>Search Engine Optimisation (SEO)</p> <p>Ad Words</p> <p>Online billboards and banners</p> <p>Promotion on websites such as:</p> <p>www.Bluewaysireland.org</p> <p>www.discoverireland.ie</p> <p>www.ireland.com</p> <p>www.meetinireland.com</p> <p>www.gokerry.ie</p> <p>www.activeme.ie</p> <p>www.schooldays.ie</p> <p>www.fundays.ie</p> <p>www.mykidstime.com</p> <p>Banner ads and promotions also on individual local water activity centre websites and social media pages</p>
Facebook & Google +	High level of engagement and concentrates on showcasing beautiful and unique images from the area. Focusing on user-generated content, which encourages fans to continue sharing their own stories and experiences on an ongoing basis. Have a fan photo album gallery and encourage likes, shares and comments. Run competitions along similar themes.
Twitter	Start a dialogue with existing, past visitors about their experience. Provide updates on what is happening in the region. Start an Irish language – word or phrase of the day campaign to promote the language
Instagram	Showcases the best shots from around the region on a regular basis, which are chosen from followers who upload and tag their photos with e.g. #brandonexperience ¹³
YouTube	Set up a channel on YouTube and Vimeo and encourage visitors to upload their videos. Provide some gopro cameras to some trail users on guided trails
Pinterest Behance	Pin boards and behance galleries provide a platform to exhibit photographs of the surrounding scenery and nature, stunning wildlife and local places to visit. Much of this again would be visitor generated content
Periscope Facebook live	Using periscope trail users can broadcast their experiences live
Travelshake	Travelshake.com , is a social media platform for the travel, tourism and hospitality industry, creates microsites and Facebook apps for businesses.
Foursquare	Get the trails listed on Foursquare and other similar apps.

The digital marketing strategy will focus on authentic content and being highly active on social media. The aim is to promote the story and experience on platforms where people are present using high quality images and video and promoting authentic user content and sharing through hash-tag campaigns.

¹³ For illustration purposes only

6.5.2 Offline Marketing

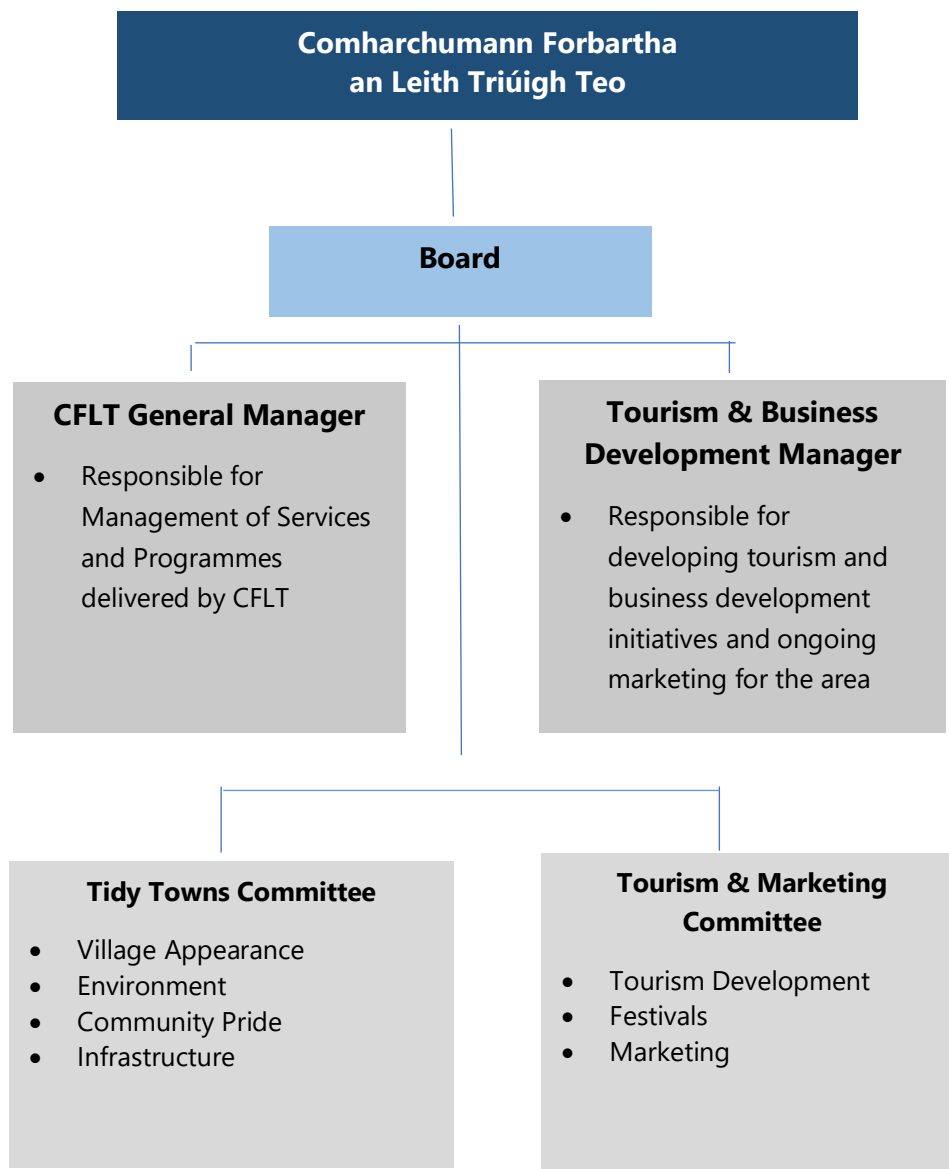
Direct Marketing	<ul style="list-style-type: none"> • Tour Operators • Online Travel Agents (OTA) • Travel Agents • Ground Handlers • Tourism Sector • Targeted Groups (schools, clubs, societies, international students) • Diaspora Networks
Networking	<ul style="list-style-type: none"> ▪ Fáilte Ireland, Tourism Ireland, Local Tourism Organisations, ▪ Local Tourism Industry providers – familiarisation trips and information workshops/packs ▪ Tour operators, travel agents, ▪ Destination management companies ▪ Corporate and incentive planners ▪ Travel media, influencers and bloggers
Trade and Consumer Events	<ul style="list-style-type: none"> • Tourism Ireland Events • Emerging market events and initiatives • Irish Festivals •
Media Advertising	<ul style="list-style-type: none"> • Targeted magazines • Targeted Newspapers • Guidebooks • Targeted TV Advertising •
Public Relations	<ul style="list-style-type: none"> • Targeted Articles and Reviews • Travel Media events – previews, press releases, familiarisation events • Publicity Campaigns at events (Sporting Events, Festivals, and Heritage Week etc.) • Radio and TV Interviews, publicity opportunities • Sponsorship (in-kind i.e. use of venue, free passes, free programmes etc.) •

A range of marketing materials including post cards, brochures, maps, trade event pop-ups, local signage and flags should be developed to further promote the area.

‘Things to do’ and information brochures should be distributed to all accommodation providers, holiday homes and local businesses.

7. Plan Implementation and Management

7.1 Management Structure



This structure would see the formation of two new sub committees with responsibility for Tidy Towns and Infrastructure and Tourism & Marketing. The structure would also see the existing General Managers Role of CFLT change to focus on operations of the CFLT services. An additional post is required to develop business and tourism in the area and for implementing an annual marketing plan for the area.

It is recommended that the Company recruits a Tourism & Business Development Manager and employ a marketing graduate through the Job Bridge Programme or through the Graduate Placement office in IT Tralee. Further internships would be offered during the peak seasonal months.

7.1.1 Sub Committees

Committees would each operate from a terms of reference and would be ideally represented by a cross section of the community. Each committee would appoint a Chairperson who would represent the committee on the Board of the CFLT. The following responsibilities are guidelines only, the specific functions of each sub-group will need to be agreed jointly so as to avoid duplication.

Tidy Towns Sub-Group:

- Liaise with Kerry County Council re infrastructure improvements and upgrades
- Maintenance of public areas.
- Work with Tourism Sub Group and Kerry County Council re signage requirements, car parking facilities, upgrade to walks and other infrastructure requirements resulting from future tourism plans.
- Implement annual Tidy Towns Plan.
- Coordinate community clean ups.
- Liaise with local business and property owners regarding building maintenance, painting and landscaping.
- Identify funding and sponsors to finance ongoing maintenance works, landscaping and planting.
- Liaise with National Tidy Towns re annual competition,
- Liaise with Kerry County Council re Pride of Place and other community initiatives.

Tourism & Marketing Sub-Group:

- Overall responsibility for developing and implementing a tourism strategy and plan for the area
- Liaising with local businesses and services to develop a comprehensive product offering for people visiting the area i.e. Accommodation, Food and Drink, Transport, Activities
- Overseeing the Marketing and Promoting the area through existing tourism channels nationally and overseas.
- Liaising with individual festival and event promoters and developing new events specifically in the shoulder season.
- Developing a coordinated annual programme of activities in consultation with businesses, festival and event promoters and external agencies.
- Management of marketing materials, website, social media and apps.

7.1.2 Volunteering

The success of any local community plan is dependent on the 'buy-in' and support from the local community. Successful towns and villages all over the Country have one major factor in common – people working together to improve their communities. People showing pride in their local communities. Success in tidy towns, tourism projects, developing facilities, fundraising etc. are all built on volunteerism at local level. People should be encouraged to volunteer in their local communities by following some basic principles:

- People should be identified that have particular skills and/or experience
- People should only be asked to do voluntary work where they feel they can contribute or in an area that is relevant to them (i.e. match projects to people's skills and interests)
- Volunteers need to be supported, encouraged and rewarded
- If and where appropriate, volunteers should be offered training
- Get external support in recruiting and managing volunteers e.g. Kerry Volunteer Centre

7.2 Governance

It is important for all community organisations to implement good governance policies within the organisation. A new website outlining the new governance code is an excellent resource to assist in developing policies and procedures within the Company. The 5 key principles outlined in the Code are provided below for reference and should be adopted by the Community Council. The complete draft code and guidelines can be downloaded from <http://www.governancecode.ie/code.php>

1. *Providing leadership for our organisation by*
 - Agreeing our purpose, vision and values and ensuring that they remain relevant and valid.
 - Developing, resourcing, monitoring and evaluating a plan to make sure that our organisation achieves its stated purpose.
 - Managing, supporting and holding to account staff, volunteers and all who act on behalf of the organisation.
2. *Exercising control over our organisation by:*
 - Identifying and complying with all relevant legal and regulatory requirements.
 - Making sure that there are appropriate internal financial and management controls.
 - Identifying major risks for our organisation and deciding ways of managing the risks.
3. *Being transparent and accountable by:*
 - Identifying those who have a legitimate interest in the work of our organisation (stakeholders) and making sure that there is regular and effective communication with them about our organisation.
 - Responding to queries or views of stakeholders about the work of our organisation and its governance.
 - Encouraging and enabling the engagement of those who benefit from our organisation in the planning and decision-making of the organisation.
4. *Working effectively by:*
 - Ensuring that our governing body, individual board members, sub-committees, staff and volunteers, where applicable, understand their role, their legal duties and their delegated responsibility for decision-making.
 - Making sure that as a board we exercise our collective responsibility through board meetings that are efficient and effective.
 - Making sure that there is suitable board development, recruitment and retirement processes in place.
5. *Behaving with integrity by:*
 - Adhering to high standards of honesty, fairness and independence
 - Understanding, declaring and managing conflicts of interest and conflicts of loyalties.
 - Safeguarding and promoting our organisation's reputation.

7.3 Finance

The strategic themes and actions previously outlined will require some level of finance. Within each action plan a source of possible funding has been identified.

It is a key role of community based groups to only plan and develop initiatives that can be core funded and that will not require debt only in circumstances where this debt can be sustained through some level of income generation.

Financial Planning should be undertaken annually to identify the operational costs of existing and planned future projects.

Full financial analysis including cost-benefit analysis and value for money appraisals should be carried out on all new initiatives.

The ideal financial model for any community group is that each project should be self-sustaining through initial grant aid, specific fundraising or sponsorship for that project or in some cases income generated through the project.

A fundraising strategy and plan outlining timelines for various fundraising activities should be prepared annually. This plan and the income raised should be evaluated at year end to determine if targets were achieved and if fundraising could be improved.

7.3.1 Financial Procedures

Community Organisations with responsibility for financing projects must adhere to the contractual arrangements and conditions of all grant aid awarded. The lead organisation in future projects will need to carry out all reporting functions and financial returns as outlined by Funding Organisations and any Government Department.

All matters in relation to purchasing, procurement of services should be done in accordance with the public tendering procedures. All such procedures should be done in an open and transparent way.

Full guidelines on grant criteria, draw down procedures, tendering policies and dual funding restrictions (di-minimis funding) should be sought from all potential funding organisations.

Financial and tax advice should be sought from qualified accountants before making any financial decisions regarding capital projects and the purchasing of lands and buildings.

7.4 Project Evaluation

The implementation of the actions recommended in this plan should be managed and evaluated on an ongoing basis. Individual projects which are grant aided will require specific evaluation by the funding organisation. By undertaking an evaluation, the organisations responsible can identify areas that need to be addressed, identify needs within the community, and respond accordingly. By evaluating the work done organisations can measure results against its objectives and promote the achievements to the community and external stakeholders.

The aims of the ongoing evaluation will be to:

- Measure performance against stated objectives
- Identify needs within the community as they arise
- To maintain a high level of quality and service
- To communicate achievements to all stakeholders

Evaluation will be ongoing and will be quantitative and qualitative.

Evaluation Methodologies

- Reporting at relevant group committee meetings
- Financial reporting by relevant group finance committee
- Community Surveys
- Project Beneficiary/Participant Surveys
 - Postal Surveys and door to door surveys
 - Online Surveys
 - Focus Groups
- External Evaluation of projects
- Review of outcomes of projects by new association.

7.5 Future Project Planning

The following points refer to a set of generic guidelines to follow when planning, developing, financing and managing community based projects. These are only to act as a general guide, all projects being developed should meet the necessary criteria and procedures laid out by the agency/organisation and/or department which will be financing the project.

- Needs analysis to identify the need for any project must be completed and all relevant groups/individuals must be consulted with.
- Identify at an early stage and agree the structure under which the project will be developed.
- Identify the costs of developing the project.
- Identify possible sources of funding for the project.
- Identify the costs of operating the project once started.
- Identify the operations and management requirement of the project long term.
- Is the project viable and can it be sustained (financially, resources and staffing/volunteers)
- In projects involving more than one group a clear set of terms of reference and a memorandum of understanding between groups should be prepared outlining the roles and responsibilities, and expectations of each group.

Project Financing

The following guidelines in relation to grants are relevant for most grants. Always research the criteria relating to the grant and the conditions associated with the grant draw down before applying.

- Identify grants that are relevant and suitable to the work the organisation is currently or is planning to do.
- Research the grant criteria, guidelines and conditions.
- Consult with the relevant grant authority re application process, deadlines, requirements etc.
- Research other similar projects.
- Meet all necessary pre-application requirements:
- Needs analysis completed.
- Proposal and application form completed.
- Relevant number of quotations received.
- Matching finance must be in place.

- Other conditions met e.g. ownership/lease arrangement, insurance, tax clearance, planning permission etc.
- If successful review conditions and adhere to draw down requirements.
- Remember where grant aid is awarded all expenditure must be incurred first (after grant has been approved) and invoices, receipts and bank statements approved before the grant is released.
- Therefore, bridging finance may be required to cover the initial expenditure.
- Loan Finance
- When applying for loans the banks (commercial and social) will seek a business plan and financial projections outlining the repayment capacity on the loan.

Project Management

- The necessary structures must be in place before a project can be successfully developed and managed.
- In some cases, external consultants are contracted to manage projects i.e. capital projects (construction management)
- For larger organisations a project management committee should be set up to manage the specific project.
- Annual budgets should be prepared based on the running costs of a project and an annual fundraising strategy and plan should be developed.
- All projects should be evaluated and in all cases where grant aid is provided to a project the funding organisation will request an evaluation under the grant conditions.
- It is important to identify at the planning stage the long term commitment required in sustaining community projects.

8. Action Plan

8.1 Implementation Structure Action Plan

Ref.	Action	Responsibility	Supported By	Timeframe	Budget Required	Potential Funding	Indicators
ST1	Establish Tidy Towns Sub Group Identify key people in the community to take the lead <ul style="list-style-type: none"> Call public meeting to promote the benefits of the sub groups Invite people to join. Seek nominations to set up a committee and elect Chair, Secretary and Treasurer Establish Terms of Reference 	CFLT Board & Manager	External Facilitator (NEWKD Mentor or Údarás Mentor)	Q4 2016	Set up costs. Equipment. Materials	NEWKD (LEADER) Kerry Co Co	Sub Group Established with clear terms of reference
ST2	Develop and submit proposal to recruit Marketing & Business Development Coordinator <ul style="list-style-type: none"> Job Description to be agreed Salary levels to be identified and agreed Potential Funding to be identified and business proposition presented to potential funders 	CFLT Board	Údarás na Gaeltachta NEWKD Kerry Co. Co.	Q4 2016	Salary (TBI)	Údarás na Gaeltachta Kerry Co. Co.	Funding sourced to recruit new coordinator
ST3	Review Structure of CFLT incorporating new sub group structures and develop new contracts based on revised roles for existing and new employees. Establish the new Marketing and Tourism Sub Group	CFLT Board	External Facilitator	Q1 2018	Facilitator Fees	NEWKD (Mentor Support)	Policies and Procedures and in place and new contracts issued
ST4	Develop company annual budget and funding plan (fundraising, income from fees, grant aid etc.)	CFLT Board and Management	Company Accountant	Q4 2017 Q1 2018	-	-	Annual Financial Plan completed
ST5	Develop Tidy Town Annual Budget and Financial Plan	Tidy Towns Sub Group	Tidy Towns Unit DECLG ¹⁴	Q4 2017 Q1 2018	-	-	Annual Financial Plan completed
ST6	Evaluate Project Management and Progress	CFLT Board & Management	-	July 2017 Q1 2018	External Evaluator Public Meetings	Own resources	Project Evaluations complete

¹⁴ Department of Environment, Community and Local Government

8.2 Infrastructure Action Plan

Ref.	Action	Responsibility	Supported By	Timeframe	Budget Required	Potential Funding	Indicators
IN1	Submit a proposal to Kerry County Council re required infrastructure upgrades including: <ul style="list-style-type: none"> Signage on R550/R560 Junction Signage on approach roads to Cloghane and Brandon Car parking at Beaches and Brandon Pier Interpretative Signage at Beaches, and Viewing Points Road Improvements where required Hedgerow maintenance where required Maintenance to Pier at Brandon (repair and extend ladder) 	CFLT Board & Management Tidy Towns Sub Group Continuous lobbying by locals	Kerry County Council Roads Dept. Environment Dept. Local Area Engineer NEWKD re interpretative signs	Q1 and Q4 2018	-	-	Kerry County Council include some or all upgrades in programme of works Timeframe to be agreed with the Council
IN2	Commence discussion with Kerry County Council re applying for Blue Flag Beach Status	CFLT Board & Management Tidy Towns Sub Group	Kerry County Council Environment Dept.	Q3 2018 Blue Flag Beach Status by 2020	-	-	Blue Flag Beach Status by 2020
IN3	Install new interpretative signage at Brandon Point, and Brandon Pier	CFLT Board & Management Tidy Towns Sub Group	Kerry County Council Fáilte Ireland OPW/NPWS Irish Whale and Dolphin Group Bird Watch Ireland	Q2 2018	TBI	NEWKD (LEADER)	Signage Designed and Installed
IN4	Investigate the feasibility of developing a Youth Café at Halla le Chéile. Study to identify the potential of doing teas and coffees and if could be used as an Information Centre	CFLT Board & Management	Youth Club KDYS NEWKD	Q1 2018 To be established by Q1 2019	TBI	NEWKD (SICAP) KDYS Sponsors Fundraising	Youth Café established
IN5	Apply for funding to develop indoor fitness facility in Halla le Chéile (Incorporating improvements to the Handball Court)	CFLT Board & Management	Kerry County Council	Q2 2016 ¹⁵ Q3 2018	€10K-€15k	Community Support Fund	Funding Secured

¹⁵ Funding applied for in April 2016

Ref.	Action	Responsibility	Supported By	Timeframe	Budget Required	Potential Funding	Indicators
IN6	Apply for funding to develop facilities for the rowing club <ul style="list-style-type: none"> Consult with an architect and/or planner re planning and regulatory requirements for developing modular structure to store boats and equipment Prepare designs and seek quotes Prepare project proposal ahead of any future grant aid application 	Rowing Club Supported by CFLT	DTTS ¹⁶	Depends on call for proposals (presume Q1 2018)	TBI	Sports Capital Programme Own Funds (min 5%) Sponsors and or Fundraising	Application Submitted Application Successful
IN7	Develop Tidy Town Plan Please refer to section 4.8.1 for structure and planning recommendations	Tidy Towns Sub Group	Tidy Towns Unit DECLG NEWKD RSS/TUS	Initial Plan Q1 2017 Annual Plan thereafter	TBI	Kerry CoCo NEWKD Fundraising Local Contributions Sponsors	Tidy Towns Competition Report Village enhancements
IN8	Secure High Speed Broadband to the Cloghane and Brandon Identify optimum solution based on investment cost, ongoing contract costs for residential and business users and reliability	CFLT Board & Management	Broadband Provider Potential Funders Lobby Politicians	<ul style="list-style-type: none"> Initial Discussions Q2 2016 Roll out dependent on availability Fiber Optic to be rolled out by Q3 2018 	TBI	TBI	High Speed Broadband Secured for the area.
IN9	Upgrading of Sports Recreational Field at Halla Le Chéile <ul style="list-style-type: none"> Consult with an architect and/or planner re planning and regulatory requirements for developing modular structure to store boats and equipment Prepare designs and seek quotes Prepare project proposal ahead of any future grant aid application 	CSCB Supported by CFLT	DTTS ¹⁷	Depends on call for proposals (presume Q3 2018)	€125,000	Sports Capital Programme Own Funds (min 5%) Sponsors and or Fundraising	Application Submitted Application Successful

¹⁶ Dept. Transport Tourism and Sport

¹⁷ Dept. Transport Tourism and Sport

8.3 Tourism Action Plan

Ref.	Action	Responsibility	Supported By	Timeframe	Budget Required	Potential Funding	Indicators
T1	Establish a Tourism and Marketing Sub Group	PR of the community	CFLT Board, Dingle Peninsula Tourism Association, Údarás na Gaeltachta, Kerry County Council and Fáilte Ireland	Q1 2018	TBI	Subject to funding	Increased PR for the community resulting in leads and revenue generated in the community.
T2	Submit proposal to Údarás na Gaeltachta re supporting the employment of a Tourism and Business Development Coordinator for Cloghane & Brandon	CFLT Board & Management	Údarás na Gaeltachta, Cumann 500	Q3 2017	TBI	Subject to funding	Development Coordinator employed
T3	Submit proposal to Údarás na Gaeltachta, Kerry County Council and Fáilte Ireland re developing the Údarás site at Cloghane to incorporate a Mount Brandon Base Camp Issues to be addressed include site master plan, planning requirements, timescale and funding available, etc.	CFLT Board & Management Lobby local Politicians	Údarás na Gaeltachta, Kerry County Council and Fáilte Ireland	Q4 2017 Q1 2018 Time frame for completion of base camp subject to planning and funding	Design and Planning Fees Creation of Business Plan Fees	Údarás na Gaeltachta Leader KCC Fáilte Ireland	Funding Identified Planning Submitted
T4	Investigate the possibility of developing camping areas (Camper Van Service Bays, Pods, General Camping area) on the development site	CFLT Board & Management	Údarás na Gaeltachta, Kerry County Council and Fáilte Ireland	Q3/Q4 2017 Time frame for completion of base camp subject to planning and funding	Design and Planning Fees	TBI	Funding Identified Planning Submitted Has been developed by local business.
T5	Undertake feasibility study and site assessment for the development of a Blueway in Cloghane and Brandon	CFLT Board & Management	NEWKD South West FLAG ¹⁸	Q4 2017	Study Costs approx. €5K Site Assessment Trail Design Feasibility	NEWKD FLAG	Feasibility Completed Trails Approved (if applicable) Has been completed by Dingle Peninsula

¹⁸ Fisheries Local Action Group

					Study Funding Application		Tourism Association
T6	Develop Blueway Trails (subject to approval from National Trails Office)	Blueway Committee Local Providers	National Trails Office NEWKD Kerry County Council	TBI – based on site assessment Potentially Q1 2018	€15 - €20K	NEWKD (LEADER) FLAG	Blueway Trails Developed

Ref.	Action	Responsibility	Supported By	Timeframe	Budget Required	Potential Funding	Indicators
T7	Undertake a feasibility study on developing the Look Out Tower at Brandon Point	Tourism Sub Group Tourism coordinator ¹⁹	Kerry County Council OPW Heritage Council Dept. of Defense Landowner	Q3 2018	Design and Planning Fees	TBI	Feasibility Study Completed
T8	Develop a Trails App covering Ecology, Archaeology, Geography and Heritage Trails	Tourism Sub Group Tourism coordinator	Kerry County Council Fáilte Ireland National Trails Office IT Tralee NEWKD	Q1 2018 Project Time Frame 12 months (launch Q4 2018)	TBI	NEWKD FLAG (LEADER) Sponsors Others TBI	Trails App Developed and promoted
T9	Develop a water based and land based activity development and marketing plan Focusing on water sports and adventure sports/activity	Tourism Sub Group Tourism coordinator	Fáilte Ireland Kerry Local Sports Partnership Go Kerry Local Water Sport Activity Providers Adventure Sport Organisers	Initial development in Q1 2018 Roll out activity plan over next 3 years to 2020	Marketing Infrastructure at Pier and on the beaches	Grant Aid (TBI) Sponsors Private Investment (providers)	Development Plan in place and implemented on a phased basis
T10	Develop a culture & heritage tourism development and marketing plan Focusing on promoting the Irish Language, Culture and Heritage of the area	Tourism Sub Group Tourism coordinator	Fáilte Ireland Heritage Office Kerry County Council Údarás na Gaeltachta	Initial development in Q1 2017 Roll out activity plan over next 3	Marketing	Grant Aid (TBI) Sponsors Local Business	Development Plan in place and implemented on a phased basis

¹⁹ This is assuming this position is funded

			Go Kerry Local Business	years to 2020			
T11	Implement PR Strategy to; Promote what events and activities are being held in the community. Promote the success and milestones of the Community Development Plan	Tourism Sub Group Tourism coordinator	Fáilte Ireland Heritage Office Kerry County Council Údarás na Gaeltachta Go Kerry Local Business ITT Students Secondary School Students	Roll out activity plan over next 3 years to 2020	Marketing	Grant Aid (TBI) Sponsors Local Business	Development Plan in place and implemented on a phased basis

Ref.	Action	Responsibility	Supported By	Timeframe	Budget Required	Potential Funding	Indicators
T11	Develop an annual sustainable festival programme	Tourism Sub Group Tourism coordinator	Fáilte Ireland Arts Council Kerry County Council Local Artists Local Business ITT Students Secondary School Students	Initial development in Q1 2018 Roll out activity plan over next 2 years to 2020	Marketing Operational Costs	Grant Aid (TBI) Sponsors Fundraising Local Businesses	Development Plan in place and implemented on a phased basis
T12	Investigate the opportunities to develop Geo-Tourism in the area	Tourism Sub Group Tourism coordinator	Fáilte Ireland Kerry County Council National Geographic	Initial development in Q2 2018 Roll out activity plan over next 2 years to 2020	TBI	TBI	Potential Partnership with National Geographic

8.4 Enterprise Action Plan

Ref.	Action	Responsibility	Supported By	Timeframe	Budget Required	Potential Funding	Indicators
ENT1	Submit proposal to Údarás na Gaeltachta, Kerry County Council and Fáilte Ireland re developing the Údarás site at Cloghane to incorporate an Enterprise Facility providing Incubation Space for Start Ups, Food Producers and the Creative Sector. Issues to be addressed include site master plan, planning requirements, timescale and funding available	CFLT Board and Management	Kerry County Council Údarás na Gaeltachta Kerry Local Enterprise Office NEWKD	Q3 2016	Design and Planning Fees	TBI	Project Accepted Planning Applied for Planning Approved
ENT2	Develop programme of supports (training and mentoring) to assist local people to identify business opportunities and develop new businesses Develop programme of supports (training and mentoring) to assist established businesses grow and develop new business opportunities	CFLT Board and Management	NEWKD (Enterprise Supports) Kerry Local Enterprise Office (Training Supports) South West Gno Skillnet	Q2 2018	Training Budget	NEWKD Kerry LEO South West Gno Skillnet Participant contribution	Training Courses and Mentor Support Provided
ENT3	Carry out a Feasibility Study on the development of a local produce food brand covering one type of product (e.g. lamb) or a range of local produce. The Study should include the development of a co-operative food market selling and distributing local food produce.	Tourism/Business Development Coordinator	Board Bia Kerry Local Enterprise Office Teagasc (farm produce) BIM (fish)	Q3 2018	TBI	Kerry Local Enterprise Office Feasibility Grant NEWKD LEADER IT Tralee Research	Study completed with recommendations

8.5 Language and Culture Plan – Irish Language Tourism

The Action Plan outlined here will complement rather than duplicate the actions to be recommended in the Irish Language Plan (Plean Teanga) currently being produced. This action plan should be revised subject to the outcomes of the Plean Teanga. The organisations responsible for implementing the actions will be identified following publication of the Plean Teanga. The timeframe and costs of implementing these actions will also need to be determined following the publication of the Plean Teanga.

Where applicable reference has been made where applicable to the inclusion and promotion of the Irish language in each of the strategic themes discussed in this plan. The following table summarises the key recommendations to be implemented in order to promote and sustain the Irish Language

Ref.	Action	Ref	Actions
LC1	Develop and expand the Irish Language College and Summer Camps Target adult market Target overseas visitors interested in learning the language Develop partnerships with Sacred Heart University Dingle Campus – Irish and Cultural Studies	LC5	Use social media to promote the language – e.g. Tweets as Gaeilge. Irish language Blog
LC2	Promote the use of Irish Language in the proposed youth café and gym. Develop initiatives such as fitness through Irish	LC6	Identify influencers to promote the Irish Language – Sports People, Musicians, Artists, Actors, Business People, Politicians to promote the use of the Irish Language
LC3	Promote the Irish language and get young people engaging with the language through the medium of art, song, drama and film. Develop small scale productions through the youth club and National School	LC 7	Include Irish Language themed festivals as part of the annual festival programme – e.g. an eclectic festival through Irish (music, dance, comedy, talks etc.)
LC4	Promote the language to visitors through introducing them to basic words and phrases in conversation in pubs, restaurants and accommodation providers	LC8	Support parents through support materials, media (DVD, Podcasts, Online Forum etc.) Encourage school kids to converse with their parents in Irish. Develop support groups through coffee mornings, discussion groups etc.

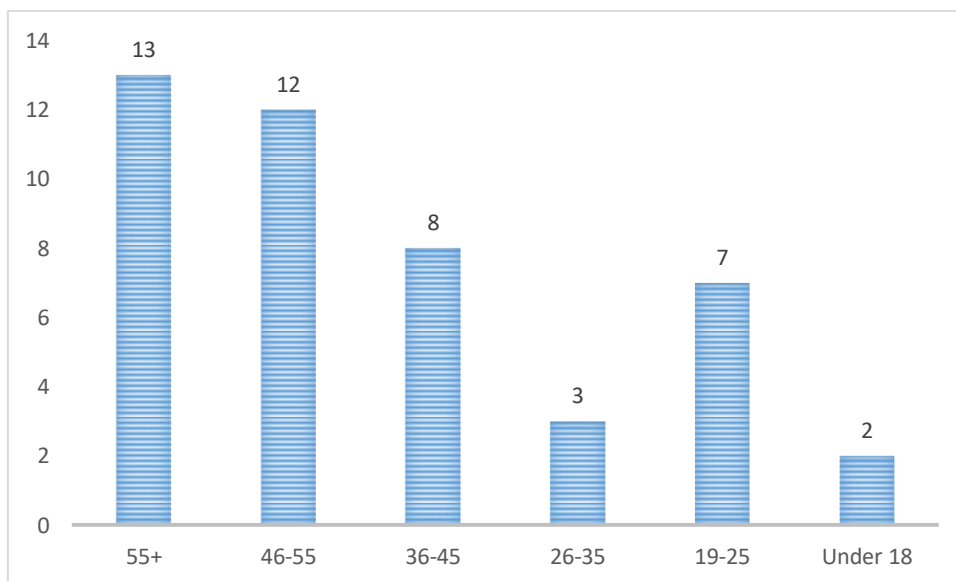
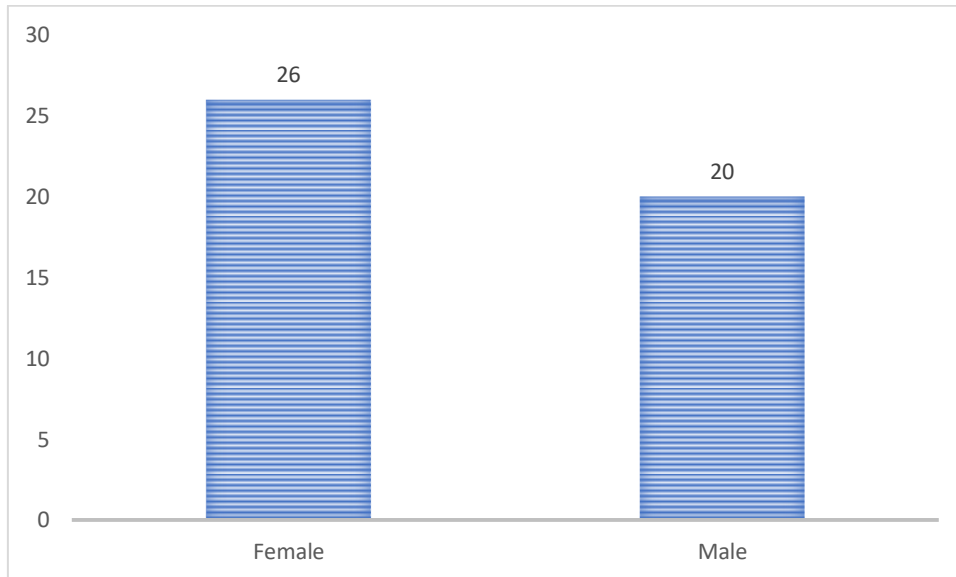
Appendix I Tidy Towns Structure and Planning Recommendations

1. Develop a Tidy Towns Group by encouraging membership and identifying people with key skills which will contribute to the overall development of the Tidy Towns Structure and Plan. Local businesses should be encouraged to join the group.
2. Enter the Tidy Towns Competition in order to attain an initial assessment and report outlining necessary recommended works to be undertaken.
3. Carry out a skills/interests audit of the volunteers and assign tasks accordingly.
4. Identify possible support for maintenance work through existing or new CE schemes, Rural Social Schemes or TÚS workers.
5. Identify any training supports that may be available and make the volunteers/workers aware of any training programmes.
6. Liaise with the National Tidy Towns, Kerry County Council, North & East Kerry Development, Dept. of Environment and any other relevant organisation/agency.
7. Develop an annual work programme with key time frames, allocation of resources and workers/volunteers and an estimate budget and potential source of finance for each action.
8. Maintain a record or log of all work completed or deferred and evaluate on an ongoing basis the success or otherwise of work completed. This will allow for a more accurate report to be used as the basis for the annual entry to the National finals.
9. Where practical and possible maintain a video diary and a photographic record of all actions. This would be useful for judging purposes and also for inclusion in grant or sponsorship packs.
10. Develop an annual funding strategy based on a mix of fundraising, identified grant aid, in-kind support and sponsorship.
11. Put in place a communications strategy within the town and wider community through community notes, website, Facebook page, text alerts for volunteers, posters campaign around clean up days etc. Try to minimise the use of paper based correspondence such as flyers, leaflets etc.,
12. Liaise with the primary school, clubs and parents in relation to getting young people involved in clean ups and in protecting the environment.
13. The students from the school could also take part in planting days and could possibly grow some plants for transplanting within the school or at home.

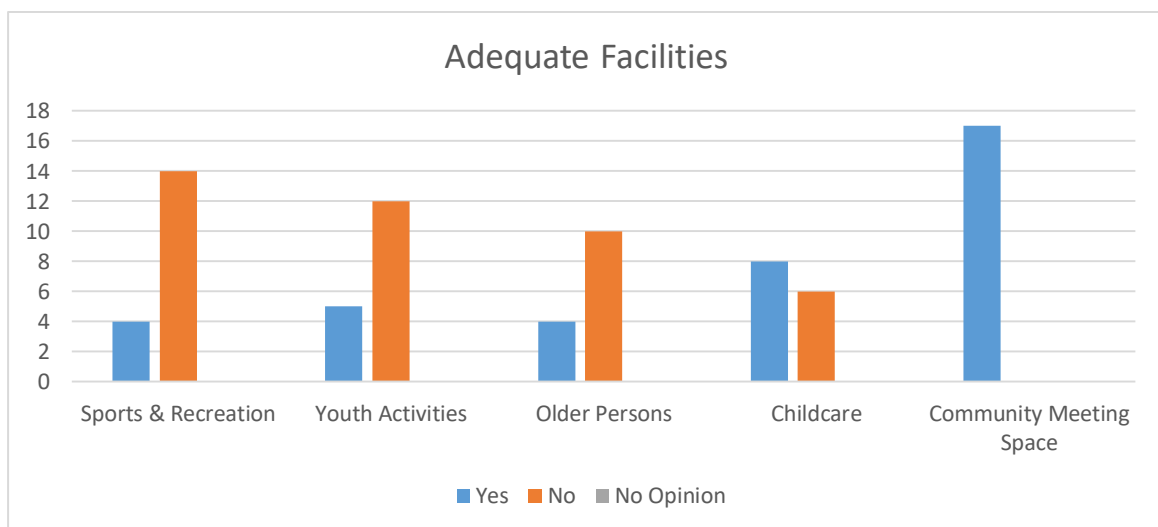
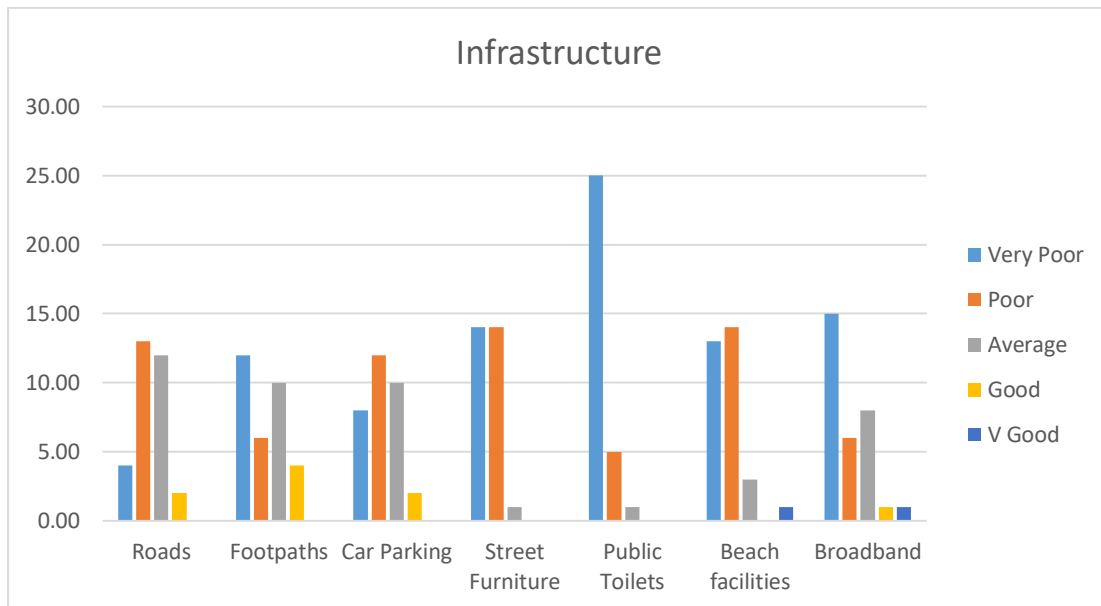
14. Organise competitions within school for poster campaigns and awareness campaigns around littering, waste management, dog litter, recycling, grow your own schemes etc.
15. Write to all businesses and organisations with a summary of the annual work programme and seek their support and assistance. **If every business and organisations and resident looked after their own space it would reduce the voluntary effort involved, reduce the cost and would increase the overall appearance and impression.**
16. Identify signage options raising awareness with visitors about the locations of litter bins, recycling centres etc.
17. Undertake an information campaign through holiday homes and self-catering accommodation re waste management and litter reduction.
18. Undertake a Reduce Re-Use Recycle Campaign within the school and with local businesses through the Tidy Towns.
19. Upgrade the location of the 'bring banks' at the Halla using simple screening and planters.
20. Identify key areas for interpretative signs particularly on walking trails and viewing points. Liaise with Heritage and Environment Department Kerry County Council, Bird Watch Ireland and Ireland Whale and Dolphin Group for information.
21. Identify possible funding to carry out a bio-diversity and habitat study of the area.
22. Investigate potential projects under waste minimisation with the Environmental Awareness Officer in Kerry County Council (Michael O Coileáin) and with possible assistance through the Green Home Programme run by An Taisce. (www.greenhome.ie)
23. Undertake a complete inventory of derelict buildings and sites and present to Kerry County Council with recommendations to upgrade at a minimum the visual appearance. Through the County Council identify the owners of the property and seek for external works, e.g. painting, repairs to windows, permission to use boarding on windows for murals and empty window space for displays. Seek immediate repair to damaged and dangerous (risk to the public) structures (e.g., roofs, balconies, canopies etc.)
24. Consult with land and property owners and Kerry County Council on the repair and maintenance of fences, walls, entrances, signage, hedgerows and footpaths.
25. Work closely with residents and management of holiday homes to encourage maintenance of green areas and buildings. Support through voluntary effort coordinated planting days.
26. Consult with land and property owners and Kerry County Council re improvements to the approach roads to the town i.e. planting, grass verges, and welcome signage, information signage and treatment of derelict buildings.

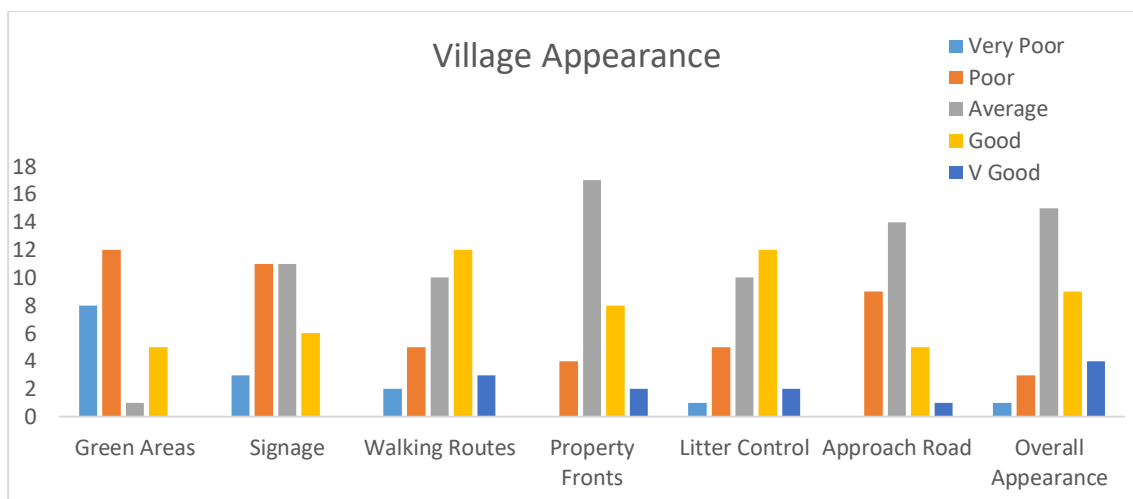
Appendix II Full Survey Results

Community Survey - Demographic



Community Survey Feedback





What facilities should be improved or developed in the community as a priority?

- There isn't anything for people between the ages of 15-25 – youth activities including sports facilities.
- A gym for all ages, visitors alike. Fitness classes.
- Societies for older population with day trips.
- Mens Shed.
- Pier in Brandon, Diving Board, Marina for boats.
- Bi-Lingual signs about community events at Halla and shop.
- Better web site for Cloghane and Brandon.
- Community football field to be developed.
- Sewerage in Cloghane.
- Toilets and Blue Flags on the Beaches
- Use Blue Way funds to promote water sports tourism.
- Fishing, Walking, Hikes, Tours, Cycling, Watersports.
- Accommodation.
- Creche .

What are the main barriers to encouraging more visitors to the area?

- Access – unless you have a car then there is only the one bus a week which is restricting for people who cannot drive
- No tourist organisation
- No printed literature ie brochures
- No dedicated website
- Poor public transport and signage
- Lack of proper facilities
- Tourists don't know that attractions here
- Lack of accommodation – B & Bs
- Things to do in the area for younger people
- Geographical remoteness

- Lack of advertising
- Non integrated e-marketing of the area
- It's not widely known, even some people in Kerry aren't sure where it is
- Road quality & signage. Accommodation facilities
- Where is Cloghane, Brandon on the Map of Ireland? Only 1 Bus Eireann Bus a week to Cloghane
- Lack of activities that would keep someone in the area for a week.
- The weather
- Recreation facilities are not there and the broadband in the area is ridiculously slow
- Proper broadband. No facilities or amenities for teenagers on holidays so families tend to leave the area when kids reach this age group.
- Nothing to do ...need indoor facilities because it rains a lot. Increase water sports. Kids can wear wetsuits. Need activity options beside football and soccer...we are surrounded by water and mountains need to utilise these.
- Lack of Signage. It should also be bi-lingual for those that cannot speak Irish
- More up market accommodation for b&b

What can be done to enhance tourism and encourage visitors to the area?

- www.cloghanebrandon.com should have local businesses listed and info on what you can do, not just events.
- Poor infrastructure.
- Clean up the area and advertise our good points ie mountains and long sandy beaches
- Better marketing.
- More accommodation
- Partner up with communities in Britain. Advertise to like minded people, to European schools, collages selling our walking routes and beaches – sell as a whole package.
- Set up private transport between Dingle and Cloghane Brandon to attract day trippers.
- Better signage
- Develop the local areas ie Pier, river, mountains.
- Open a small local interest museum.
- Set up Facebook Page and market the beauty of the local area and it's closeness to Dingle.
- Create a summer colaiste/Gaeltacht. Parents want somewhere safe for their children to learn Irish, cloghane Brandon
- is perfect as it's essentially a cul de sac with less tourist buses than the likes of Ventry etc...
- Improvement on the above also marketing the area
- Clean up the area and Advertise our good points, High Mountains and Long sandy Beaches
- More info about what is available. Sign posted walking routes that are accessible to all grades of walkers, not just serious walkers.
- Tidy towns. Improve appearance of area
- Better facilities, better broadband,
- See answer to question 6. Also weekends/ weeks/days for people to learn Irish language/Irish dance/music/singing and customs. Maybe Irish school like Muirioch and Ceann tra. Different activity weekends...art, dancing, hill walking.
- Organise sight-seeing trips...people like things to be organised for them... bus, guide, food,
- Signage in Camp, get people to come thus way when heading for Dingle
- Marketing

What type of tourism initiatives should be focused on and developed?

- Private transport between Dingle and Cloghane Brandon.
- Bus tours of areas historic sites.
- Guided walking tours.
- Cycle lanes.
- Use of Dingle Tourist Office to hand out information on the area.
- Water sports and activities.
- Angling, Hill walking, Fishing, Music and Food.
- Activities like Feile which would attract young people.
- Develop a heritage centre and experience similar to Dublinia Viking Experience.
- Develop old Church and Graveyard. History of old churches to be displayed in public.
- Craft Workshops.
- Build on existing strengths.
- Boat Trips at Brandon, Golf.
- Team building weekend/week – target big companies.
- Water sports, hill walking & look at areas such as Irish Language courses, horse riding etc
- Nature walks up the Hills and Mountains and on the Beaches, The Beaches have so many Opportunities for Tourism
- Activities, Even the Port Yarrock Ship Wreck on Fermoy Beach, and More Info needed about the Island up in Loch a Dúin
- Walking in the area. More boat trips etc. to make use of the beautiful sea on our doorsteps.
- By developing on what we have e.g. scenery,
- Initiatives that attach people to the area and things we can offer and have the best of our people, our pubs, our mountains and our seas. We have to have activities available locally or people just pass through.
- Sports and beech activities
- Eco tourism

What can be done to enhance and promote our language, heritage and culture?

- Keep Tintean going.
- More people to speak Irish
- Bring back “Deontas” in Schools
- Encourage staff in tourism to use language so people have a Gaeltacht experience, all signs to be bi-lingual.
- Museum showing pictures and artifacts with signage in Irish and English.
- More Irish courses
- Quizzes in Irish
- Events through Irish
- Menues should be bi-lingual as should signage in public houses.
- Organise ceilis with full bar licence in high season.
- Offer conversational Irish lessons for visitors or on line lessons using the Gaeltact area as a theme and music
- Heritage Centre
- More cultural events in Hall ie plays.
- Allow more people to live in the community by allowing them build houses in the community – increasing the Irish speaking community.

- Folklore seminars, re-enactment of events in local history similar to TinTea Ceoil with Story Telling.
- Marketing events & courses
- Ag canadh as Gaeilge ins an stíl Sean nos agus ag Labhairt Sean sceal as Gaeilge
- Festivals
- Have more areas where the language was spoken and where people can get information about the area such as a café where they can sit and enjoy the culture
- Encourage more things through English..last year swim and water safety not conducted through Irish if visitors go home with a few words of Irish, it's something different and makes us different.

What are the key barriers to job creation and the setting up of business in the area:

- Not populated heavily enough to guarantee regular business
- Lack of local interest outside of tourism
- Poor broadband
- Poor infrastructure
- Poor services
- Ageing population
- Lack of young working age people
- Lack of premises for small businesses
- No bank facilities ie ATM
- Lack of facilities & funding
- Location and Locating Young Workers because nearly every young person in the area has already Emigrated
- Very poor to non-existent broadband. This is vital and a priority.
- The location, need to focus on bringing people to live in the area and then they can work in the towns

What type of enterprise initiatives should be developed to promote job creation?

- Online office jobs
- Government initiatives to relocate businesses from busy areas
- Specialist food production ie sheep, pigs, beef
- Tourist related business
- Adventure park
- A five-star hotel with leisure centre would attract year round business
- More events in off peak season ie Christmas Festival
- Develop the Udaras site near closed Garda Station
- Grants for Start Up businesses
- Set up business enterprise park for new business start-ups
- Arts and crafts, weaving/knitwear. Artists provide classes for drawing or the chocolate factory in Ballinskelligs/fish smoking facility/micro brewery.
- Funding for SME's, incentives for businesses to set up in the area & support for existing businesses
- I think the businesses that are already in place need to be developed before any other jobs can be created

- Remove SAC status on certain mountain lands to enable farmers to create proper hill walks and afforestation would also lead to the creation of walks and bike trails etc
- On line / marketing/ customer service

Diaspora Survey Results

Diaspora Feedback - What in your opinion are the key things which should be done over the next 5 years in Brandon/Cloghane?

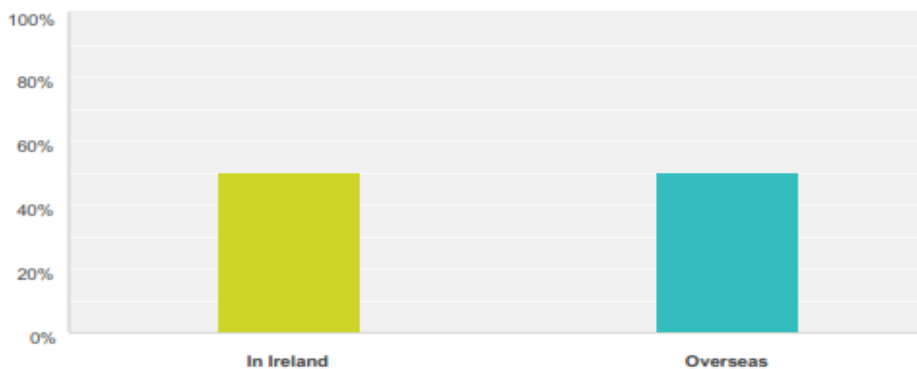
- Creche facility.
- Become slightly less dependent on tourism introduction of some sort of local industry into the area
- Look at planning permission for people who grew up and lived there as this will build capacity in the community.
- Local tours. Lots of local people have so much information and lore, could make tours really interesting and provide
- Local jobs
- Development and more importantly the Implementation of the proposed 'Development Plan'
- Initiatives to encourage young families to move home: planning permission lenience for young families; improved
- Public transport; internet and infrastructure; community events that don't involve alcohol as the center
- Develop employment opportunities in the area, that will bring back the young people living away - encourage people
- To set up their own business e.g. Online business, blogging etc, give people education and support on this.
- There is an opportunity to promote and encourage artisan food producers, we already have Bacus and local honey - could
- Encourage more people to set up artisan food businesses and develop the area as a foodie trail - rent bikes and visit
- The food producers! There are many enterprise programmes available now to promote food and drink businesses e.g.
- Super Valu Food Academy - it could be something worth promoting as a viable employment opportunity in the area.
- Also need to promote the facilities in the area, for many people the only option of socialising in the area is to go to the
- Pub, especially in winter. Set up running groups, cycling club, Men's Shed, book club, supper clubs in the Halla. The area
- Also needs to be promoted more in terms of tourism, many people do not know where we are but once they visit they
- Love the area and come back, need to promote the area - it is a fabulous setting, we have the mountains and the sea
- And more should be done to take advantage of this
- Improve the roads
- Goals should be set where the community has a clear path of where it's going. The skills of local people should be
- Continue to grow local craft businesses and market them well, maintain all local business with a view for expansion
- More initiatives to bring employment to the area. Increase tourism through the creation of more events & activities that appeal to people on holidays.
- The area needs a unique attraction or several unique attractions. Ideas -a craft brewery or a distillery, a cross country
- Orienteering event with proper prizes, a long distance swim event for elite athletes, a local food festival, a cycling event, hill walking festival, do a gathering of Cloghane diaspora from all over the world. And ffs get proper broadband!
- Strengthen fishing community
- Explore other tourism opportunities. I think sports tourism could be huge there. Would love to help if I could

- Strong, stable Broadband. Strengthen community spirit. Highlight difficulties surrounding planning permission. More
- Activities/schemes for locals.
- Job growth, housing, funding for the area to develop amenities
- Do everything to keep tourist business going.

Diaspora Feedback

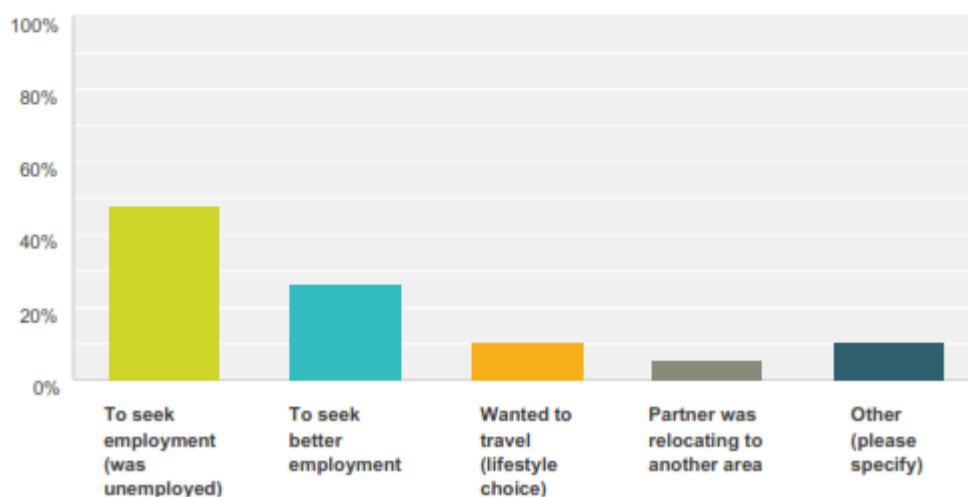
Q1 Are you currently living in another part of Ireland or overseas?

Answered: 20 Skipped: 1



Q2 Why did you emigrate or move to another County?

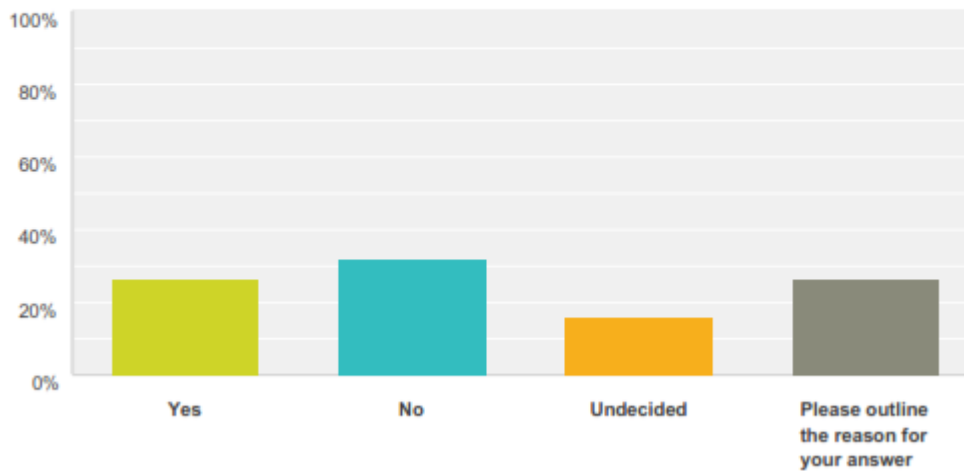
Answered: 19 Skipped: 2



Reasons for leaving – Lack of Planning Permission and Education followed by work

Q3 Are you planning to return to the area within the next 5 years?

Answered: 19 Skipped: 2



What in your opinion are the key factors that would influence your decision to move back to the area?

- Good school infrastructure close knit community
- Nearby work and try again for planning permission
- Retirement
- Family, work opportunities, great place for kids to grow up
- Good employment options
- Work, decent job
- Jobs/amenities
- Availability of jobs in science
- Employment
- Other friends to return also
- Job prospects for me & my spouse
- My skills/qualifications are not relevant to the job market in Kerry (Aviation). So going back is impossible
- Employment and planning
- Employment
- I have no plans to move back - weekends and holidays
- Would like to be near family. School for children
- Jobs, Housing
- More local services
- Employment and local activities and services
- Life style

Strengths

- Beautiful scenery lovely way of life

Opportunities

- Enhance its industries

- Beautiful landscape
- Warmth and Welcoming of the Local Community. The support and encouragement of the local Diaspora overseas.
- Community spirit, scenery, clean air, culture and language
- Unique setting, beauty of surrounding landscape, great community spirit
- Gaeltacht area
- Friendly area
- Location/hard working well to do people
- Landscape, people, culture
- Beautiful surroundings, Irish language, traditions, and slow paced living
- Scenery and hill walking
- Beautiful, unspoilt landscape, peace & quiet, the people - friendly, sense of community, the easy pace of life
- Its 'smallness'. Personal relationships with tourists are possible. Great scenery and beaches.
- People community
- Natural beauty and a fantastic place to grow up
- It's isolation, community spirit & weather (when on side)
- Natural beauty. Pace of life
- Location, scenery
- People and its beauty
- Community spirit, beautiful surroundings
- Scenery

- tourism/farming/fishing which must lead to the creation of more employment
- More local tours run by local people
- A chance to work with the Local and National Governmental Agency's to procure development opportunities to keep
- Our local young families at home
- Potential to work from home with better internet
- Enhance and improve the area as a tourism destination - glamping, festivals, retreats, sporting events etc.
- Promote local festivals to a larger market,
- The area has a large population of young people however many are living away due to economic circumstance, better employment options and support for entrepreneurs might encourage these people to move back to the area.
- Friendships, active lifestyle
- Tourism/summer sports/restaurants/off license

Weaknesses

- Lack of affordable housing for people willing to move to the area/ A Bit isolated without a car
- Some people find change difficult
- Emigration and lack of local employment.
- Transportation, distance from airport
- Distance from major towns and cities, lack of employment opportunities, demise of rural Ireland - e.g. No post office anymore etc.
- No jobs, remote
- Lack of young people/lack of jobs/almost all jobs are construction based
- Isolation from central hubs
- Lack of public travel, lack of indoor activities for winter etc
- Weather and no one around
- Lack of facilities - shop, post office, a cafe, petrol station. Off the beaten track. Lack of employment opportunities for
- Young people

Threats

- Population decline is a very big aspect
- Lack of planning permission makes it difficult for people to move back
- The lack of both local and National Governmental interest in Rural Development.
- Isolation: fewer young families
- Lack of proper broadband is major threat to the economic development of the area, many people can now set up Businesses from their own home with proper internet facilities, if the area had such facilities and support and education was put in place to develop such business opportunities more employment options could be available.
- Dingle is a very popular tourist destination however many people are not aware of the Northern part of the peninsula - opportunity
- To use social media to promote cloghane/brandon e.g.

- No car parking, poor accessibility, no nice coffee shop, no proper hotel - families love the house in a hotel arrangement
- That you can get in other places
- Infrastructure
- Distance from big towns, cities
- Lack of interest from locals, Comharchumann need to be more open & transparent
- Poor community involvement. Same people all the time
- Lack of jobs, housing
- Jobs, services and entertainment
- Lack of employment
- Winter weather

#theothersideofdingle or develop tours of the dingle peninsula

- That include cloghane/brandon.
- Nobody in my age group there
- Young people moving out/leaving the community become a thing of the past
- Lack of jobs forcing people away, difficulty getting planning permission
- Further emigration
- International flights will increase in price when oil goes up. Get Irish visitors into the area and keep them coming
- Unemployment from fishing
- Lack of employment to keep people there
- Ignorance of what may be achieved.
- Apathy
- Younger generation leaving the area
- Nothing to attract people to the area/loss of community
- Lack of employment

