Údarás na Gaeltachta

Ag Forbairt na Fiontraíochta ar Pháirc Ghnó Ghaoth Dobhair

Enterprise Development on the Gaoth Dobhair Business Park

Acrainmn/*Acronym*

ÚnaG	Údarás na Gaeltachta
RCS	An Roinn Coimirce Sóisialaí
DSP	Department of Social Protection
BO&O DnaG	Bord Oideachais agus Oiliúna Dhún na nGall
Donegal ETB	Donegal Education and Training Board
ITLC	Institiúid Teicneolaíochta Leitir Ceanainn
LYIT	Letterkenny Institute of Technology
FÉ	Fiontraíocht Éireann
EI	Enterprise Ireland
LEO	Local Enterprise Office
GFT	Gníomhaireacht Forbartha Tionscail Éireann
IDA	IDA Ireland
LYIT School of Tourism	Letterkenny Institute of Technology School of Tourism
Scoil Turasóireachta LYIT	Scoil Turasóireachta Institiúid Teicneolaíochta Leitir Ceanainn
Acadamh	Acadamh na hOllscolaíochta Gaeilge, Ollscoil na hÉireann, Gaillimh
Acadamh	Acadamh na hOllscolaíochta Gaeilge, National University of Ireland, Galway

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1. Achoimre Fheidhmeach
Executive Summary

1.1 Forbhreathnú

I mí an Mhárta 2014, d'fhógair Largo Foods, an fostóir ba mhó ar Pháirc Ghnó Ghaoth Dobhair ag an am, go raibh siad ag cur deireadh le déantúsaíocht ina n-áis i nGaoth Dobhair agus ag aistriú na n-oibríochtaí ar fad go dtí a n-ionad déantúsaíochta i gCill Dhéagláin, Co. na Mí, agus cailliúint 146 post mar thoradh air.

Bhunaigh Údarás na Gaeltachta grúpa oibre idirghníomhaireachta i mí an Aibreáin 2014 mar thoradh ar líon na bpost a cailleadh, le measúnú a dhéanamh agus réitigh a mholadh le cúiteamh a dhéanamh ar an chaillteanas jabanna sa cheantar. Ba é an fócas a bhí ag an Fhóram Forbartha Fiontraíochta ná moltaí a dhéanamh as a dtiocfadh forbairt nua fiontraíochta agus deiseanna le fostaíocht a chruthú ar Pháirc Ghnó Ghaoth Dobhair. Mar chuid den athbhreithniú, rinne grúpa oibre an Fhóraim Fhorbartha Fiontraíochta measúnú ar na riachtanais ghnó agus ar na dúshláin a bhaineann le fiontar rathúil a bhunú agus a fhorbairt i gceantar tuaithe macasamhail Ghaoth Dobhair. Le linn an phróisis chomhairliúcháin leis na páirtithe leasmhara, thug an Fóram aitheantas don infheistíocht a bhí déanta go dtí sin in infreastruchtúr gnó an cheantair. Ach sin ráite, dúirt siad go raibh roinnt réimsí a gcaithfí díriú orthu le go mbeadh an rath ar cheantar Ghaoth Dobhair san iarracht le fiontair nua a mhealladh agus fostaíocht a chruthú.

Tá roinnt torthaí tábhachtacha agus moltaí sa tuairisc seo agus tá Plean Gníomhaíochta leagtha amach ann le díriú ar na dúshláin sin. Chomh maith le sin, cuirfidh Údarás na Gaeltachta a chlár oibre in ord tosaíochta agus cuirfidh sé na hacmhainní a bhfuil gá leo le hiarracht fiontair nua / fiontair atá ag forbairt a mhealladh le lonnú ar Pháirc Ghnó Ghaoth Dobhair. As sin cruthófar 300 jab nua ar an Pháirc Ghnó thar thréimhse trí bliana (2015-2017).

1.1 Overview

In March 2014 Largo Foods, then the largest employer on the Gaoth Dobhair Business Park, announced that it was to cease manufacturing at its Gaoth Dobhair facility and transfer all operations to its manufacturing facility in Ashbourne Co Meath, resulting in the loss of 146 jobs.

As an immediate response, Údarás na Gaeltachta established an interagency working group in April 2014 to assess and propose solutions to offset and compensate for the job losses in the area. The focus of the Fóram Forbartha Fiontraíochta was to make recommendations that would lead to new enterprise development and job creation opportunities on the Gaoth Dobhair Business Park. As part of its review, the Fóram Forbartha Fiontraíochta working group assessed the business needs and challenges of establishing and growing a successful enterprise in a rural area such as Gaoth Dobhair. During the consultation process with stakeholders, the Fóram acknowledged the investment made in the business infrastructure to date in the area. However, they stated that there are a number of areas that must be addressed if the Gaoth Dobhair area is to be successful in attracting new employment generating enterprises.

This report presents a number of key findings and recommendations and sets out an Action Plan that seeks to address these challenges. Also, Údarás na Gaeltachta will prioritise its resources and put in a place a programme aimed at attracting new entrepreneurs and or expanding enterprises to locate in the Gaoth Dobhair Business Park, and lead to the creation of 300 new jobs on the Business Park over 3 years (2015-2017).

1.2 Príomh Mholtaí

Ina chuideachta seo, tá liosta de na príomh-mholtaí atá aontaithe ag an Fhóram Forbartha Fiontraíochta.

Is iad na príomh-mholtaí atá ag an Fhóram ná:

1. Go rachaidh na gníomhaireachtaí a bhfuil dualgas oiliúna agus fostaíochta orthu i gcomhairle leis na fostóirí i dtaca leis na heasnaimh reatha scileanna atá acu mar aon leis na riachtanais scileanna a bheidh acu sa todhchaí. Cinnteoidh sé sin go gcuirfear cúrsaí oiliúna cuí ar fáil a bheidh dírithe ar a gcuid riachtanas, le cinnitú go mbeidh soláthar scileanna oiriúnacha sa cheantar.
2. Go ndéanfadh Údarás na Gaeltachta acmhainní a leithdháileadh le foireann mhargaíochta a bhunú a bheidh dírithe ar:
   - próifíl Ghaeltacht Iarthuaisceart Dhún na nGall agus Pháirc Ghnó Ghaoth Dobhair a ardú mar láthair le gnó a lonnú agus a fhorbairt ann;
   - oibriú le GFT Éireann, le Fiontraíocht Éireann agus le Connect Ireland le margaíocht a dhéanamh ar an cheantar trína ngréasán oifigí thar lear;
   - fiontraithe agus fiontair atá ag forbairt a mhealladh le lonnú ar Pháirc Ghnó Ghaoth Dobhair le go gcruthófar 300 jab nua thar thréimhse 3 bliana (2015-2017).
3. Go dtabharfadh Údarás na Gaeltachta faoi chlár forbartha caipitil sna trí bliana amach romhainn a bheadh dírithe ar líon aitheanta d'ionaid thionsclaíocha ar Pháirc Ghnó Ghaoth Dobhair a athchóiriú/uasghrádú.
4. Go dtabharfaí tosaíocht do réigiún Ghaeltacht Iarthuaisceart Dhún na nGall i bPlean Naisiúnta Leathanbhanda 2020 an Rialtais faoin Roinn Cumarsáide, Fuinnimh agus Acmhainní Nádúrtha le ceangal ardluais leathanbhanda a shuiteáil ann
5. Go gcruthódh Údarás na Gaeltachta, i gcomhar le gníomhaireachtaí ábhartha eile, nasc gníomhach le gnóthaí atá i mbéal forbartha, le gnólachtaí nuathionscanta agus leis an phobal gnó áitiúil le hiarracht cúrsaí gnó a fhorbairt agus a mhéadú tuilleadh sa cheantar.

1.2 Key Recommendations

The following lists the key recommendations as agreed by the Fóram Forbartha Fiontraíochta.

The key recommendations of the Fóram are:

1. That the agencies with a training and employment remit engage with employers with regard to their current skills shortages and future skills requirements. This will ensure that appropriate training courses, specific to their requirements, are provided to ensure the supply of suitable skills in the area.
2. That Údarás na Gaeltachta allocates resources to establish a marketing team aimed at:
   - raising the profile of the North-West Donegal Gaeltacht and the Gaoth Dobhair Business Park as a place to locate and develop a business;
   - working with IDA Ireland, Enterprise Ireland and Connect Ireland to market the area through their network of overseas offices;
   - attracting entrepreneurs and expanding enterprises to locate in the Gaoth Dobhair Business Park that would lead to the creation of 300 new jobs over 3 years (2015-2017).
3. That Údarás na Gaeltachta undertakes a capital development programme over a 3 year period aimed at refurbishing/upgrading an identified number of industrial properties on the Gaoth Dobhair Business Park.
4. That the North-West Donegal Gaeltacht region is prioritised for the installation of high speed broadband connectivity in the roll out of the Government's National Broadband Plan 2020 under the Department of Communication, Energy and Natural Resources.
5. That Údarás na Gaeltachta, in conjunction with other relevant agencies, actively engage with early stage businesses, start ups and the local business community in an effort to further develop and increase business activity in the area.

1.3 Plean Gníomhaíochta

1) Caithfear an fórsa saothair áitiúil a athoiliúint agus cur lena scileanna le freastal ar na héilimh atá ag na gnóthaí reatha, ag fiontair nua ionchasacha agus ag fiontraithe.

Gníomhaíochtaí		Freagracht
1(a)	Dul i gcomhairle le fostóirí an cheantair le measúnú a dhéanamh ar na heasnaimh reatha scileanna atá acu agus na scileanna a bheidh uathu sa todhchaí i dtaca leis an fhórsa saothair atá ar fáil. Cláir oiliúna a chur ar fáil le freastal ar na riachtanais sin.	ÚnaG/RCS/BO&O DnaG/ITLC/Skillnets/Acadamh
1(b)	Cláir oiliúna agus breisoiliúna a chur ar fáil leis an fhórsa saothair áitiúil a ullmhú do na deiseanna fostaíochta a bheidh ar fáil sna sprioc-earnálacha a leanas: • Bia & Deoch - HACCP • Acmhainní Mara - FETAC • Innealtóireacht – Uirliseoirí/Teicneoirí • Turasóireacht - FETAC • Seirbhísí Trádála Idirnáisiúnta – Scileanna IT, Riaracháin, Margaíochta, Teangacha	BO&O DnaG /RCS/ITLC/Skillnets/Acadamh
1(c)	Oiliúint fhiontraíochta a chur chun cinn agus a chur ar fáil tríd an Chlár *New Frontiers*	ITLC/ÚnaG/FÉ/LEO

1.3 Action Plan

1) The local labour force must be retrained and upskilled to meet the demands of current businesses , potential new enterprises and entrepreneurs.

Actions		Responsibility
1(a)	Engage with employers in the area to assess their current skill shortages and future skills needs in respect of the available labour force. Provide training programmes to fulfil the requirements.	ÚnaG/DSP/Donegal ETB/LYIT/Skillnets/ Acadamh
1(b)	Provide training and upskilling programmes to prepare the local labour force for future employment opportunities in these target sectors: • Food & Beverage - HACCP • Marine Resource - FETAC • Engineering - Toolmakers/Technicians • Tourism - FETAC • Internationally Traded Services - IT Skills, Administration, Marketing, Languages	Donegal ETB/DSP/LYIT/Skillnets/Acadamh
1(c)	Promote and provide entrepreneurship training through the *New Frontiers* Programme	LYIT/ÚnaG/EI/LEO

2) Próifíl Ghaeltacht Iarthuaisceart Dhún na nGall agus Pháirc Ghnó Ghaoth Dobhair a ardú mar láthair le gnó a lonnú agus le gnó a fhorbairt ann, mar aon le méadú a chur ar líon na gcuairteanna ó fhiontair nua ionchasacha chuig Páirc Ghnó Ghaoth Dobhair.

Gníomhaíochtaí		Freagracht
2(a)	Plean margaíochta agus feachtas bolscaireachta a chur i bhfeidhm le próifíl Ghaeltacht Iarthuaisceart Dhún na nGall agus Pháirc Ghnó Ghaoth Dobhair a ardú mar láthair le gnó a lonnú agus a fhorbairt ann.	ÚnaG
2(b)	Teagmháil a dhéanamh agus nasc a threisiú le GFT Éireann agus le Fiontraíocht Éireann le margaíocht a dhéanamh ar Ghaeltacht Iarthuaisceart Dhún na nGall trína ngréasán oifigí thar lear. Bunachar a chruthú de chuideachtaí meánmhéide iasachta atá faoi úinéireacht/bhainistíocht phríobháideach agus díriú ar na comhlachtaí sin d'infheistiú i gceantar Ghaeltacht an Iarthuaiscirt agus le gnó a bhunú ann.	ÚnaG/GFT/FÉ
2(c)	Dul i gcomhairle le Connect Ireland leis an eagraíocht a chur ar an eolas faoin tairiscint ionchasach gnó atá ar fáil do chomhlachtaí ón iasacht i nGaeltacht Iarthuaisceart Dhún na nGall.	ÚnaG/GFT/Connect Ireland
2(d)	Dul i gcomhairle le Comhairle Contae Dhún na nGall le measúnú a dhéanamh ar a ngréasán Diaspóra Dhún na nGall mar bhealach le hinfheistíocht a mhealladh isteach chuig réigiún Gaeltachta an Iarthuaiscirt.	ÚnaG/Comhairle Contae Dhún na nGall
2(e)	Comhdháil idirnáisiúnta gnó a eagrú agus a reáchtáil le margaíocht a a dhéanamh ar Ghaeltacht Iarthuaisceart Dhún na nGall i measc fhiontraithe áitiúla, náisiúnta agus idirnáisiúnta agus plé a spreagadh faoi bhealaí a bhféadfadh fiontair a bhunú agus a fhorbairt sa cheantar.	ÚnaG

2) Raise the profile of the North-West Donegal Gaeltacht and the Gaoth Dobhair Business Park as a place to locate and develop a business, and increase the number of site visits by prospective new enterprises to the area

Actions		Responsibility
2(a)	Initiate a marketing plan and publicity campaign that will raise the profile of the North-West Donegal Gaeltacht as a place to locate and develop a business.	ÚnaG
2(b)	Liaise with and enhance links with IDA Ireland and Enterprise Ireland to market the North-West Donegal Gaeltacht through their network of overseas offices. Create a database of privately owner-managed foreign medium sized companies and target those companies with a view to investing and establishing a business in the North-West Donegal Gaeltacht area.	ÚnaG/IDA/EI
2(c)	Liaise with Connect Ireland with a view to informing the organisation of the potential business offering for foreign companies in the North-West Donegal Gaeltacht.	ÚnaG/IDA/Connect Ireland
2(d)	Liaise with Donegal County Council to access its Donegal Diaspora network and develop links with the Diaspora as a means of attracting inward investment to the North-West Gaeltacht region.	ÚnaG/Donegal County Council
2(e)	Organise and deliver an international business conference to market the North-West Donegal Gaeltacht investment proposition amongst local, national and international entrepreneurs and drive the discussion on how enterprises can establish, invest and develop their businesses the area.	ÚnaG

3) Breis forbartha a dhéanamh ar infreastruchtúr agus ar áiseanna gnó

Gníomhaíochtaí		Freagracht
3(a)	Clár athfhorbartha/athchóirithe a chur le chéile do líon aitheanta d'ionaid ar Pháirc Ghnó Ghaoth Dobhair thar thréimhse trí bliana ar chostas measta €1.7 milliún le cuidiú infheistíocht dhíreach eachtrach agus dúchasach a mhealladh go dtí an ceantar.	ÚnaG
3(b)	Pleananna do chlár forbartha fuinnimh gaoithe agus bithmhaise ar Pháirc Ghnó Ghaoth Dobhair a chur i bhfeidhm.	ÚnaG
3(c)	Athbhreithniú a dhéanamh ar stádas na bpleananna forbartha don N14/A5 i gcuideachta le tosaíocht a thabhairt don fhorbairt agus í a bhrostú mar atá sna pleananna a hullmhaíodh in 2008.	Comhairle Contae Dhún na nGall/An tÚdarás um Bóithre Náisiúnta
3(d)	Oibriú le hAerfort Dhún na nGall le soláthar feabhsaithe aersheirbhíse a bhaint amach do chúinsí gnó/fóillíochta.	Aerfort Dhún na nGall/Ionadaithe áitiúla gnó
3(e)	Go dtabharfadh Comhairle Contae Dhún na nGall agus Uisce Éireann tosaíocht ar bhonn práinne do Scéim Séarachais Ghaoth Dobhair a cheadaigh an Roinn Comhshaoil, Pobail agus Rialtais Áitiúil le haghaidh infheistíochta in 2013.	Comhairle Contae Dhún na nGall/ Uisce Éireann
3 (f)	Páirt a ghlacadh in ullmhú an Phlean Áitiúil Eacnamaíochta agus Pobail (LECP) chun a chinntiú go mbeidh riachtanais Ghaeltacht Iarthuaisceart Dhún na nGall áirithe san LECP atá á dhréachtú faoi láthair don Chontae.	Comhairle Contae Dhún na nGall/ ÚnaG

3) Further develop local business infrastructure and facilities.

Actions		Responsibility
3(a)	Carry out a redevelopment/refurbishment programme on a number of identified properties on the Gaoth Dobhair Business Park over a three year period at an estimated cost of €1.7 million, to help support the attraction/expansion of foreign direct and indigenous investment to the area.	ÚnaG
3(b)	Expedite plans in relation to wind and biomass energy development programme on the Gaoth Dobhair Business Park.	ÚnaG
3(c)	Review the status of development plans for the N14/A5 and prioritise and expedite its development as per plans prepared in 2008.	Donegal County Council/National Roads Authority
3(d)	Work with Donegal Airport in order to achieve an enhanced air service provision for business/leisure purposes.	Donegal Airport/Local business representatives
3(e)	Donegal County Council and Irish Water to urgently prioritise their commitment towards the Gaoth Dobhair Sewerage Scheme which was approved for investment in 2013 by the Department of Environment, Community and Local Government.	Donegal County Council/Irish Water
3(f)	Engage in the preparation of the Local Economic and Community Plan (LECP) to ensure that the needs of the North West Donegal Gaeltacht are incorporated in the LECP which is currently being drafted for the County.	Donegal County Council/ÚnaG

4) An Struchtúr Leathanbhanda a Fheabhsú

Gníomhaíochtaí		Freagracht
4(a)	Tosaíocht a thabhairt do réigiún Ghaeltacht Iarthuaisceart Dhún na nGall i bPlean Náisiúnta Leathanbhanda 2020 le ceangal ardluais leathanbhanda a shuiteáil ann.	ÚnaG/An Roinn Cumarsáide, Fuinnimh agus Acmhainní Nádúrtha

5) Teagmháil ghníomhach a dhéanamh le gnólachtaí nuathionscanta agus leis an phobal gnó áitiúil le hiarracht tuilleadh forbartha a dhéanamh ar chúrsaí gnó sa cheantar.

Gníomhaíochtaí		Freagracht
5(a)	Gréasáin ghnó d'fhiontraithe agus do ghnóthaí áitiúla a fhorbairt agus tacú leo.	ÚnaG
5(b)	Tacaíocht a thabhairt d'fhorbairt gnóthaí nua agus fócas ar leith a dhíriú ar an bhuntáiste iomaíoch atá ag Iarthuaisceart Dhún na nGall in earnálacha ar leith. Seirbhís mheantóireachta a chur ar fáil do ghnólachtaí nuathionscanta agus d'fhiontair atá i mbéal forbartha.	ÚnaG
5(c)	Dul i dteagmháil le gnóthaí nua agus soláthróirí táirgí agus seirbhísí le gnóthaí a fhorbairt san earnáil turasóireachta.	ÚnaG/ Scoil Turasóireachta LYIT/ Fáilte Éireann
5(d)	Brú ar aghaidh leis an fhorbairt ar an ionad cuairteoirí ag Teach Mhuiris, Cnoc Fola, le cuairteoirí atá ag dul go Páirc Náisiúnta Ghleann Bheatha a mhealladh go dtí an ceantar agus cur lena seal ag fanacht ann.	ÚnaG/Soláthróirí Áitiúla/ Coiste Turasóireachta Dhún na nGall/ Fáilte Éireann/Scoil Turasóireachta LYIT

4) Improve Broadband Infrastructure

Actions		Responsibility
4 (a)	Prioritise the North-West Donegal Gaeltacht region for the installation of high speed broadband connectivity in the National Broadband Plan 2020.	ÚnaG/Department of Communication, Energy and Natural Resources

5) Actively engage with new start ups and the local business community in an effort to further develop their business and increase business activity in the area.

Actions		Responsibility
5 (a)	Develop and support business networks for local entrepreneurs and businesses.	ÚnaG
5 (b)	Support early stage business development with a particular focus on North-West Donegal's competitive advantage in specific sectors. Provide mentoring service to start-ups and developing enterprises.	ÚnaG
5 (c)	Actively engage with new and existing product and service providers to grow businesses in the tourism sector.	ÚnaG/ LYIT School of Tourism/ Fáilte Ireland
5 (d)	Progress the development of the visitor centre at Teach Mhuiris, Cnoc Fola in providing a compelling reason for visitors to travel from Glenveagh National Park to the area and increase dwell time.	ÚnaG/Local Providers/ Donegal Tourism Committee/Fáilte Ireland/ LYIT School of Tourism

Gníomhaíochtaí		Freagracht
5(e)	Gníomhaíochtaí agus táirgí nua do Shlí an Atlantaigh Fhiáin a spreagadh chun forbartha.	Soláthróirí Áitiúla/ Coiste Turasóireachta Dhún na nGall/Scoil Turasóireachta LYIT/ Fáilte Éireann
5(f)	Oibriú i gcomhar le hIontaobhaithe Amharclann Ghaoth Dobhair le maoiniú a fháil le hAmharclann Ghaoth Dobhair a athchóiriú agus a fhorbairt mar amharclann/ionad léirithe den scoth a bheadh fóirsteánach le hóstáil a dhéanamh ar léirithe amharclainne, ceolchoirmeacha, seimineáir agus ceardlanna, mar aon le hoifig eolais turasóireachta do cheantar Ghaoth Dobhair.	ÚnaG/Iontaobhaithe Amharclann Ghaoth Dobhair/ An Roinn Ealaíon Oidhreachta agus Gaeltachta

Actions		Responsibility
5(e)	Engage in the development of the Wild Atlantic Way experience activities and products.	Local Providers/Donegal Tourism Committee/LYIT School of Tourism/ Fáilte Ireland
5(f)	Work in collaboration with Iontaobhaithe Amharclann Ghaoth Dobhair to source funding to restore and develop Amharclann Ghaoth Dobhair as a state-of-the-art theatre/ performance facility suitable for hosting theatre performances, concerts, seminars and workshops and also a tourist information office for the Gaoth Dobhair area.	ÚnaG/Iontaobhaithe Amharclann Ghaoth Dobhair/The Dept of Arts, Heritage and the Gaeltacht

2. Comhthéacs
Context

2.1 Cúlra

I mí an Aibreáin 2014, bhunaigh Údarás na Gaeltachta an grúpa oibre, Fóram Forbartha Fiontraíochta, le díriú ar an leibhéal ard caillteanas jabanna a tharla de thoradh chinneadh Largo Foods, deireadh a chur lena dtáirgíochta ag a n-ionad ar Pháirc Ghnó Ghaoth Dobhair agus a n-oibreacha a aistriú go dtí a n-ionad i gCill Dhéagláin, Co. na Mí.

Ar an Fhóram sin, faoi chathaoirleacht Údarás na Gaeltachta, bhí ionadaithe ó GFT Éireann, Fiontraíocht Éireann, Comhairle Contae Dhún na nGall, Institiúid Teicneolaíochta Leitir Ceanainn, Bord Oideachais agus Oiliúna Dhún na nGall, An Roinn Coimirce Sóisialaí agus An Roinn Ealaíon, Oidhreachta agus Gaeltachta (Féach Aguisín 1).

Is í an aidhm agus an fócas a bhí leis an Fhóram ná ionadaithe na ngníomhaireachtaí ábhartha a thabhairt le chéile agus aighneachtaí a bhailiú ó na grúpaí leasmhara éagsúla le moltaí a dhéanamh d'fhorbairt na fiontraíochta i nGaeltacht Iarthuaisceart Dhún na nGall don todhchaí.

2.2 Téarmaí Tagartha

- Réitigh a fháil, a mheas agus a mholadh le cúiteamh a dhéanamh ar na jabanna a cailleadh i bPáirc Ghnó Ghaoth Dobhair.
- Aontú ar réimse de bhearta tosaíochta le Gaeltacht Iarthuaisceart Dhún na nGall a aithint mar phríomhionad a bheadh iomaíoch agus tarraingteach d'fhorbairt fiontraíochta as a gcruthófaí fostaíocht inmharthanach.

2.3 An Clár Oibre

Áirithe sa chlár oibre bhí na gníomhaíochtaí seo a leanas:

- Cur i láthair agus plé le fiontraithe áitiúla, úinéirí/bainisteoirí agus bainistíocht ó chomhlachtaí i nGaeltacht Iarthuaisceart Dhún na nGall le léargas a fháil ar an taithí atá acu a bheith i mbun gnó sa cheantar. Ar na hábhair a clúdaíodh bhí:
    - » Nuashonrú ar a seasamh reatha trádála, na táirgí/ seirbhísí atá acu, cúinsí agus dúshláin a bhí le sárú acu, na láidreachtaí agus na buntáistí atá sa cheantar;

2.1 Background

In April 2014, the Fóram Forbartha Fiontraíochta working group was established by Údarás na Gaeltachta as a direct response to the high level of job losses resulting from the decision by Largo Foods to cease manufacturing in its facility on the Gaoth Dobhair Business Park and transfer operations to Ashbourne, Co. Meath.

The Fóram, chaired by Údarás na Gaeltachta, consisted of interagency representatives from IDA Ireland, Enterprise Ireland, Donegal County Council, Letterkenny Institute of Technology, Donegal Education and Training Board, The Department of Social Protection and The Department of Arts, Heritage and the Gaeltacht (See Appendix 1).

The purpose and focus of the Fóram was to bring together the representatives of the relevant agencies and gather submissions from various stakeholder groups with a view to making recommendations for the future enterprise development of the North-West Donegal Gaeltacht.

2.2 Terms of Reference

- To ascertain, assess and recommend solutions to offset and compensate for the job losses on the Gaoth Dobhair Business Park.
- To agree a set of priority actions with the aim of establishing the North-West Donegal Gaeltacht as a prime competitive and attractive location for enterprise development leading to sustainable employment creation.

2.3 Programme of Work

The programme of work included the following activities:

- Presentations by and discussions with local entrepreneurs, owner-managers and management of existing companies in the North-West Donegal Gaeltacht to gain an insight into their experiences of doing business in the area. Topics covered included:
    - » An update on their current trading situation, their products/ services, issues and challenges they faced, strengths and benefits of the area;

   » Rochtain agus infhaighteacht fhórsa oiriúnach oibre agus na riachtanais ghnó reatha agus sa todhchaí;

   » Bearnaí i scileanna/oiliúint sa líon lucht saothair atá ar fáil go háitiúil;

   » An soláthar seirbhísí leathanbhanda: an acmhainn, an iontaofacht agus an praghas;

   » Tuairimí agus moltaí i dtaca le cuspóirí an Fhóraim.

- Rinne oifigigh agus ionadaithe ó SIPTU agus ó fhoireann Largo Foods a ndearcadh, a dtuairimí agus a moltaí a chur i láthair.
- Rinneadh plé leis an Roinn Coimirce Sóisialaí agus le heagraíochtaí a bhfuil dualgais orthu i dtaca le seirbhísí fostaíochta, athoiliúint agus cláir bhreisoideachais / bhreisoiliúna leis an tuiscint go mbeadh siad á dtairiscint d'iarfhostaithe Largo.
- Rinneadh plé le soláthróir teileachumarsáide faoin stádas reatha agus na forbairtí a bhí beartaithe le leathanbhanda a chur ar fáil ar Pháirc Ghnó Ghaoth Dobhair agus i nGaeltacht Iarthuaisceart Dhún na nGall.
- Rinne Skillnets cur i láthair inár imlíníodh na tacaíochtaí a bhí ar fáil do na fostaithe agus as sin tháinig imeachtaí *Next Step* agus cúrsaí oiliúna.
- Thug baill de Chumann Tráchtála Ghaoth Dobhair breac-chuntas ar an tionchar a bhí ag an chúlú eacnamaíochta ar an eacnamaíocht áitiúil agus ar ghnóthaí sa cheantar. Lena chois sin, léirigh siad na láidreachtaí atá ag an cheantar agus rinne siad moltaí i dtaca le forbairtí ionchasacha le borradh a chur faoi fhás na heacnamaíochta.
- Rinneadh forbhreathnú ar phunann maoine Údarás na Gaeltachta ar Pháirc Ghnó Ghaoth Dobhair.

2.4 Forbhreathnú ar Fhorbairt na Fiontraíochta i nGaeltacht Iarthuaisceart Dhún na nGall

Ar mhaithe leis an tuarascáil seo, tagraíonn Gaeltacht Iarthuaisceart Dhún na nGall don cheantar ina bhfuil trí pharóiste Na Rosa, Gaoth Dobhair agus Cloich Chionnaola. Thart ar 17,000 de dhaonra atá sa cheantar seo (Daonáireamh 2011). Sin 69%

   » Access to and availability of suitable labour force and current/future business needs;

   » Skills/training gaps in the local available labour pool;

   » Provision of broadband services: capacity, reliability and price;

   » Observations and recommendations regarding the objectives of the Fóram.

- SIPTU officials and representatives of Largo Foods staff presented their views, observations and recommendations.
- Discussions with Department of Social Protection and organisations charged with employment services, re-training and further education/upskilling programmes with a view to them being offered to ex Largo employees.
- Discussions with a telecommunication provider on the current status and planned developments for broadband delivery on The Gaoth Dobhair Business Park and the North-West Donegal Gaeltacht.
- Presentation by Skillnets which outlined the supports available to the employees and subsequently led to *Next Step* events and training course.
- Members of the Cumann Tráchtála Ghaoth Dobhair outlined the impact that the economic downturn has had on the local economy and businesses in the area. They also highlighted the strengths of the area and made recommendations regarding potential developments to stimulate economic growth.
- An overview of Údarás na Gaeltachta's property portfolio on the Gaoth Dobhair Business Park.

2.4 Overview of Enterprise Development in the North-West Donegal Gaeltacht

For the purposes of this report, the North-West Donegal Gaeltacht refers to the area which consists of the three parishes of Na Rosa, Gaoth Dobhair and Cloich Chionnaola. The population of this area is c.17,000 (Census 2011). This represents 69% of the Donegal Gaeltacht population and 11% of the County Donegal population respectively. The Irish language is one of the greatest resources of this region, and it is important that this resource is utilised carefully for the benefit of the whole community. For those learning the language, the Gaeltacht has been a source of

de dhaonra Ghaeltacht Dhún na nGall agus 11% de dhaonra Chontae Dhún na nGall faoi seach. Tá an Ghaeilge ar an acmhainn is luachmhaire sa cheantar seo, agus tá sé tábhachtach go mbainfear an leas is fearr as ar mhaithe leis an phobal go léir. Dóibh siúd atá ina gcónaí taobh amuigh den Ghaeltacht, is tobar na Gaeilge í an Ghaeltacht agus is áit í dóibh le theacht, le foghlaim agus le bheith ar maos sa teanga.

Le 60 bliain anuas, tá Gaeltacht Iarthuaisceart Dhún na nGall athraithe ó cheantar eacnamaíochta a bhí bunaithe go príomha ar iascaireacht agus ar fheirmeoireacht go dtí ceann atá á cothú ag fiontair nua-aimseartha bheaga agus mheánmhéide. Tharla sin go príomha de bharr na forbartha, ó na 1970í i leith, ar Eastát Tionsclaíoch Ghaoth Dobhair. Tionsclaíocht throm dhéantúsaíochta a bhí ar siúl ansin go príomha i dtús ama, ach faoi láthair is fiontair nua-aimseartha theicneolaíochta is mó atá ar Pháirc Ghnó Ghaoth Dobhair.

Thar na blianta, de réir mar a tháinig athrú ar riachtanais fhorbairt na fiontraíochta agus ar éilimh an mhargaidh, thug gach rannpháirtí go díograiseach faoi dheiseanna nua agus faoi dhúshláin agus chuaigh siad in oiriúint dóibh. Tá gach iarracht déanta ag Údarás na Gaeltachta le réiteach solúbtha gnó a chur in oiriúint agus a fheidhmiú le fiontair a mhealladh agus le tacú leo sa cheantar. Áirithe sa bheart sin, tá infreastruchtúr oiriúnaithe gnó, dreasachtaí airgeadais agus tacaíochtaí meantóireachta do ghnóthaí.

2.5 Próifíl Reatha den Soláthar Fostaíochta agus Lucht Saothair

Tá roinnt comhlachtaí rathúla lonnaithe i bPáirc Ghnó Ghaoth Dobhair faoi láthair agus iad ag feidhmiú i margaí atá iontach iomaíoch (Euroflex, RAP, Fáisc Miotail, Sioen, VHI, mar shampla). Faoi láthair, tá 958 post lánaimseartha i gcomhlachtaí atá ag fáil tacaíochta ó Údarás na Gaeltachta i gceantar Ghaeltacht Iarthuaisceart Dhún na nGall agus tá 425 acu sin lonnaithe ar Pháirc Ghnó Ghaoth Dobhair.

Tugann an tábla seo a leanas cur síos ar na figiúirí fostaíochta de réir earnála atá i gcliantchomhlachtaí Údarás na Gaeltachta i nGaeltacht Iarthuaisceart Dhún na nGall.

inspiration, a place to come, to learn and to immerse themselves in the Irish language.

In the last 60 years the North-West Donegal Gaeltacht has transformed from being an economy dependent mainly on fishing and farming to one sustained by small and medium-sized modern enterprises. This has come about largely due to the development, since the 1970's, of the Gaoth Dobhair Industrial Estate. Initially driven primarily by heavy manufacturing industry, today the Gaoth Dobhair Business Park is mainly comprised of technologically-driven modern enterprises.

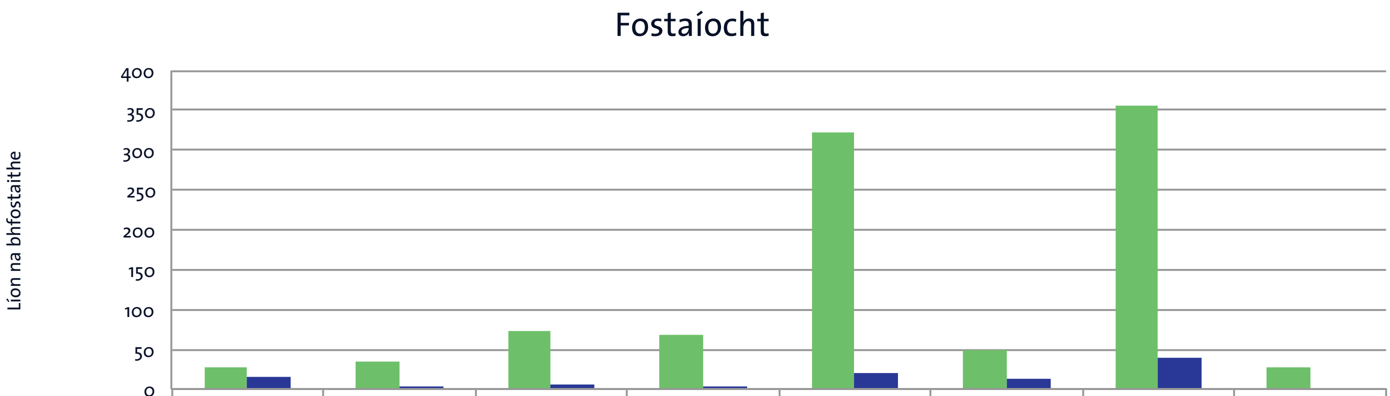
Over the years, as enterprise development requirements and marketplace demands have changed, new opportunities as well as challenges have been met with resilience and adapted to by all concerned. Údarás na Gaeltachta has striven to adapt and adopt a flexible business solution offering to attract and support enterprise in the area. This offering consists of providing fit-for-purpose business infrastructure, financial incentives and mentoring supports to businesses.

2.5 Current Employment and Labour Supply Profile

At present the Gaoth Dobhair Business Park is home to a number of successful companies which operate in very competitive markets (Euroflex, RAP, Fáisc Miotail, Sioen, VHI for example). Currently there are 958 full-time jobs in companies supported by Údarás na Gaeltachta in the North-West Donegal Gaeltacht area, 425 of which are based on the Gaoth Dobhair Business Park.

The following chart provides a breakdown of employment figures in Údarás na Gaeltachta client companies by sector for the North-West Donegal Gaeltacht.

Cairt 1: Cur síos ar na figiúirí fostaíochta de réir earnála atá i gcliantchomhlachtaí Údarás na Gaeltachta i nGaeltacht Iarthuaisceart Dhún na nGall



	Seirbhísí Pobail/ fiontraíochta	Oideachas/ Oiliúint	Innealtóireacht	Bia	Déantúsaíocht	Acmhainní Mara/Nádúrtha	Seirbhísí	Teicstílí
Lánaimseartha	27	35	74	67	323	48	356	28
Páirtaimseartha	15	4	5	3	20	13	40	0

Foinse: Suirbhé Fostaíochta Údarás na Gaeltachta 2014

Chart 1: Breakdown of employment figures in Údarás na Gaeltachta client companies by sector for the North-West Donegal Gaeltacht

	Community/ Enterprise Services	Education/ Training	Engineering	Food	Manufacturing	Marine/ Natural Resources	Services	Textile
Full Time	27	35	74	67	323	48	356	28
Part Time	15	4	5	3	20	13	40	0

Source: Údarás na Gaeltachta Employment Survey 2014

Soláthar Lucht Saothair Áitiúil

Mar a léiríonn Tábla 2.5.1 thíos, tá 3,258 cuardaitheoir poist ar chlár na Roinne Coimirce Sóisialaí i nGaeltacht Iarthuaisceart Dhún na nGall (Eanáir 2015). De bhreis ar sin, tá 144 duine ag obair ar scéimeanna sóisialta éagsúla atá ag fáil tacaíocht stáit. Tá na daoine sin mar fhoinse d'fhostaithe ionchasacha d'fhiontair nua sa cheantar.

Tábla 2.5.1: Soláthar Lucht Saothair in Eanáir 2015

	Dún Fionnachaidh			An Clochán Liath			Iomlán Glan
Aois	Mná	Fír	Iomlán	Mná	Fír	Iomlán	
18-24	69	110	179	100	106	206	385
25-34	110	196	306	162	237	399	705
35-44	144	169	313	203	227	430	743
45-54	119	167	286	210	267	477	763
+	111	130	241	184	237	421	662
Iomlán Glan	**553**	**772**	**1325**	**859**	**1074**	**1933**	**3258**

Foinse: An Roinn Coimirce Sóisialaí (Eanáir 2015)

Local Labour Force Supply

As Table 2.5.1 below illustrates, there are currently 3,258 job-seekers on the register of the Department of Social Protection in North-West Donegal Gaeltacht (January 2015). In addition there are 144 individuals working on various state supported social employment schemes. These people provide a pool of potential employees for new enterprises in the area.

Table 2.5.1: Labour Force Supply in January 2015

	Dún Fionnachaidh			An Clochán Liath			Grand Total
Age	Female	Male	Total	Female	Male	Total	
18-24	69	110	179	100	106	206	385
25-34	110	196	306	162	237	399	705
35-44	144	169	313	203	227	430	743
45-54	119	167	286	210	267	477	763
55 plus	111	130	241	184	237	421	662
Grand Total	**553**	**772**	**1325**	**859**	**1074**	**1933**	**3258**

Source: Department of Social Protection (January 2015)

Tá réimse leathan scileanna éagsúla ag na daoine seo mar atá leagtha amach sa tábla thíos:

Tábla 2.5.2: Réimse scileanna na ndaoine dífhostaithe atá cláraithe in Iarthuaisceart Dhún na nGall

An fhostaíocht dheireanach a bhí agat	Dún Fionnachaidh	An Clochán Liath	Iomlán
Poist Riaracháin agus Rúnaíochta	106	174	280
Poist Ghairmiúla agus Theicniúla Comhlacha	30	52	82
Poist Chúraim, Fóillíochta agus Seirbhísí Eile	297	395	692
Poist Bhunaidh	330	413	743
Bainisteoirí, Stiúrthóirí agus Oifigigh Sinsearacha	20	29	49
Oibreoirí Próiseála, Trealaimh agus Meaisíní	153	224	377
Poist Ghairmiúla	52	106	158
Poist Díolacháin agus Seirbhísí do Chustaiméirí	77	142	219
Poist Sciliúla Ceirde	260	398	658
Iomlán	**1325**	**1933**	**3258**

Foinse: An Roinn Coimirce Sóisialaí (Eanáir 2015)

The skill set and experience of these individuals is wide ranging and is set out in the table below:

Table 2.5.2: Skill set of Registered Unemployed in the Donegal North-West Area

Last Occupation Held	Dún Fionnachaidh	An Clochán Liath	Total
Administrative And Secretarial Occupations	106	174	280
Associate Professional And Technical Occupations	30	52	82
Caring, Leisure And Other Service Occupations	297	395	692
Elementary Occupations	330	413	743
Managers, Directors And Senior Officials	20	29	49
Process, Plant And Machine Operatives	153	224	377
Professional Occupations	52	106	158
Sales And Customer Service Occupations	77	142	219
Skilled Trades Occupations	260	398	658
Total	**1325**	**1933**	**3258**

Source: Department of Social Protection (January 2015)

2.6 Infreastruchtúr Réadmhaoine

Faoi láthair, tá 29 foirgneamh ar Pháirc Ghnó Ghaoth Dobhair agus iad foroinnte ina 60 aonad ar mhéideanna agus ar chaighdeáin éagsúla. Tá 33 de na haonaid in úsáid faoi láthair, tá 18 folamh agus naoi gcinn ar chaighdeán ag a bhféadfaí iad a ligean. Tá infheistíocht shuntasach le déanamh sna foirgnimh eile le hiad a thabhairt go dtí an caighdeán a theastaíonn ó fhiontair na linne seo. Tá foirgnimh ceannaithe ag sé chomhlacht ó Údarás na Gaeltachta ar Pháirc Ghnó Ghaoth Dobhair le blianta beaga anuas. Vóta muiníne é sin i nGaoth Dobhair mar láthair ghnó den scoth agus comhlachtaí ag infheistiú ina ngnó sa cheantar sin don todhchaí.

2.7 Dreasachtaí Airgeadais

Gné thábhachtach de bhearta leantacha Rialtais is ea na dreasachtaí don tionsclaíocht agus tá ról lárnach aige go fóill san fhorbairt réigiúnach. Tháinig laghdú suntasach ar rátaí chabhair Stáit an Aontais Eorpaigh le 15 bliana anuas agus tháinig laghdú iontach mór ar na dreasachtaí a bhí ar fáil roimhe seo le tionscail a mhealladh le haistriú chuig ceantair tuaithe, mar atá léirithe i dTábla 2.7.1 thíos.

Tábla 2.7.1: Rátaí Cabhrach Stáit d'Fhiontair Bheaga agus Mheánmhéide

	Beag	Meánach	Mór
2000 - 2006	55%	55%	40%
2007 - 2010	50%	40%	30%
2011 - 2014	35%	25%	15%
2015 - 2020	30%	20%	*10%

**Ón 1ú Iúil 2014, leis na rialacha leasaithe i dtaca le cabhair do chuideachtaí móra, tá teora curtha leis na tacaíochta is féidir a thabhairt do chuideachtaí atá i mbun éagsúlaithe le táirgí nua agus/nó le nuálaíocht próiseas nua.*

Foinse: An tAontas Eorpach

2.6 Property Infrastructure

At present, the Gaoth Dobhair Business Park consists of 29 buildings which are subdivided into 60 units of various sizes and standards. Currently 33 of these units are occupied, 18 are vacant and nine are to a lettable standard. The vacant properties require substantial investment to bring them to the standard required by today's modern enterprises. In recent years six companies have purchased building premises on the Gaoth Dobhair Business Park from Údarás na Gaeltachta. This illustrates a vote of confidence in Gaoth Dobhair as a business location as companies invest in their business future in that area.

2.7 Financial Incentives

Incentivising industry has been an important element of successive Government economic policy and still plays a key role in regional development to this day. European Union State Aid rates have significantly decreased over the last 15 years and the incentives that might have previously acted as an inducement to industry to locate in more rural areas have reduced substantially, as is outlined in Table 2.7.1 below.

Table 2.7.1: Grant Aid Rates for Small to Medium Sized Enterprises

	Small	Medium	Large
2000 - 2006	55%	55%	40%
2007 - 2010	50%	40%	30%
2011 - 2014	35%	25%	15%
2015 - 2020	30%	20%	*10%

**Since July 1st 2014, revised rules on aid to large companies limits supports to companies involved in diversification into new products and/or new process innovation.*

Source: European Union

3. Dúshláin a bhaineann leis an Fhorbairt Eacnamaíoch agus le Cruthú Fostaíochta

Enterprise Development and Job Creation Challenges

Ó na 1970í go dtí deireadh na 1990í, bhíodh Páirc Ghnó Ghaoth Dobhair ag brath ar thionsclaíocht throm, agus múnla ardtoirte ar chorrlach íseal an príomh-mhúnla a bhí ar an pháirc ghnó. Leis an mhéadú ar an Aontas Eorpach, aistriú infheistíochta agus tionscadal, tionscadail dhéantúsaíochta na Gearmáine ach go háirithe chuig Poblacht na Seice agus an Pholainn mar aon le teacht chun cinn na hÁise ar fhoinse do thionscadail déantúsaíochta ar chostas íseal agus teacht chun cinn Thuaisceart na hAfraice mar ionad déantúsaíochta teicstílí ar chostas íseal; d'fhás cuid mhór de na comhlachtaí traidisiúnta déantúsaíochta Éirinn. Bhí tionchar ag an treocht seo ar Pháirc Ghnó Ghaoth Dobhair chomh maith agus d'aistrigh roinnt de na comhlachtaí a bhí ann go tíortha ísealchostais.

Aithníonn an Fóram go gcaithfidh fiontair atá lonnaithe i gceantair tuaithe, agus atá ag iarraidh a bheith rathúil, táirge/seirbhís a bheith acu atá in ann praghas ard a bhaint amach, le corrlaigh níos airde agus dá réir sin forchostais bhreise a iompar. Teastaíonn sin in amanna in áit atá scoite. D'fhéadfadh costais iompair níos airde agus costais leathanbhanda níos mó a bheith ar chomhlacht atá lonnaithe i nGaoth Dobhair ná mar a bheadh orthu sin atá níos gaire do dhaonra uirbeach. D'fhéadfadh sé tarlú go mbeadh tairbhe le fáil as aistriúchán íseal foirne agus as costais chíosa níos ísle ag comhlachtaí sa cheantar. San ráiteas, Beartais Náisiúnta faoi Fhiontraíocht in Éirinn, a foilsíodh le gairid, dúradh go raibh 6 phríomheilimint ag teastáil le héiceachóras a fhorbairt don fhiontraíocht:

1. Cultúr, caipiteal daonna agus oideachas
2. Timpeallacht ghnó agus tacaíochtaí
3. Nuálaíocht
4. Rochtain ar airgeadas
5. Gréasáin fhiontraíochta agus mheantóireachta
6. Rochtain ar an mhargadh

Tá an fhorbairt ar fhiontraithe áitiúla fíorthábhachtach d'inmharthanacht fhadtéarmach Ghaeltacht Iarthuaisceart Dhún na nGall. Tá soláthar oiliúna/oideachais, tógáil gréasán láidre gnó, agus teagmháil le fiontraithe rathúla áitiúla/náisiúnta trí chláir mheantóireachta ina ngnéithe riachtanacha leis an fhorbairt sin a bhaint amach. Le fiontair inmharthanacha a fhorbairt, ní mór tacaíochtaí airgeadais a bheith ar fáil le go bhféadfaidh an fiontraí a c(h)oincheap a fhorbairt agus dóthain caipitil a bheith aige/aici leis an táirge nó an tseirbhís a thráchtálú. Aithníonn an Fóram go gcaithfear éiceachóras a fhorbairt le go bhféadfaidh fír agus mná áitiúla a ngnóthaí féin a bhunú ina bpobal agus go gcaithfidh comhlachtaí stáit tacú leis na daoine sin ina gcuid iarrachtaí trí thacaíochtaí cuí a chur ar fáil, cinn airgeadais agus

From the 1970s to the late 1990s the Gaoth Dobhair Business Park was reliant on heavy manufacturing, where a high volume low margin model was the dominant business model on the business park. The enlargement of the European Union, the migration of investment and projects, particularly German manufacturing projects, towards the Czech Republic and Poland along with the emergence of Asia as a source of low cost manufacturing projects and the emergence of North Africa as a site for low cost textile manufacturing, saw a transfer from Ireland of many traditional manufacturing companies. The Gaoth Dobhair Business Park experienced the same as the national trend during this time, with companies based on the Business Park transferring to other low cost economies.

The Fóram recognises that in order for enterprises located in rural areas to be successful they must have a product/service which can demand a high price, allow for high margins and therefore carry the extra overheads that a remote location sometimes dictate. A company located in Gaoth Dobhair may have higher transportation costs and higher broadband costs than those closer to a more urban population, but they may also benefit from low turnover of trained staff and lower rental costs. In the recently published National Policy Statement on Entrepreneurship in Ireland, it stated that 6 key elements are required to develop an ecosystem for entrepreneurship:

1. Culture, human capital and education
2. Business environment and supports
3. Innovation
4. Access to finance
5. Entrepreneurial networks and mentoring
6. Access to market

The development of local entrepreneurs is paramount to the long-term viability of the North-West Donegal Gaeltacht. The provision of training/education, building strong business networks, engaging with local/national successful entrepreneurs through mentoring programmes are all essential ingredients to achieve this development. To build sustainable enterprises, it is necessary to have the financial supports in place which allow the entrepreneur to develop his/her concept and be adequately capitalised to commercialise the product or service. The Fóram acknowledges the need to develop an ecosystem that will empower local men and women to start their own businesses in their community and that State Bodies must support these individuals in their endeavours by providing the appropriate supports, both financial and non-financial, when the

neamhairgeadais araon, ar mhaithe le fiontraithe a bheith sásta dul sa seans lena ngnó féin a bhunú.

Ghlac an Fóram leis go bhfuil dúshlán mór ag baint le corparáidí móra d'Infheistíocht Dhíreach Eachtrach (F.D.I.) ar nós Google, Intel nó Medtronic, a mhealladh chuig ceantar scoite mar Pháirc Ghnó Ghaoth Dobhair. Bíonn líon mór lucht saothair ag teastáil ó na comhlachtaí sin, daoine a bhfuil réimse leathan scileanna acu, agus d'fheadfadh sin a bheith deacair a fháil i gceantair scoite.

Tuigeann an Fóram go bhféadfaí comhlachtaí beaga faoi bhainistíocht úinéara a mhealladh chuig pobail tuaithe agus chuig pobail bheaga dá ndíreofaí orthu. Bíonn rathúlacht na gcomhlachtaí sin á dtiomáint ag an úinéir/bainisteoir a bhíonn in ann cinntí a shamhlú agus ansin iad a bhrú chun cinn agus comhlacht rathúil a fhorbairt i gceantar scoite dá réir. Sampla maith den straitéis sin is ea Randox Teo. agus a stiúrthóir, Dr Peter Fitzgerald. Tá €10 milliún infheistithe ag an chomhlacht le 6 bliana anuas agus tá sé i gceist acu €25 milliún eile a infheistiú thar na 5 bliana seo romhainn ar an Chlochán Liath.

D'fhéadfaí infheisteoirí eachtracha a mhealladh chuig ceantair iargulta freisin dá mbeadh deis acu seilbh a fháil ar chomhlachtaí rathúla dúchasacha. Le cinntiú nach mbeadh cailliúint gnó sa cheantar mar thoradh ar sheilbh na gcomhlachtaí dúchasacha agus tá sé ríthábhachtach go dtacófaí leis na comhlachtaí dúchasacha chun naisc láidre agus spleáchas a fhorbairt sa cheantar áitiúil trí fhorbairt a dhéanamh ar scileanna áitiúla bainistíochta agus ar chleachtais oibre atá iomaíoch agus solúbtha.

3.1 Infhaighteacht Fhórsa Sciliúil Oibre

Tá soláthar fórsa sciliúil oibre mar ghné lárnach i bhforbairt rathúil fiontair. Ó tharla go bhfuil fócas na tionsclaíochta aistrithe ó dhéantúsaíocht throm go dtí fiontraíocht nideoige, níos nuálaí agus níos tiomántaí ag an teicneolaíocht agus ag seirbhísí, tháinig athrú fosta ar na cineálacha scileanna atá riachtanach. Tá lucht oibre a bhfuil oideachas orthu agus atá sciliúil fíor-riachtanach do thimpeallacht iomaíoch dhomhanda na linne seo.

Agus gnó á thosú nó a fhorbairt, caithfidh fiontraí a bheith muiníneach go bhfuil go leor de sholáthar saothair agus scileanna sa cheantar as a bhféadfar daoine a fhostú, breisoiliúint a thabhairt dóibh, iad a oiliúint in athuair agus iad a choinneáil le hinmharthanacht an ghnó a chinntiú sa todhchaí. Thug na fiontraithe a bhí ag plé leis an Fhóram moladh dá bhfórsa saothair agus don phobal maidir lena ndílseacht, a ndíogras agus a n-eitic láidir oibre, agus dúirt siad go raibh sé sin riachtanach

entrepreneurs are willing to take the risk of starting their own business.

The difficult challenge of attracting large Foreign Direct Investment (F.D.I.) corporations, similar to Google, Intel, Medtronic to a remote area like Gaoth Dobhair Business Park was acknowledged by the Fóram. These companies demand a large labour force with a wide ranging skillset which can be difficult to access in remote areas.

The Fóram recognises that smaller owner-managed companies, if targeted, can be attracted to rural and smaller communities. The success of such a company is driven by an owner/manager who can visualise and then propel decisions into actions and lead to the development of a successful company in a remote location. Randox Teo and its director, Dr Peter Fitzgerald, provided a good example of this strategy. The company has invested €10 million in the last 6 years and plans a further investment of €25 million over the next 5 years in An Clochán Liath.

Foreign investors may also be attracted to remote areas by the opportunity to acquire successful indigenous companies. To ensure that the acquisition of the indigenous companies does not result in the loss of the business to the area, it is imperative that the indigenous companies are supported in developing strong connections and dependency on the local area through development of local management skills and flexible competitive work practices.

3.1 Availability of a Skilled Labour Force

The availability of a skilled labour force is a key element in developing a successful enterprise. As the focus of industry has shifted from heavy manufacturing to more niche, innovative, technologically and service-driven enterprise, the skillsets required have also changed. An educated, skilled, labour force is critical in today's global competitive environment.

When starting or developing a business, an entrepreneur must have confidence that there is sufficient labour supply and skillsets in the area from which they can hire, upskill, retrain and maintain to ensure sustainability for the future of the business. The entrepreneurs who engaged with the Fóram praised their workforce and the community in respect of their loyalty, diligence and strong work ethic, saying this was vital to enable them to grow their enterprises. They highlighted a number of skills deficits in the labour force and this was later confirmed in a survey undertaken by Údarás na Gaeltachta in January 2015.

le hiad a bhfiontair a mhéadú. Léirigh siad líon na heasnaimh scileanna san fhórsa saothair agus deimhníodh é sin níos moille i suirbhé a rinne Údarás na Gaeltachta in Eanáir 2015.

Rinneadh an suirbhé in 26 comhlacht i nGaeltacht Iarthuaisceart Dhún na nGall ina raibh cúigear nó os a chionn fostaithe. Is í an aidhm a bhí leis an suirbhé ná eolas a fháil faoin ionchas fostaíochta, scileanna agus riachtanais oiliúna a bheidh ag na comhlachtaí sin sa todhchaí. Seo cuid de na príomhthorthaí a fuarthas as an suirbhé:

- Thuar 60% de na comhlachtaí go gcruthófaí fostaíocht bhreise sna 3 bliana seo romhainn;
- Beidh na deiseanna sin ag dul i dtreo róil ina dteastóidh scileanna/oideachas níos airde taobh istigh den chomhlacht; maoirseacht, riarachán agus bainistíocht;
- Tháinig ardú fosta ar na cáilíochtaí iontrála a theastaíonn do phoist ionchasacha agus bíonn fostóirí ag lorg cáilíochtaí deimhnithe;
- Cuireadh béim ar na heasnaimh scileanna in earnálacha sonracha – bogearraí, oibrithe seomra íonghlan, uirliseoirí/innealtóireacht;
- Seo a leanas na tosca atá de dhíth, rangaithe de réir tábhachta i dtaca lena riachtanais ghnó: leathanbhanda, infreastruchtúr, tacaíochtaí gnó agus forbairt scileanna.

Is léir ón mhéid seo thuas go bhfuil gá le clár oibre i dtaca le hoiliúint agus le breisoiliúint le freastal ar riachtanais reatha agus todhchaí na ngnóthaí nGaeltacht Iarthuaisceart Dhún na nGall. Ní mór don chlár oibre seo a bheith á thiomáint ag gníomhaireachtaí oiliúna agus forbartha i gcomhar leis na fostóirí reatha le cinntiú go bhforbrófar na réimsí cearta scileanna. Ní mór a chinntiú freisin go mbeidh forbairt leanúnach acmhainne ann do gach earnáil atá aitheanta sa tuairisc seo le go mbeidh pobal Ghaeltacht Iarthuaisceart Dhún na nGall in ann tairbhe a bhaint as na deiseanna fostaíochta a thiocfaidh ó na fiontair nua a bhunófar sa cheantar.

3.2 Infreastruchtúr Fisiciúil

Teastaíonn infreastruchtúr d'ardchaighdeán le tacú le forbairt réigiúin. Tá comhcheangailteacht mhaith tuaithe ina ghné thábhachtach infreastruchtúir agus cinneadh le déanamh faoi lonnaíocht comhlachtaí dúchasacha agus comhlachtaí d'infheistíocht dhíreach eachtrach araon, i gcuideachta le caighdeán maith saoil a thabhairt don phobal.

The survey was carried out in 26 companies in the North-West Donegal Gaeltacht who employ five or more people. The aim of the survey was to assess the future employment potential, skills and training needs in these companies. The key findings of the survey include:

- 60% of the companies forecast additional job creation in the next 3 years;
- The employment opportunities will tend towards roles requiring higher skills/qualifications within the company: supervisory, administration and management;
- The qualification entry level for potential positions has also risen as employers look for certified qualifications;
- Skills deficits in specific sectors were highlighted - software, cleanroom staff, tool makers/engineering;
- In respect of their business requirements, the companies listed the following factors (ranked by importance); broadband, infrastructure, business supports and skills development

It is clear from the above that a programme of work in respect of training and upskilling is required to meet the current and future needs of enterprises in the North-West Donegal Gaeltacht. This programme of work needs to be driven by training and development agencies in conjunction with current employers to ensure that the appropriate skillsets are developed. There is also a need to ensure that there is continuous capacity building for all sectors identified within this report so that the community of North-West Donegal Gaeltacht can exploit the opportunities to find work with new enterprises that establish in the area.

3.2 Physical Infrastructure

Quality infrastructure is needed to support the development of a region. Good rural connectivity is a key infrastructural requirement and is an important factor in deciding the location for both indigenous and foreign direct investment companies, as well as enhancing a good quality of life for the community.

When an entrepreneur is evaluating the proposition to locate his/her business in the North West Donegal Gaeltacht, experience has shown that the following infrastructure is the minimum key requirement:

- Fit for purpose business property
- Competitive Broadband connectivity
- Efficient Transport Infrastructure/services

Agus fiontraí ag measúnú togra lena g(h)nó a lonnú i nGaeltacht Iarthuaisceart Dhún na nGall, léiríonn taithí gurb é an t-infreastruchtúr seo a leanas an riachtanas is lú atá de dhíth:

- Foirgnimh ghnó a bheidh fóirsteanach don ghnó
- Ceangal leathanbhanda atá iomaíoch
- Infreastruchtúr/seirbhísí éifeachtacha Iompair
- Dóthain Fuinnimh
- Cíos agus rátaí ar chostas réasúnta
- Cóireáil uisce agus fuíolluisce

3.3 Foirgnimh atá fóirsteanach don ghnó

Tá na foirgnimh tionsclaíocha mar ghné lárnach de straitéis tairisceana gnó Údarás na Gaeltachta. Áirithe ina phunann réadmhaoine, tá talamh, láithreáin, foirgnimh aonaracha agus páirceanna gnó. Mar a luadh roimhe seo, tá 18 n-aonad folamha ann ina bhfuil achar iomlán de 43,512m2 agus 80% de sin i sé aonad mhóra ar Pháirc Ghnó Ghaoth Dobhair.

San am i láthair, tá réimse éagsúil d'ionaid ghnó ar fáil ar léas ar an Pháirc Ghnó ar a n-áirítear líon d'aonaid atá réidh le húsáid agus iad fóirsteanach d'earnálacha ar leith mar atá léirithe i dTábla 3.3.1 thíos.

Tábla 3.3.1: Ionaid réadmhaoine atá le ligean ar Pháirc Ghnó Ghaoth Dobhair

Saoráid	Earnáil	Réimse:
Aonad 8	Foirgneamh de Ghrád Bia	7,435m²
Aonad E	Ionad Glaonna	646m²
Aonad 3	Déantúsaíocht/ Innealtóireacht	3,664m²
Aonad 10	Ionad Glaonna	1,260m²
Áislann Ghaoth Dobhair		
Aonad 8	Ionad Deasca Sealaíochta	72m²
Aonad 6	Aonad Cothaithe	81m²
Aonad 5	Oifig/Seirbhís	205m²

Tá roinnt foirgneamh eile ann atá folamh agus a dteastaíonn nuachóiriú/aisfheistiú substaintiúil uathu le freastal ar riachtanais shonracha earnála agus le riachtanais cliant

- Sufficient Energy
- Affordable rent and rates
- Water and waste water treatment

3.3 Fit-for-purpose facilities

The business property solution is a key component of Údarás na Gaeltachta's business offering strategy. Its property portfolio comprises of land, sites, standalone premises and business parks. As previously mentioned, there are 18 vacant units which measure a total square meterage 43,512m2 of which 80% is made up by six large properties on Gaoth Dobhair Business Park.

At present, there are a varied range of business premises available to lease in the Business Park and include a number of ready-to-occupy facilities which are sector specific and are outlined in Table 3.3.1 below.

Table 3.3.1: Properties available to let on the Gaoth Dobhair Business Park

Facility	Sector	Area
Unit 8	Food Grade building	7,435m²
Unit E	Call Centre	646m²
Unit 3	Manufacturing/ Engineering	3,664m²
Unit 10	Call Centre	1,260m²
Áislann Ghaoth Dobhair		
Unit 8	Hot Desk Area	72m²
Unit 6	Incubation Unit	81m²
Unit 5	Office/Service	205m

There are a number of other buildings that are vacant and require substantial modernisation/retrofitting to meet specific sectoral needs and fulfil potential client requirements and attract new

ionchasach a shásamh agus fiontair nua a mhealladh chuig an cheantar. Tá roinnt de na foirgnimh seo aitheanta anois ar chlár chaipitil an Údaráis, mar atá leagtha amach sa tábla thíos.

Tábla 3.3.2: Ionaid Réadmhaoine ar Pháirc Ghnó Ghaoth Dobhair atá le hathfhorbairt

Saoráid	Earnáil	Réimse:	Costas Measta	Aonaid Bhreise
Aonad 23	Déantúsaíocht	3,212m²	€ 800,000	3
Áislann 1ú urlár	ICT	840m²	€ 250,000	1
Áislann 2ú urlár	Seirbhísí	1,044m²	€ 650,000	1
IOMLÁN			**€1,700,000**	**5**

3.4 Leathanbhanda

Déantar forbairt ar theicneolaíocht na teileachumarsáide go hiontach gasta; bíonn lucht gnó agus fiontraithe ag súil le hardchaighdeán i dtaca le soláthar luais, cumais agus costais leathanbhanda. Chuir bainistíocht na ngnóthaí ar Pháirc Ghnó Ghaoth Dobhair béim ar an tábhacht atá le rochtan ar leathanbhanda ardluais snáithín ar ráta iomaíoch costais. Seo ceann de na dúshláin is mó atá ag lucht gnó an cheantair agus tá géarghá le soláthar leathanbhanda ardluais ar phraghas iomaíoch i gceantar tuaithe mar Ghaeltacht Iarthuaisceart Dhún na nGall ionas go mbeidh an fhiontraíocht in ann dul in iomaíocht ar an mhargadh domhanda.

Cé go bhfuil roinnt soláthróirí leathanbhanda ag Gaeltacht Iarthuaisceart Dhún na nGall a chuireann 4-10 Mb/s ar fáil ar an mheán, measann cuid de na fiontraithe nach leor é sin agus nach bhfuil sé éifeachtúil ná éifeachtach go leor le tacú lena n-acmhainn iomaíochta.

Tá MAN (líonra achar cathrach) suiteáilte ar Pháirc Ghnó Ghaoth Dobhair atá in ann leathanbhanda saor ó choimhlint a sholáthar do chomhlachtaí atá lonnaithe ar an Pháirc Gnó. Is féidir an tseirbhís seo a úsáid ar chostas thart ar €1,000 in aghaidh na míosa do 100 Mb/s. D'fhéadfadh an costas sin a bheith ina chonstaic do chuid mhaith gnóthaí a bhfuil gá acu le leathanbhanda ardluais saor ó choimhlint. Ach sin ráite, is mór an bhuntáiste don Pháirc Gnó go bhfuil an tseirbhís sin ar fáil acu.

De bhreis ar an tseirbhís snáthoptaice, cuireann roinnt soláthróirí leathanbhanda Wi-Fi ar fáil ar chostas réasúnach trí chrainn cumarsáide a thógáil sa réigiún, rud a ardaíonn luas an leathanbhanda go dtí 30-40 Mb/s. Ach, trí úsáid a bhaint as an

enterprises to the area. A number of these buildings have been identified and are now prioritised in the Údarás' capital budget programme and are included in Table 3.2 below.

Table 3.3.2: Properties on the Gaoth Dobhair Business Park planned for redevelopment

Facility	Sector	Area	Estimated Cost	Additional Units
Unit 23	Manufacturing	3,212m²	€ 800,000	3
Áislann 1st floor	ICT	840m²	€ 250,000	1
Áislann 2nd floor	Services	1,044m²	€ 650,000	1
TOTAL			**€1,700,000**	**5**

3.4 Broadband

Telecommunications technology and its development moves at a very fast pace; business people and entrepreneurs expect a high standard in relation to the provision of broadband speed, capacity and cost. The management of companies on the Gaoth Dobhair Business Park highlighted the issue of access to high speed fibre broadband at a cost competitive rate. This is clearly one of the most significant challenges facing business in the area and the provision of high speed broadband at a competitive price is essential in a remote area like the North-West Donegal Gaeltacht so that enterprise can compete in the global marketplace.

While the North-West Donegal Gaeltacht has a number of broadband providers who offer an average of 4-10 Mb/s, this capacity is deemed inadequate by some entrepreneurs and not effective and efficient enough to support their competitiveness.

There is a MAN (Metropolitan Area Network) installed on Gaoth Dobhair Business Park which can provide uncontended broadband to companies locating on the Business Park. It is possible to avail of this service at approximately €1,000 per month for 100 Mb/s. This cost may act as a barrier to entry for many businesses that require high speed uncontended requirement. Nevertheless, it is a major advantage to the Business Park that the service is available.

In addition to the fibre optic service, several broadband providers also offer Wi-Fi at a reasonable cost by installing communication masts in the region which increases broadband speeds to 30-40 Mb/s. However, by using this technology this service can be shared by other broadband users resulting in slower speeds for all users.

teicneolaíocht seo is féidir an tseirbhís sin a roinnt le húsáideoirí eile leathanbhanda, rud a íslíonn an luas do gach úsáideoir.

Tá plé leanúnach ag Údarás na Gaeltachta leis na Ranna Rialtais ábhartha agus le soláthróirí leathanbhanda maidir le soláthar leathanbhanda sa Ghaeltacht. Is le Eircom Wholesale an t-infreastruchtúr cábla snáthoptaice atá a reáchtáil le cósta iarthar Dhún na nGall agus tá sé curtha in iúl acu sin d'Údarás na Gaeltachta go bhfuil sé i gceist acu a n-infreastruchtúr a uasghrádú ionas go mbeidh miondíoltóirí in ann seirbhís ardluais leathanbhanda a chur ar fáil dá gcustaiméirí faoi lár nó deireadh 2016. Nuair a bheidh an plean seo i bhfeidhm, cuirfear seirbhís ar fáil do chustaiméirí a bheidh lonnaithe i bhfoisceacht 1 km de chábla teileafóin ó mhalartáin sna ceantair/bailte seo a leanas: An Fál Carrach, Gort an Choirce, Machaire Rabhartaigh, Gaoth Dobhair, Croithlí, Anagaire, Cionn Caslach, Ailt an Chorráin, An Clochán Liath agus Leitir Mhic an Bhaird. I gcásanna áirithe, beidh an tseirbhís ar fáil suas le 2 km ó mhalartáin.

Tá Plean Náisiúnta Leathanbhanda 2020 an Rialtais seolta ag An Roinn Cumarsáide, Fuinnimh agus Acmhainní Nádúrtha, trí obair chonartha le soláthróirí leathanbhanda, le luais de bhreis ar 30 Mb/s a chur ar fáil do gach teach cónaí agus gnó in Éirinn faoi 2020. Táthar ag súil go ndéanfar é sin trí úsáid a bhaint as cábla snáthoptaice. Tá sé deimhnithe ag an Roinn go gcuirfear tús le seachadadh na seirbhíse seo ó 2016 ach níl aon chinneadh déanta fós faoin dream a chuirfidh an tseirbhís ar fáil ná faoi cé na réigiún a bheidh chun tosaigh nó chun deiridh ar an liosta. I mbeagán focal, beidh sé i lár nó ag deireadh 2016 sula mbeidh cumas leathanbhanda 30 Mb/s ar fáil ar Pháirc Ghnó Ghaoth Dobhair faoin phlean seo.

Mar gheall go bhfuil leathanbhanda ardluais ar phraghas iomaíoch ina chuid lárnach d'fhorbairt rathúil na fiontraíochta, tá sé ríthábhachtach go leanfadh Údarás na Gaeltachta dá iarrachtaí le tosaíocht a bhaint amach do Ghaeltacht Iarthuaisceart Dhún na nGall laistigh den Phlean Náisiúnta Leathanbhanda 2020.

3.5 Iompar

Tá sé criticiúil don fhorbairt eacnamaíoch go mbeadh fáil ar ghréasán sábháilte éifeachtach bóithre a cheadóidh rochtain thapa chuig áit an mhargaidh. Trí infheistíocht shubstaintiúil, tá feabhas curtha ar an infreastruchtúr bóithre sa tír le deich mbliana anuas. Chuir an pobal gnó in iúl go bhfuil dúshlán ar leith ag baint leis na costais arda iompair a bhíonn ar fhiontair atá lonnaithe sa cheantar. Léirigh siad freisin an costas breise a bhaineann leis an cháin fhorlíontach bóthair le dul thar an teorainn, de bhreis ar na forchostais arda iompair atá orthu cheana féin.

Údarás na Gaeltachta is in on-going discussions with the relevant Government Departments and broadband providers regarding the provision of broadband in the Gaeltacht. Eircom Wholesale, which owns the fibre optic cable infrastructure along the west coast of Donegal, has informed Údarás na Gaeltachta that it plans to upgrade its infrastructure so that retailers can supply a low cost high speed broadband service to customers by mid to late 2016. When this plan is fully implemented, service will be provided to customers who are located within 1km telephone cable distance from the exchanges in the following areas/town/villages: An Fál Carrach, Gort a' Choirce, Machaire Rabhartaigh, Gaoth Dobhair, Croithlí, Anagaire, Cionn Caslach, Ailt an Chorráin, An Clochán Liath and Leitir Mhic an Bhaird. In certain circumstances, service will be available up to 2km from exchanges.

The Department of Communications, Energy and Natural Resources has launched the Government's National Broadband Plan 2020 and it plans, by way of contract work with broadband providers, to provide speeds in excess of 30 Mb/s to each home and business in Ireland by 2020. It is expected that this will be achieved by using a fibre optic cable. The Department has confirmed that the delivery of this service will commence from 2016 but no decision has been made to-date as to who will deliver the service and which regions will be the first or the last to benefit. In summary, it will be at the earliest mid to late 2016 before a broadband capacity of 30 Mb/s will be available on the Gaoth Dobhair Business Park under this plan.

As high speed competitively priced broadband is a key component of successful enterprise development, it is imperative that Údarás na Gaeltachta continue its efforts to have the North West Donegal Gaeltacht prioritised within the National Broadband Plan 2020.

3.5 Transport

A safe and efficient road network which allows for faster access to the marketplace is critical for economic development. Substantial investment has improved the road infrastructure over the past decade in the country. The business community raised the issue of high transport costs as being a particular challenge for enterprises located in the area. They also highlighted the supplementary road taxation for cross-border access which is an additional cost to their already high transportation overhead.

Infrastructure deficits were highlighted as an issue, specifically the road connection between Donegal and Dublin. Prioritising the

Léiríodh fosta an deacracht a bhaineann le heasnaimh infreastruchtúir, an nasc bóthair idir Dún na nGall agus Baile Átha Cliath, go háirithe. Moladh go dtabharfaí tosaíocht d'fhorbairt an N14/A5 ó Leitir Ceanainn go Muineachán mar phríomhriachtanas don phobal gnó.

Meastar go bhfuil Aerfort Idirnáisiúnta Dhún na nGall agus a inbhuanaitheacht leanúnach ríthábhachtach d'fhorbairt eacnamaíoch Ghaeltacht Iarthuaisceart Dhún na nGall. Cuireann sé córas iompair ar fáil do dhaoine – baill foirne, comhpháirtithe gnó agus custaiméirí – agus freisin d'amhábhair agus do tháirgí. Moladh go ndéanfaí forbairt ar chomhoibriú breise idir Aerfort Idirnáisiúnta Dhún na nGall agus fiontair áitiúla leis na réitigh is fearr a bhaint amach i dtaca le feabhsúchán ar sheirbhísí eitilte, paisinéir agus lastais.

3.6 Fuinneamh

Tá infheistíocht á déanamh in uasghrádú an ghréasáin soláthair leictreachais a fhad le Páirc Ghnó Ghaoth Dobhair agus chuig an chuid eile de Ghaeltacht Iarthuaisceart Dhún na nGall. Tá tús curtha ag ESB Networks agus EirGrid leis an obair ar líne nua 110kV go dtí an ceantar, cuirfear tús leis an obair ar fhostáisiún nua i rith an tsamhraidh 2015, agus táthar ag súil go mbeidh an líne sin críochnaithe faoi dheireadh 2016. Cinnteoidh sé sin dóthain soláthair don cheantar agus freisin ceadóidh sé d'fhoinsí fuinnimh inathnuaite ceangal leis an chóras, rud a d'fhéadfadh cuidiú le gnóthaí a gcostais fuinnimh a laghdú.

Le spreagadh ó pholasaithe domhanda, Eorpacha agus náisiúnta, tá foinsí fuinnimh in athnuaite á gcur chun cinn agus á ndreasú, ní amháin mar fhoinsí glana, glasa fuinnimh ach freisin mar mhalairtí atá níos saoire ná foinsí traidisiúnta fuinnimh. Tá beart oibre ar siúl i dtaca le hathrú bunúsach a dhéanamh ar Pháirc Ghnó Ghaoth Dobhair mar pháirc "glas" gnó agus áirithe sa tionscnamh, tá siad seo a leanas:

Fuinneamh na Gaoithe

Rinne Údarás na Gaeltachta staidéar féidearthachta a scrúdaigh fuinnimh na gaoithe mar fhoinse ionchasach cumhachta ó dhearcadh ardleibhéil i dtaca le pleanáil, le hinnealtóireacht agus le buntáiste eacnamaíoch. Bunaithe ar an eolas a fuarthas, measadh go bhfuil an acmhainn gaoithe atá ar an láthair maith go leor le fuinneamh a ghiniúint. Thabharfadh sin sábháil mhór i dtéarmaí costais sholáthair leictreachais do ghnóthaí atá lonnaithe ar an Pháirc Ghnó dá gcuirfí i bhfeidhm é.

development of the N14/A5 from Letterkenny to Monaghan was proposed as a key requirement by the business community.

Donegal International Airport and its continued sustainability is seen as paramount to the economic development of the North-West Donegal Gaeltacht. It enables the transport of people – including staff, business partners and customers as well as raw materials and products. It was recommended that enhanced collaboration be developed between Donegal International Airport and local enterprises with a view to achieving the best solutions aimed at enhancing flight, passenger and freight services.

3.6 Energy

Investment is being made into upgrading the electricity supply network to the Gaoth Dobhair Business Park and to the rest of the North-West Donegal Gaeltacht. ESB Networks and EirGrid have commenced work on a new 110kv line to the area, work on the new sub-station will commence during summer 2015 and it is envisaged that this line will be finished by the end of 2016. This will ensure sufficient energy supply to the area and also allow for the connection of renewable energy sources into the system, which could enable businesses to lower their energy costs.

Driven by global, European and national policy, renewable energy sources are being promoted and incentivised as not only clean, green sources of energy but also as sustainable and cheaper alternatives to traditional energy sources. A body of work regarding the transformation of the Gaoth Dobhair Business Park into a "green" business park is underway and the initiative includes the following:

Wind Energy

Údarás na Gaeltachta carried out a feasibility study which examined the potential of wind energy as a power source from a high level perspective regarding planning, engineering and economic benefit. Based on the information available, it was determined that the wind resource on the site is sufficient to warrant electricity generation. This would offer substantial savings in terms of electricity supply costs to businesses located on the Business Park if implemented.

Biomass Heating

Áislann Ghaoth Dobhair already contains two biomass boilers each rated at 150kW. These boilers can operate on wood chip or wood pellet. The boilers operate on a peak load of 150kW at present and this can be increased to 300kW should the demand for thermal energy increase within the building. Further

Teas Bithmhaise

Tá dhá choire bithmhaise, 150kW an ceann, in Áislann Ghaoth Dobhair cheana féin. Tá na coirí sin in ann feidhmiú le sliseanna adhmaid nó le millíní adhmaid. Faoi láthair, oibríonn na coirí ar bhuaiclód de 150kW agus is féidir é sin a ardú go dtí 300kW má ardaíonn an t-éileamh ar fhuinneamh teirmeach istigh san fhoirgneamh. D'fhéadfaí tuilleadh méadaithe a chur ar an teas bithmhaise san fhoirgneamh céanna trí mhacasamhail an chórais reatha a chur isteach, rud a dhéanfadh sábháil mhór ar chostais do ghnóthaí atá lonnaithe san Áislann.

Le breis aschuir teasa agus gréasán teasa ceantair a bheith suiteáilte sa Pháirc Gnó, d'fhéadfaí fuinneamh bithmhaise a dhíol le cliantchomhlachtaí ar thart ar 50% dá gcostais reatha fuinnimh. Chuirfeadh sé sin laghdú mór ar chostais reatha na gcliantchomhlachtaí chomh maith le deis a chur ar fáil le fostaíocht áitiúil a chruthú. Tá sé i gceist ag Údarás na Gaeltachta dul i dteagmháil le gnóthaí ar Pháirc Ghnó Ghaoth Dobhair le hiarratas pleanála a ullmhú do ghréasán ceantair teasa.

3.7 Rátaí Réasúnta Gnó

Díríodh aird an Fhóraim ar an ardú atá ag teacht ar rátaí na Comhairle Contae do ghnóthaí agus an dóigh a bhféadfadh sin a bheith ina laincis ar ghnólachtaí nuathionscanta. In 2015, chuir Comhairle Contae Dhún na nGall tús le dhá scéim nua le cuidiú le gnóthaí nua agus cinn reatha na rátaí tráchtála a íoc. Faoi chritéir na scéimeanna sin, féadfar ualach na rátaí tráchtála a laghdú d'fhiontair agus iad a ghearradh ar Pháirc Ghnó Ghaoth Dobhair.

3.8 Cóireáil Uisce agus Fuíolluisce

Tá soláthar de sheirbhís ardchaighdeáin timpeallachta (uisce agus seirbhísí fuíolluisce riachtanach d'fhorbairt eacnamaíochta), agus má bhíonn infreastruchtúr mar sin in easnamh is féidir leis an fhorbairt eacnamaíoch a phlúchadh i gceantar.

Cheadaigh an Roinn Comhshaoil, Pobail agus Rialtais Áitiúil infheistíocht do Scéim Séarachais Ghaoth Dobhair in 2013. In Eanáir 2014, aistríodh freagracht na scéime go dtí hUisce Éireann. Tuigtear go bhfuil moill curtha ar an infheistíocht a bhí pleanáilte go dtí 2017. Dhearbhaigh na ceannairí áitiúla gnó don Fhóraim go bhfuil an mhoill fhada seo agus an éiginnteacht faoin fhorbairt ar Scéim Séarachais Ghaoth Dobhair ag tarraingt fadhbanna suntasacha ar ghnóthaí áitiúla agus go raibh roinnt forbairtí a bhí beartaithe don cheantar ag fiontraithe áitiúla curtha siar mar gheall nach bhfuil scéim cheart cóireála eisiltigh ar fáil.

expansion of the biomass heat production could be achieved within the same building by mirror imaging the existing layout and would offer substantial cost savings to businesses located in the Áislann facility.

With a greater heat output and a district heating network installed on the Business Park, it would be possible to sell thermal energy to client companies at around 50% of their current energy costs. This would greatly reduce the running costs for client companies as well as provide the potential for local job creation. Údarás na Gaeltachta proposes to engage with the businesses on the Gaoth Dobhair Business Park with a view to preparing a planning application for a district heating network.

3.7 Affordable Business Rates

The rising cost of County Council rates for businesses, and how this overhead can be prohibitive for start-up companies was highlighted as an issue to the Fóram. In 2015, Donegal County Council has introduced two new schemes to facilitate new and existing businesses in paying commercial rates. Under the criteria of these schemes, the burden of commercial rates can be reduced for enterprises and can be applied to the Gaoth Dobhair Business Park.

3.8 Water and Waste Water Treatment

The provision of a quality environmental service (water, and waste water services) is essential in a developing economy, and the lack of such infrastructure can stifle economic development in an area.

The Gaoth Dobhair Sewerage Scheme was approved for investment in 2013 by the Department of Environment, Community and Local Government. In January 2014, the responsibility for the scheme was transferred to Uisce Éireann. It is understood that the planned investment has been postponed to 2017. Local business leaders stressed to the Fóram that the long delay and uncertainty in the development of the Gaoth Dobhair Sewerage Scheme was causing significant problems to local businesses and that a number of planned developments for the area by local entrepreneurs have been put on hold due to the lack of a proper effluent treatment scheme. The Fóram recommends that the development of the Gaoth Dobhair Sewerage Scheme be prioritised as it can act as a catalyst to generate economic and employment opportunities in the area.

Molann an Fóram go dtabharfaí tosaíocht don fhorbairt ar Scéim Séarachais Ghaoth Dobhair mar go mbeidh sé sin in ann feidhmiú mar chatalaíoch le deiseanna eacnamaíocha agus fostaíochta a chruthú sa cheantar.

3.9 Infreastruchtúr Sóisialta agus Cultúrtha

Sa phlé a rinneadh leis an Fhóram, dearbhaíodh an tábhacht chriticiúil a bhaineann le hinfreastruchtúr sóisialta agus cultúrtha le daoine áitiúla a mhealladh ar ais as lárionaid uirbeacha le cur fúthu i nGaeltacht Iarthuaisceart Dhún na nGall. Tá soláthar d'infreastruchtúr príomha a mhéadóidh tarraingteacht áite, ó thaobh caighdeán maireachtála de, ar a n-áirítear tithíocht ardchaighdeáin, scoileanna maithe, cúram príomhúil maith mar aon le soláthar de sheirbhísí poiblí (iompar, airgeadais, miondíola, srl.) i gcuideachta le háiseanna agus gníomhaíochtaí (sóisialta, cultúrtha agus fisiciúla) ar fad riachtanach nuair a bhíonn duine aonair nó teaghlach ag smaoineamh ar fhilleadh ar an cheantar nó cur fúthu ann.

Aithníonn an Fóram an gá atá le feabhas a chur agus bolscaireacht a dhéanamh ar chaighdeán stíl mhaireachtála an cheantair d'fhiontraithe ionchasacha, dá dteaghlaigh agus d'fhostaithe sciliúla atá ag smaoineamh ar Ghaeltacht Iarthuaisceart Dhún na nGall mar áit le cur fúthu.

3.10 Earnálacha Spriocdhírithe

In Aibreán 2013, sheol an tAire Post, Fiontar agus Nuálaíochta, Richard Bruton TD, Straitéis an Rialtais don Déantúsaíocht – *Making it in Ireland: Manufacturing 2020*. Sa tuarascáil, leagtar síos na príomhdheiseanna don earnáil déantúsaíochta a mbeidh réigiúin mar Ghaeltacht Iarthuaisceart Dhún na nGall in ann díriú orthu nuair a bheidh fiontraithe/comhlachtaí bunaithe á mealladh acu go dtí an ceantar. Mar seo a leanas atá na deiseanna atá leagtha amach sa tuarascáil:

- Fócas ar Earnálacha: Ag cothabháil a bhfuil againn agus ag tógáil ar ár láidreachtaí (ICT, Teicneolaíochtaí Leighis, Cógais/Bithchógais, Bia agus Deoch, Innealtóireacht, agus Déantúsaíocht lasmuigh (Tógáil))
- Feidhmeanna agus Gníomhaíochtaí: Oiriúnú don Domhandú
- Teicneolaíochtaí agus Ábhair nua a Fhorbairt agus a Oiriúnú

3.9 Social and Cultural Infrastructure

During the Fóram's discussions, the importance of social and cultural infrastructure was highlighted as crucial in encouraging locals to stay or to return from urban centres to settle in the North-West Donegal Gaeltacht. The provision of key infrastructure that will enhance the attractiveness of an area from a lifestyle perspective, including the supply of quality housing, good schools, good primary care along with the provision of public services (transport, financial, retail, etc.) along with facilities and activities (social, cultural and physical), are all requirements when an individual or family are evaluating the prospect of returning or locating in the area.

The Fóram recognises the need to enhance and promote the quality of lifestyle that the area has to offer to potential entrepreneurs, their families and key skilled employees considering the North-West Donegal Gaeltacht as a place to locate.

3.10 Targeted Sectors

In April 2013, Minister for Jobs, Enterprise and Innovation, Mr Richard Bruton TD, launched the Government Strategy for Manufacturing – Making it in Ireland: Manufacturing 2020. The report sets out key opportunities for the sector which regions like the North-West Donegal Gaeltacht can focus on when attracting entrepreneurs and established companies to the area. The opportunities laid out in the report are as follows:

- Focus on Sectors: maintaining what we have; and building on our strengths (ICT, Medical Technologies, Pharma/BioPharma, Food and Drink, Engineering, and off site Manufacturing (Construction))
- Functions and Activities: Adapting and responding to Globalisation
- Developing and Adapting New Technologies and Materials
- Focus on Indigenous potential – Manufacturing Start-ups and Scaling

The Fóram acknowledges that to enable entrepreneurs to take the risk of establishing their business in the North-West Donegal Gaeltacht the following is required; the appropriate business

- Ag díriú ar Ionchas Dúchasach – Gnólachtaí Nuathionscanta Déantúsaíochta agus Scálú

Aithníonn an fóram go bhfuil gá leis na réitithe seo a leanas má tá fiontraí le riosca a thógáil le gnó a bhúnú i nGaeltacht Iarthuaisceart Dhún na nGall: an múnla cuí gnó, fáil ar fhórsa saothair ardchaighdeáin, cóiríocht a bheidh oiriúnach don earnáil fiontraíochta agus dreasachtaí agus tacaíochtaí maithe gnó (airgeadais agus neamhairgeadais). Is í tuairim an Fhóraim gurb iad na gnóthaí is rathúla i gceantair tuaithe ná na cinn a thairgíonn earraí ardluacha a éilíonn an praghas is fearr i margaí nideoige.

Ceadaíonn an múnla gnó seo do chomhlachtaí na forchostais bhreise a bhaineann le lonnaíocht iargulta a chlúdach (costais arda iompair mar shampla) agus buntáiste á fháil acu as foireann sciliúil dílis (coinneal ard fostaithe), toradh láidir ar infheistíocht oiliúna agus forchostais cíosa atá níos ísle.

Is é dearcadh an Fhóraim gurb iad seo na hearnálacha is oiriúnaí don cheantar: Bia agus Deoch, Acmhainní Mara, Déantúsaíocht agus Innealtóireacht Nua-aimseartha, Seirbhísí Trádála Idirnáisiúnta, comhlachtaí teanga agus cultúr bhunaithe, agus Turasóireachta.

Bia

Tá an Earnáil Bia agus Deochanna aitheanta ag an Fhóram mar earnáil fáis ionchasach do Ghaeltacht Iarthuaisceart Dhún na nGall. Aithnítear go fairsing ionchas forbartha na n-earnálacha bia feirme, éisc agus bia mara i gceantair chósta. Tá sé tábhachtach go n-aithneofaí go bhfuil ionchas sna hearnálacha seo le fostaíocht inbhuanaithe a chruthú i gcuideachta le spreagadh a thabhairt don fhiontraíocht, an buntáiste is fearr a bhaint as acmhainní nádúrtha agus méadú a chur ar dhíolacháin agus ar easpórtálacha.

Laistigh de na hearnálacha seo, tá roinnt margaí nideoige a bheadh in ann ardbhrabús a dhéanamh. Orthu sin tá táirgí mar bhia folláin, táirgí gan glútan, bia mara agus nútraiceodaigh. Tá oibrithe sciliúla a bhfuil taithí acu ar fáil sa cheantar mar aon le saoráid de ghrád bia, 7,435m², a thacódh le fiontar nua bia.

Le timpeallacht a chruthú ina bhfeadfaidh earnáil a bheith rathúil agus in ann fás, tá sé tábhachtach go n-aithneofaí na sártháirgeoirí áitiúla bia agus go gcothófar úsáid táirgí áitiúla sna bialanna. Ba chóir úsáid a bhaint as na meáin shóisialta agus as modhanna eile le híomhá deimhneach a chruthú den bhia a tháirgtear go háitiúil i nGaeltacht Dhún na nGall. Ní hamháin go gcuideoidh sé sin le bolscaireacht a dhéanamh ar tháirgí atá ar fáil cheana féin ach is féidir é a úsáid freisin mar

model, availability of high quality work force, 'fit for purpose' enterprise accommodation and good business incentives and supports (financial and non-financial). In the Fóram's opinion, the businesses that achieve the most success in rural areas are those that produce high value products that demand a premium price in niche markets.

This business model allows the company to cover the additional overheads that lends itself to a remote rural location (for example high transport costs) while benefiting from skilled and loyal staff (high employee retention), strong return on training investment and lower rental overhead.

It is the view of the Fóram that the following sectors are best suited to the area: Food and Drink, Marine Resources, Modern Manufacturing and Engineering, Internationally Traded Services, Irish Language and Culture-based enterprises and Tourism.

Food

The Food and Beverages Sector has been identified by the Fóram as a potential growth sector for the North-West Donegal Gaeltacht. The potential for the development of the agri-food, fish and seafood sectors in coastal areas is widely recognised. It is important to acknowledge that these sectors hold the potential to create sustainable employment as well as stimulating entrepreneurship, capitalising on natural resources and increasing premium sales and exports.

Within this sector, there are a number of niche markets that can yield high returns. These include products such as health foods, gluten free products, seafood and neutraceuticals. There are skilled and experienced food sector workers available in the area along with a food grade facility, 7,435m², to support a new food venture.

In order to create an environment where the sector can flourish and grow, it is important that local food champions are identified and that the use of local products in restaurants is promoted. Social media and other channels should be used to create a positive image for food produced locally in the Donegal Gaeltacht. This not only helps promote the products already available but can also be used as a marketing tool to encourage other entrepreneurs to set up business in the North-West Donegal Gaeltacht.

Marine Resources

Marine resources, which include aquaculture and seaweed, are particularly important in relation to providing sustainable

uirlis le fiontraithe eile a spreagadh le gnó a bhunú i nGaeltacht Iarthuaisceart Dhún na nGall.

Acmhainní Mara

Tá tábhacht ar leith le hacmhainní mara, uisceshaothrú agus an fheamainn san áireamh, i dtaca le fostaíocht inbhuanaithe a chur ar fáil i bpobail imeallacha cósta. I mbearta stáit atá i dtuarascálacha mar *Harnessing our Ocean Wealth* agus *Harvest 2020*, aithnítear tábhacht na hearnála seo, cé go bhfuil an ráta fáis íseal san earnáil. Tá sé riachtanach tacaíochtaí Taighde agus Forbartha agus Nuálaíochta (T&F&N) a chur chun cinn do SMEnna san earnáil seo lena n-iomaíochas a chinntiú ar na margaí domhanda.

Molann an Fóram gur cheart an tIonad Forbartha atá ag Údarás na Gaeltachta i Machaire Rabhartaigh a chur chun cinn mar ionad T&F a bheidh ag díriú ar acmhainní mara.

Déantúsaíocht agus Innealtóireacht Nua-aimseartha

Is réimse fairsing é, réimse na hearnála innealtóireachta ó fhosholáthar go dtí OEManna (déantóirí buntrealaimh) go dtí forbairt agus táirgeadh a dtáirgí brandáilte féin. Mar a luadh cheana féin, tá comhlachtaí nuálacha déantúsaíochta ag feidhmiú go rathúil i nGaeltacht Iarthuaisceart Dhún na nGall. Ar aon dul le hearnáil an bhia, tá soláthar de dhaoine sciliúla ar fáil a bhfuil taithí acu, mar aon le haonaid atá oiriúnach don fheidhm ar fáil d'fhiontair nua déantúsaíochta nua-aimseartha agus do shaininnealtóireacht, ar Pháirc Ghnó Ghaoth Dobhair.

Seirbhísí Trádála Idirnáisiúnta/ Ionaid Teagmhála do Chustaiméirí

Tá earnáil na Seirbhísí Trádála Idirnáisiúnta iontach tábhachtach d'Éirinn ó thaobh straitéise de mar gheall ar líon na ngairmithe ardsciliúla atá fostaithe inti agus an méid a chuireann sí le feidhmiú na heaspórtála. Aithníonn an Fóram gur sna cathracha is mó a dhéantar infheistíocht i seirbhísí eolasbhunaithe a thrádáiltear go hidirnáisiúnta agus gur dúshlán do Ghaeltacht Iarthuaisceart Dhún na nGall tionscadail den chineál sin a mhealladh. Ach sin ráite, tá deiseanna ar fáil sna margaí nideoige a mbíonn gá acu le seirbhísí teagmhála a bhíonn níos lú, níos láidre agus níos solúbtha le haghaidh a gcustaiméirí. Tá roinnt saoráidí nua-aimseartha réidh le húsáid ar Pháirc Ghnó Ghaoth Dobhair, a bheadh fóirsteanach do riachtanais na hearnála seo.

employment in peripheral coastal communities. State policy outlined in reports such as *Harnessing our Ocean Wealth* and *Harvest 2020* recognise the importance of this sector, however, the growth of this sector has been slow. The need to promote Research and Development and Innovation (R&D&I) supports to SMEs within this sector is necessary to ensure their competitiveness in global markets.

The Fóram recommends that the Údarás-owned Development Centre in Machaire Rabhartaigh is promoted as a R&D centre focusing on marine resources.

Modern Manufacturing and Engineering

The engineering sector ranges from sub-supply to OEMs (Original Equipment Manufacturers) to developing and producing own branded products. As previously mentioned, there are successful innovative manufacturing companies in the North-West Donegal Gaeltacht. Similar to the food sector, there is a supply of skilled and experienced people along with 'fit for purpose' units available for new or expanding modern manufacturing and specialist engineering enterprises on the Gaoth Dobhair Business Park.

Internationally Traded Services/Customer Contact Centres

The Internationally Traded Services sector is of vital strategic importance to Ireland, both in terms of the numbers of high skilled professionals it employs and its contribution to export performance. The Fóram recognises that investment in Internationally Trading knowledge based service companies mainly takes place in cities and that it is a challenge for the North-West Donegal Gaeltacht to attract such projects. However, there are opportunities in the niche markets that require smaller robust flexible customer contact services. The Gaoth Dobhair Business Park has a number of modern ready-to-occupy facilities that suit the sector requirements.

Irish Language Based Enterprises and the Creative Industries

Harnessing the enterprise potential of the Gaeltacht's natural and cultural heritage, including the stimulation of enterprises based on language, media, the arts and other cultural heritage, has the potential to generate employment in the area.

Fiontair agus Tionscail Chruthaitheacha Theangabhunaithe

Tá deiseanna fostaíochta a gcruthú sa cheantar trí theacht i dtír ar fhéidearthachtaí na n-acmhainní fiontraíochta a bhaineann le hoidhreacht nádúrtha agus cultúrtha na Gaeltachta, an Ghaeilge, na meáin, na healaíona agus oidhreacht chultúrtha san áireamh.

Faoi Acht na Gaeltachta 2012, leagtar síos an bunús reachtúil atá faoi réimse de bhearta forbarthacha agus pleanála a bhfuil cothabháil agus forbairt phobal na Gaeilge sa Ghaeltacht mar chuspóir straitéiseach acu. Tugann Acht na Gaeltachta tacaíocht d'athrú nua suntasach polasaí a bhaineann le pleanáil teanga a chur ar bhonn foirmiúil agus í a dhlisteanú ag leibhéal an phobail, rud atá bunaithe ar mhúnla comhpháirtíochta idir an stát agus pobail na Gaeltachta.

Tá sé tábhachtach cur san áireamh go bhfuil ról aitheanta ag Údarás na Gaeltachta faoin Acht i dtaca le cur i bhfeidhm na Straitéise 20 Bliain don Ghaeilge 2010-2030 sa Ghaeltacht. Sa chomhthéacs sin, tá an tÚdarás ag obair agus ag tacú le pobail pleananna teanga a ullmhú agus a chur i bhfeidhm sna Limistéir Phleanála Teanga atá leagtha síos. Tugtar suntas don dúshlán ar leith a bhaineann le caomhnú agus neartú na teanga agus cruthú fostaíochta inmharthanach i gceist.

Tiocfaidh deiseanna nua chun cinn i réimsí éagsúla, m.sh. pleanáil teanga, soláthar oiliúna don earnáil phoiblí, aistriúchán, gníomhaireachtaí teagmhála custaiméirí do Ranna/ gníomhaireachtaí Rialtais, srl.

Meallfaidh earnáil ealaíon, atá bríomhar agus ar acmhainní, daoine chuig an ceantar ar cuairt, le cónaí ann agus le hoibriú ann. Tá tionchar suntasach ag an earnáil ealaíon ar an eacnamaíocht bhaile agus áitiúil, cé gur minic nach dtuigtear an buntáiste iomlán atá léi sa cheantar. Tugann féilte, imeachtaí, ealaíontóirí cónaithe agus taispeántais breis fuinnimh do phobal agus is minic gur seo cúis mhaith do chuairteoirí fanacht sa cheantar. Tá sé aitheanta le fada ag Údarás na Gaeltachta go bhfuil oibriú eacnamaíochta agus cultúrtha le haithne ar earnáil bhríomhar ealaíne a bheith sa Ghaeltacht. Leanfaidh an tÚdarás dá ról a bheith ag tabhairt tacaíochta d'Ealaín na Gaeltachta leis na healaíona a chur chun cinn agus feabhas a chur ar dheiseanna fostaíochta agus forbartha sna hearnálacha ealaínbhunaithe agus cultúrbhunaithe.

Turasóireacht

Tá an turasóireacht ar cheann de na tionscail is mó fáis ar an domhan agus tá sé ar chumas na hearnála athrú agus forbairt go gasta i dtreo na hathruithe sa timpeallacht eacnamaíochta.

The Gaeltacht Act 2012 sets out the statutory basis for a range of developmental and planning measures which have as their strategic objective the maintenance and development of the language community within the Gaeltacht. The Gaeltacht Act supports a significant new policy departure which relates to the formalisation and legitimisation of language planning at community level and which is based on a partnership model between the State and the Gaeltacht communities.

It is important to note that under the Act, Údarás na Gaeltachta is specifically charged with the implementation of the 20-Year Strategy for the Irish Language 2010-2030 in the Gaeltacht. In that context, an tÚdarás are working with and supporting communities to prepare and implement language plans in Gaeltacht Language Planning Areas. It is recognised that the issue of maintaining and strengthening the Irish language, while creating sustainable employment, presents a unique challenge.

New opportunities will present themselves in a range of areas e.g. language planning, provision of training for the public sector, translation, customer contact agents for Government Departments/agencies, etc.

A vibrant and well-resourced arts sector can play a key role in attracting people to live, work, visit and stay in an area.

The impact of the arts sector on the domestic and local economy is significant yet often an underestimated benefit to an area. Festivals, events, artist residencies and exhibitions add vibrancy to a community and are significant factors in attracting visitors to the Gaeltacht. Údarás na Gaeltachta has long recognised the economic and cultural strength of having a strong vibrant Gaeltacht arts sector. An tÚdarás will continue its role in providing support to Ealaín na Gaeltachta, so that the organisation can continue to promote the arts and increase employment and development opportunities in the arts and culture-based sectors.

Tourism

Tourism is one of the world's fastest growing industries with the sector having the capacity to respond and develop quickly to changes in the economic environment.

Irish language and culture adds a unique dimension to tourism in Ireland. As a destination, the Gaeltacht in turn is unique and offers the visitor experiences that cannot be replicated elsewhere. More than half of all overseas visitors to Ireland are interested in experiencing the country's living and historic culture. Tourism provides the Gaeltacht with important opportunities to grow the

An Ghaeilge agus cultúr na Gaeilge, gnéithe ar leith den turasóireacht in Éirinn. Dá réir sin, tá an Ghaeltacht ina ceantar turasóireachta ar leith agus í in ann deiseanna a thabhairt don chuairteoir nach féidir a macasamhail a fháil in aon áit eile. Bíonn suim ag breis agus leath de na cuairteoirí eachtracha ar fad a thagann go hÉirinn i gcultúr beo agus i gcultúr stairiúil na tíre. Cuireann an turasóireacht deiseanna tábhachtacha ar fáil don Ghaeltacht le heacnamaíocht áitiúil a mhéadú, fostaíocht a chruthú agus ioncam a ghiniúint dá pobail fad agusa bhítear ag ceiliúradh agus ag cur i láthair na Gaeilge agus an chultúir don domhan mór.

Tá sé mar aidhm ag straitéis turasóireachta an Údaráis:

- Líon na dturasóirí a mhéadú i gcuideachta le méadú ar fhad a gcuairte agus ar mhéid a gcaiteachais;
- Táirgí turasóireachta sa Ghaeltacht a fhorbairt agus a ardú;
- Feasacht agus próifíl na Gaeltachta mar ionad turasóireachta a mhéadú.

Cé nach bhfuil Slí an Atlantaigh Fhiáin ach ina thús, tá sé ar cheann de na tionscnaimh turasóireachta is rathúla a rinneadh le blianta. Mar gheall go bhfuil tuairim is 20% den bhealach 2,500 km ag dul trí Dhún na nGall agus an chuid is mó de sin sa Ghaeltacht, beidh an tÚdarás in 2015 agus ina dhiaidh sin ag díriú ar thacú lena chliaint chun an bhuntáiste iomlán a bhaint as cur chun cinn Shlí an Atlantaigh Fhiáin chun táirgí nuálacha agus taitneamhacha a chur ar fáil le béim a chur ar áilleacht agus ar shainiúlacht na Gaeltachta.

Mar chuid dá straitéis turasóireachta, cuirfidh Údarás na Gaeltachta, Cláir Oiliúna do Pháirtíocht Trádála ar fáil in 2015. Roghnófar suas le 20 rannpháirtí le táirgí nua agus táirgí feabhsaithe a fhorbairt ina dtabharfar léiriú ar imeachtaí an Atlantaigh Fhiáin atá á gcur chun cinn ag Fáilte Éireann. Cé gurb é an tÚdarás atá ag maoiniú an tionscnaimh, tá sé formhuinithe go hiomlán ag Fáilte Éireann leis na táirgí a chruthófar a úsáid mar chuid de na dtionscnaimh margaíochta do Bhealach an Atlantaigh Fhiáin.

Leanfaidh Údarás na Gaeltachta dá dteagmháil le Fáilte Éireann le tionscadail shuaitheanta a fhorbairt a mheallfaidh daoine go dtí an ceantar, a fheabhsóidh turas an chuairteora agus a mhéadóidh an méid ama a chaitheann siad ar Shlí an Atlantaigh Fhiáin go háirithe. Rachaidh an tÚdarás i dteagmháil leis na gníomhaireachtaí ábhartha stáit agus oibreoidh sé leo in iarracht le borradh a chur faoi fhorbairt an ionaid cuairteora ag Teach Mhuiris, Cnoc Fola agus faoin athfhorbairt ar Amharclann Ghaoth Dobhair mar amharclann/spás léirithe den scoth.

local economy, create employment and generate income for its communities while celebrating and presenting its language and culture to the world.

Údarás' strategy for tourism aims to:

- Increase the number of tourists, their length of stay in the Gaeltacht and increase their expenditure;
- Increase and upgrade tourist products in the Gaeltacht;
- Increase awareness and profile of the Gaeltacht as a holiday destination.

The Wild Atlantic Way, while still in its infancy, has proved to be one of the most successful tourism initiatives of recent times. With almost 20% of the 2,500 km route passing through Donegal and most of it in the Gaeltacht, an tÚdarás' focus in 2015 and beyond will be to support its clients in taking full advantage of the promotion of the Wild Atlantic Way to deliver innovative and attractive products that will highlight the attractiveness and uniqueness of the Gaeltacht.

As part of its tourism strategy, Údarás na Gaeltachta will deliver a Trade Engagement Training Programme commencing in 2015. Up to 20 participants will be selected to develop new and enhanced tourism products that will reflect the Wild Atlantic Experiences being promoted by Fáilte Ireland. This initiative, while funded by Údarás na Gaeltachta, is fully endorsed by Fáilte Ireland with the view to using the end products as part of their marketing initiatives for the Wild Atlantic Way.

Údarás na Gaeltachta will continue to engage with Fáilte Ireland in developing flagship projects that will draw people to the area, enhance the visitor experience and increase dwell times along the Wild Atlantic Way in particular. An tÚdarás will liaise and work with the relevant state agencies in an effort to progress the development of the visitor centre at Teach Mhuiris, Cnoc Fola and the redevelopment of Amharclann Ghaoth Dobhair as a state of-the-art theatre/ performance space.

4. Conclúid
Conclusion

4.1 CONCLÚID

Bhí sé mar aidhm ag an ghrúpa oibre, An Fóram Forbartha Fiontraíochta, díriú isteach ar an ghéarchéim fostaíochta i nGaeltacht Iar Thuaisceart Dhún na nGall agus moltaí a dhéanamh a mbeadh sé mar thoradh orthu fiontraíocht nua a chur chun cinn agus deiseanna fostaíochta nua a chruthú ar Pháirc Ghnó Ghaoth Dobhair.

Déanann an tuairisc seo cur síos ar thorthaí agus ar mholtaí i dtaca leis: an gá atá le theacht i dtír ar easnaimh san infreastruchtúr, an riachtanas maidir le foirgnimh atá fóirsteanach d'earnálacha agus do ghnóthaí faoi leith a bheith ar fáil, an tábhacht atá le cláir oiliúna agus ar fhorbairt scileanna cuimsitheacha a sholáthar dírithe ar na heasnaimh scileanna atá ag na comhlachtaí áitiúla agus na scileanna a bheidh uatha agus ó fhiontair nua sa todhchaí, an gá atá le naisc rialta a chothú le lucht bunaithe gnó agus le gnóthaí áitiúla le cúrsaí gnó sa cheantar a fhorbairt agus a mhéadú a thuilleadh, an gá le plean margaíochta agus feachtas bolscaireachta a chur i bhfeidhm a dhéanfaidh próifíl Ghaeltacht Iar-Thuaisceart Dhún na nGall agus Pháirc Ghnó Ghaoth Dobhair a ardú mar áit ar leith le gnó a lonnú agus a fhorbairt.

Leagan an tuairisc amach Plean Gníomhaíochta agus moltar clár oibre a bhfuil sé d'aidhm aige díriú ar na dúshláin atá luaite agus mar thoradh táthar ag súil go ndéanfar tuilleadh fiontraíochta a chur chun cinn agus níos mó fostaíochta a chruthú ar Pháirc Ghnó Ghaoth Dobhair. Beidh sé mar thoradh ar an phlean go mbeidh athfhorbairt déanta ar líon aitheanta foirgneamh ar an Pháirc Ghnó agus go ndéanfar 300 post nua á chruthú ann thar tréimhse trí bliana.

4. CONCLUSION

The focus of the Fóram Forbartha Fiontraíochta working group was to respond to job losses in the North West Donegal Gaeltacht and to make recommendations that would lead to new enterprise development and job creation opportunities on the Gaoth Dobhair Business Park.

This report outlines a number of key findings and recommendations in relation to: the need to address infrastructural deficits, the need for sector-specific fit-for-purpose enterprise properties, the provision a comprehensive training and upskilling programme to address current skills shortages and the future skills requirements of enterprises in the area, the need for increased engagement with early stage businesses, start-ups and the local business community in an effort to further develop and increase business activity, and the implementation of a marketing and promotional plan to raise the profile of the North-west Donegal Gaeltacht and the Gaoth Dobhair Business Park as a place to locate and develop a business.

The report sets out an Action Plan and recommends a programme of work that aims to address the challenges highlighted and therefore generate further enterprise development and job creation on the Gaoth Dobhair Business Park and the surrounding area; the end result being a redevelopment of a number of identified properties on the Gaoth Dobhair Business Park and the creation of 300 new jobs over a three year period.

5. Aguisíní
Appendices

5.1 Aguisín 1 Comhaltaí an Fhóraim Fhorbartha Fiontraíochta 2014

Cathaoirleach:

Séamus Mac Eochaidh, Bainisteoir – An Rannóg Fiontar agus Fostaíochta, Údarás na Gaeltachta

Rúnaí:

Cathal Ó Gallchóir, Feidhmeannach – An Rannóg Fiontar agus Fostaíochta, Údarás na Gaeltachta

Comhaltaí:

John Nugent, Bainisteoir an Iarthuaiscirt – Forbairt Gnó & Caidrimh, GFT Éireann

Méabh Conaghan, Feidhmeannach Sinsearach i bhFiontraíocht Bia, Fiontraíocht Éireann

Micheál Mac Giolla Easbuig, Bainisteoir Réigiúnach, Údarás na Gaeltachta.

Sinéad Ní Fhátharta, Feidhmeannach Sinsearach, An Rannóg Fiontar agus Fostaíochta, Údarás na Gaeltachta.

Seán Ó Leidhinn, Príomhoifigeach Cúnta, An Roinn Ealaíon, Oidhreachta agus Gaeltachta.

Micheál Ó hÉanaigh, Stiúrthóir Seirbhísí, Comhairle Contae Dhún na nGall.

Mary O'Malley, Bainisteoir Réigiúnach Oiliúna, Bord Oideachais & Oiliúna Dhún na nGall.

John Andy Bonner, Ceannasaí Forbartha, Institiúid Teicneolaíochta Leitir Ceanainn

Francis Byrne, Leas-Phríomhaí, Cláir Oiliúna – Réigiún an Iarthuaiscirt, an Roinn Coimirce Sóisialaí.

5.1 Appendix 1 Members of the Fóram Forbartha Fiontraíochta 2014

Chairman:

Séamus Mac Eochaidh, Manager - Enterprise and Employment Division, Údarás na Gaeltachta.

Secretary:

Cathal Ó Gallchóir, Executive - Enterprise and Employment Division, Údarás na Gaeltachta.

Members:

John Nugent, Manager North West - Business & Relationship Development, IDA Ireland.

Méabh Conaghan, Senior Executive in Food Entrepreneurship, Enterprise Ireland.

Micheál Mac Giolla Easbuig, Regional Manager, Údarás na Gaeltachta.

Sinéad Ní Fhátharta, Senior Executive, Enterprise and Employment Division, Údarás na Gaeltachta.

Seán Ó Leidhinn, Príomh Oifigeach Cúnta, An Roinn Ealaíon, Oidhreachta agus Gaeltachta.

Micheál Ó hÉanaigh, Director of Services, Comhairle Chontae Dhún na nGall.

Mary O'Malley, Regional Training Manager, Donegal Education Training Board.

John Andy Bonner, Head of Development, Letterkenny Institute of Technology.

Francis Byrne, Assistant Principal, Employment Programmes - North West Region, Department of Social Protection.

5.2 Aguisín 2: Páirtithe Leasmhara a bhuail leis an Fhóram Forbartha Fiontraíochta

John McDermott, Bainisteoir, R.A.P. Teoranta, Páirc Ghnó Ghaoth Dobhair

John Clancy, Tionscnóir/Bainisteoir i gcuideachta le Kieran Gallagher agus Paddy Farren, Mobileonix Teoranta, Páirc Ghnó Ghaoth Dobhair

Mark Campbell, Pauline Bradley, Ivan McConnell agus Ciarán Richardson, Bainisteoir Sinsearach, Randox Teoranta, An Clochán Liath

Bridget Gallagher, Bainisteoir, VHI, Páirc Ghnó Ghaoth Dobhair

Martin agus Louise Boyle, Úinéirí, Martin Boyle Haulage Ltd., Gaoth Dobhair

Karen Campbell, Bainisteoir, Fáisc Miotail Éireann Teoranta, Páirc Ghnó Ghaoth Dobhair

Raymond Coyle. Fiontraí/Infheisteoir Gnó, Largo Foods

Seimí Ferry agus John McFadden (Fostaithe de chuid Largo) mar aon le Declan Ferry agus Paul McGee (ionadaithe SIPTU)

Alan Nuzum, POF, Skillnets Ltd agus Siobhán Grant, Bainisteoir Gréasán, Tech North West Skillnet

Eileen Borland, An Roinn Coimirce Sóisialaí

Fergus McAllister, Bainisteoir Forbartha Gnó, Eircom

Éamonn Mac Giolla Bhríde agus James Cassidy, Cumann Tráchtála Ghaoth Dobhair

5.2 Appendix 2: Stakeholders who met with Fóram Forbartha Fiontraíochta

John McDermott, Manager, R.A.P. Teoranta, Gaoth Dobhair Business Park

John Clancy, Promoter/Manager along with Kieran Gallagher and Paddy Farren, Mobileonix Teoranta, Gaoth Dobhair Business Park

Mark Campbell, Pauline Bradley, Ivan McConnell and Ciarán Richardson, Senior Manager, Randox Teoranta, An Chlochán Liath

Bridget Gallagher, Manager, V.H.I., Gaoth Dobhair Business Park

Martin and Louise Boyle, Owners, Martin Boyle Haulage Ltd., Gaoth Dobhair

Karen Campbell, Manager, Faisc Miotail Éireann Teoranta, Gaoth Dobhair Business Park

Raymond Coyle. Entrepreneur/Business Investor, Largo Foods

Seimí Ferry and John McFadden (Largo Employees) along with Declan Ferry and Paul McGee (SIPTU representatives)

Alan Nuzum, CEO, Skillnets Ltd and Siobhán Grant, Network Manager, Tech North West Skillnet

Eileen Borland, Department of Social Protection.

Fergus McAllister, Business Development Manager, Eircom

Éamonn Mac Giolla Bhríde and James Cassidy, Cumann Tráchtála Gaoth Dobhair.

5.3 Aguisín 3: Oibrithe Largo

D'fhógair Largo Foods go raibh siad ag dúnadh a n-ionad i nGaoth Dobhair i Márta 2014 agus i Meán Fómhair 2014 bhí deireadh le fostaíocht fhormhór na bhfostaithe sa chomhlacht ansin. D'fhan foireann bheag i mbun oibre go dtí mí na Nollag 2014. Mar gheall ar gur aistrigh an déantús táirgí ar fad díreach go Cill Dhéagláin, d'fhógair an chuideachta 70 post ina saoráid i gCill Dhéagláin d'fhostaithe a bhí lonnaithe i nGaoth Dobhair. Ghlac 47 duine ar fad leis na poist sin, i réimsí ó oibrithe go dtí teicneoirí. Tá fostaíocht áitiúil i gcomhlachtaí eile sa cheantar faighte ag 10 fostaí eile.

Le déileáil leis na riachtanais atá ag na hoibrithe iomarcacha eile ó Largo Foods, thug gníomhaireachtaí stát-mhaoinithe faoi na beartais seo a leanas:

- **Rinneadh measúnú ar na próifílí scileanna, mar seo a leanas:**

Bainistíocht	4
Riarachán	1
Pleanáil	1
Maoirseoirí	3
Ceannasaithe Foirne	8
Cáilíocht	3
Cothabháil	8
Seachadadh / Stóras	10
Oibritheoirí Meaisíní / Cócairí	32
Pacáil / Pailléadú	68
Glantóirí	8
Iomlán	146

- **Reáchtáladh lá eolais fostaíochta i bPáirc Ghnó Ghaoth Dobhair ar an 30 Aibreán 2014:**

  Chas ionadaithe ó na comhlachtaí stáit agus ó na dreamanna eile a bhfuil dualgas fostaíochta, oiliúna agus oideachais orthu le fostaithe Largo chun eolas ábhartha a bhailiú agus eolas a thabhairt dóibh faoi athoiliúint, faoi bhreisoiliúint agus faoi dheiseanna oideachais a d'fhéadfadh a bheith ina n-ábhar suime dóibh.

5.3 Appendix 3: Largo Employees

Largo Foods announced the closure of its Gaoth Dobhair facility in March 2014 and the majority of the employees ceased employment with the company by September 2014. A small team remained in place until December 2014. As all the manufacturing of product moved directly to Ashbourne, the company advertised 70 positions to Gaoth Dobhair based employees for new positions at their Ashbourne facility. A total of 47 people accepted these positions which ranged from operative to technician. A further 10 employees have been employed locally in other companies in the area.

To address the needs of all redundant workers of Largo Foods, the following measures were undertaken by state funded agencies:

- **An assessment of the skill profile was undertaken as follows:**

Management	4
Administration	1
Planning	1
Supervisors	3
Team Leaders	8
Quality	3
Maintenance	8
Dispatch / Stores	10
Machine Operators / Cooks	32
Packaging / Palletising	68
Cleaners	8
Total	146

- **An Employment information day was held on the Gaoth Dobhair Business Park on 30 April 2014:**

  Representatives of the State bodies and others charged with employment, training, and education met with Largo employees to collect relevant information and inform them of retraining, upskilling and educational opportunities that may be of interest to them.

De thoradh na hócáide sin ainmníodh na cúrsaí oiliúna seo a leanas ar na cinn ba mhó a raibh suim ag an spriocghrúpa iontu:

1. Tacaíocht Cúraim Sláinte (thosaigh ceann amháin i nGaoth Dobhair, Meán Fómhair 2014).
2. Cúram Leanaí
3. Uasoiliúint ICT
4. Leictreonaic / Leictreachas

Chas Tech North West Skillnets le bainistíocht Largo Foods le plé a dhéanamh faoi dheiseanna le bualadh leis na fostaithe agus plé a dhéanamh faoina roghanna sa todhchaí. Thug an chuideachta tacaíocht do thionscnamh ina n-eagródh Tech North West Skillnet Clár Trasdula do na fostaithe faoin teideal *Next Step*, in Óstán na Cúirte i mí Iúil 2014. Is í an aidhm a bhí leis an chlár sin na treoir a thabhairt faoi bhealaí le cuidiú leis na rannpháirtithe tabhairt faoina gcead chéim gairme eile, féinmhuinín a spreagadh agus déileáil leis an athrú. Bhí na gníomhaireachtaí forbartha, a d'fhéadfadh cuidiú le fostaithe Largo i láthair freisin agus ghlac siad páirt san ócáid seo. Tugadh cuireadh d'iarfhostaithe Largo Foods ar fad i nGaoth Dobhair a bheith i láthair mar aon le fostaithe de chuid Martin Boyle Haulage Company. D'fhreastail 55 iarfhostaí san iomlán de chuid Largo Foods ar an ócáid.

D'fhreastail tuairim is 25 acu sin ar 3 sheisiúin oiliúna *Next Step* i Méan Fómhair/ Deireadh Fómhair, a dhírigh ar Scileanna Agallaimh, Ullmhú CV agus Cuardach Poist. De thoradh na suime a cuireadh sna hábhair sin, d'éirigh le hiarratas ar mhaoiniú agus socraíodh go reáchtálfadh Skillnets sprioc-chlár *Next Step* d'iarfhostaithe Largo Foods. Cuireadh an Clár Tacaíochta seo do Chuardaitheoirí Poist ar fáil in Ionad Naomh Pádraig, Dobhar, in Eanáir agus Feabhra 2015. D'fhreastail 17 nduine ar sheisiúin oiliúna ar IT, Scileanna Infhostaitheachta i gcuideachta le socrúcháin oibre a chur i gcrích. Tar éis na socrúcháin oibre, meastar go bhfuil tairiscint ar obair pháirtaimseartha nó lánaimseartha faighte ag suas le 10 de na rannpháirtithe.

- **An Roinn Coimirce Sóisialaí/SOLAS (ETB Dhún na nGall):**

  Reáchtáil an Roinn Coimirce Sóisialaí agallaimh fhágála le grúpa oibrithe agus go gairid ina dhiaidh sin reáchtáladh agallaimh duine ar dhuine. Is í an aidhm a bhí leis sin ná bunús a chur faoi leibhéal scileanna an duine, a riachtanais agus conair ar ais chuig lánfhostaíocht a aithint.

Arising from the above event the following training courses were identified as being of most interest to the target group:

1. Health Care Support (One has commenced in Gaoth Dobhair, September 2014).
2. Childcare
3. ICT upskilling
4. Electronic / Electrical.

Tech North West Skillnet met with Largo Foods management to discuss opportunities to engage with employees and discuss their future options. The company supported an initiative for Tech North West Skillnet to organise a Transition Programme for employees, entitled *Next Step* in An Chúirt Hotel in July 2014. The aim of this programme was to introduce approaches to help participants with their next career step, help build self-confidence and how to cope with change. The various development agencies, that could assist Largo employees, were also present and participated at this event. All former employees of the Largo Foods in Gaoth Dobhair and Martin Boyle Haulage Company employees were invited to attend. A total of 55 Largo Foods former employees attended this event.

Approximately 25 of these people then attended three *Next Step* training sessions in September/October which addressed Interview Skills, CV Preparation and Job Search. Following the interest in these topics a funding application was successful with Skillnets to run a targeted *Next Step* programme for ex Largo Foods employees. This Job Seekers Support Programme was delivered in Ionad Naomh Padraig, Dobhair during January and February 2015. 17 people attended training sessions on IT, Employability Skills as well as completing a work placement. Following the work placements it is estimated that up to 10 of the participants have been offered part or full time work.

- **The Department of Social Protection/SOLAS (Donegal ETB):**

  The Department of Social Protection held exit interviews in a group format followed shortly afterwards by one to one interviews. The aim was to establish an individual's skills level, needs, and the identification of pathways back to full employment.

Is é an ról atá ag SOLAS (ETB Dhún na nGall) ná na cúrsaí oiliúna sin a chur ar fáil do thógáil cumais/cur le scileanna.

Rinne rannóg Intreo den Roinn Coimirce Sóisialaí clárú agus agallaimh treoraíochta ag an Ionad Oideachais agus Oiliúna i nGaoth Dobhair thar thréimhse cúig lá i rith Lúnasa agus Mheán Fómhair. Tháinig 48 duine san iomlán i láthair do na hagallaimh.

De thoradh na hanailíse thuas, ainmníodh 10 rogha ar fad a léirigh riachtanais oiliúna na n-oibrithe:

1. Bunús Ríomhaireachta / Litearthacht Ríomhairí
2. Cuntais / Costáil Táirgí
3. Garchabhair
4. Láimhsiú
5. Club Post
6. Ullmhú CV / Agallaimh
7. Cúntóir Riachtanas Speisialta
8. Riaradh Oifige
9. CPC
10. Spóirt & Caitheamh Aimsire

SOLAS (Donegal ETB) role is to provide these capacity building/upskilling training courses going forward.

The Intreo section of the Department of Social Protection conducted registration and guidance interviews at the Education and Training Centre in Gaoth Dobhair over a five day period during August and September. A total of 48 people presented for interview.

As a result of the above analysis a total of 10 options reflecting the training needs of the workers were identified:

1. Basic Computers / Computer Literacy
2. Account / Product Costing
3. First Aid
4. Manual Handling
5. Jobs Club
6. CV / Interview Preparation
7. Special Needs Assistant
8. Office Administration
9. CPC
10. Sports & Recreation

Údarás na Gaeltachta