



W I C K L O W

ENDLESS OPPORTUNITIES



WICKLOW LOCAL ECONOMIC & COMMUNITY PLAN

2016 - 2022



Coláiste um Fhorbairt Pobail Áitúil
Chill Mhanáin
Wicklow Local Community Development
Committee



WICKLOW

ENDLESS OPPORTUNITIES





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FOREWORD

The Wicklow Local Economic and Community Plan (LECP) 2016-2022 represents a major collaborative initiative between local community development and local economic development in the County and reflects the strengthened role of the local authority in both areas of activity.

As part of the process, extensive stakeholder engagement has been carried out with our partner agencies, local business, and the wider community. Engagement with the Public Participation Network has ensured that the voice of the local community and voluntary sector has been heard. Equally, interaction with the County Wicklow Economic Think Tank (CWETT) has ensured that the actions proposed in the CWETT Action Plan are embedded in the LECP.

An important element of the plan is the detailed socio economic analysis that has been carried out. This has given us a sound basis for setting our goals and prioritising actions to be taken.

The Local Community Development Committee (LCDC) and the Economic Development and Enterprise Support Strategic Policy Committee (SPC), the Local Enterprise Office (LEO), the elected

members, and the staff of the Community Cultural and Social Development, Enterprise and Corporate Services and Planning and Development Sections have played an important role in shaping this plan. In turn this will drive community and economic development in our County over the next six years. The process was led by former Councillor, now Deputy Pat Casey, as Chair of the LCDC and the Economic Development and Enterprise Support SPC. We pay tribute to Deputy Casey for his contribution towards shaping the future of our County.

As you read through the plan, you will note that it contains goals, objectives, actions, outcomes and timeframes for the delivery of the various outputs. These will be assessed on an annual basis and a progress report will be presented annually throughout the lifetime of the plan.

We are confident that by working with our citizens and our partners to implement this plan, we will enhance the quality of life for our urban and rural communities, drive our economy in an innovative and sustainable way and enrich our natural and cultural heritage for the benefit of all. Ní neart go cur le chéile.



From left to right

Bryan Doyle
Chief Executive

Cllr. Grainne McLoughlin
Chair Local Community
Development Committee

Cllr. Gerry Walsh
Chair Economic
Development and Enterprise
Support SPC

Cllr. John Ryan
Cathaoirleach

1. INTRODUCTION, BACKGROUND AND PLAN FORMATION

1.1 Introduction and Background

Wicklow is strategically located on the east coast of Ireland with close linkages to national and international gateways. Owing to the County's natural beauty, Wicklow is known as the Garden of Ireland. With its coastal and mountainous landscapes, and mix of towns and rural villages, Wicklow possesses an array of unique natural and built heritage and vibrant communities. With a growing population that currently stands at 136,640¹, of which 35% are under the age of 25 years, the County has much to offer to external and indigenous investors over the coming years. This Local Economic and Community Plan (LECP) will position Wicklow as a county prepared to harness its many unique physical, natural and human resources, in order to improve the quality of life for all who live, work and visit the County, as Wicklow moves into the future with confidence.

The Local Government Reform Act 2014 has resulted in a changing and expanding role for local authorities, beyond their traditional functions. Under the Act local authorities are considered to be "the main vehicle of governance and public service at local level, leading economic, social and community development". The remit of local government now includes a more central role in local and community development. Creating and supporting stronger inter-agency collaboration and improved targeting of public funding are critical elements of this new direction in governance.

The new measures originally arose from the government's 2012 plan 'Putting People First: An Action Programme for Effective Local Government', which proposed a series of local government reform measures "to promote the well-being and quality of life of citizens and

communities". Other measures set out under this action programme, include the integration of the Local Enterprise Office (LEO) functions within local authorities, as well as the establishment of Economic Development and Enterprise Support Strategic Policy Committees (SPC's) and Local Community Development Committees (LCDC's) within each local authority area.

The Local Government Reform Act 2014 is the legal basis for the reforms proposed under the government's 2012 plan. One of the key provisions of the Act is the formulation by every local authority of a LECP. The LECP is a six-year plan containing the measures necessary to promote and support community and economic development in County Wicklow and will also be the primary mechanism at local level to bring forward national programmes such as the Action Plan for Jobs and the Report of the Commission for Economic Development of Rural Areas (CEDRA).

The ultimate purpose of local government is to promote the well-being and quality of life of citizens and communities

-Putting People First: Action Programme for Effective Local Government, 2012

1.1.1 Strategic Environmental Assessment (SEA) Directive and Habitats Directive

The LECP has been screened for potential effects on the environment or for adverse effects on Natura 2000 sites, in accordance with the requirements of the SEA Directive and the Habitats Directive.

1.1.2 Purpose and Scope of Plan

The objectives and actions presented in this LECP have been developed with consideration of national and regional strategies and policies to ensure consistency is attained with overall policy. The LECP is also influenced by the Europe 2020 targets of employment, R&D, climate change and energy efficiency, education and poverty and social exclusion reduction, which are being implemented at a national level through the government's framework National Reform Programmes (NRP). The actions put forward in this LECP therefore complement similarly themed strategies and actions represented in other strategies and plans. However, the objectives and actions set out in this LECP are more unique in nature in that they have been developed in consultation with key stakeholders, including community and business organisations and the general public and reflect the key local issues facing the County at present. In addition, the objectives and actions are underpinned by an evidence base.

1.2 Plan Formation

The Wicklow LECP has been prepared in accordance with the Local Government Reform Act, 2014 and is consistent with the guidance issued by the Department of the Environment, Community and Local Government (DECLG). Five main phases were followed in the formulation of the LECP:

Phase 1

Preparation of socio-economic analysis and adoption of the LECP Statement

Phase 2

Public consultation and engagement providing the opportunity for community and voluntary organisations, agencies and the general public to provide written submissions in respect of the draft plan

Phase 3

Development of objectives and actions and consultation on the draft proposals

Phase 4

Finalisation and adoption of the LECP

Phase 5

Monitoring and review of the implementation of the LECP

The fundamental elements in the development process of the LECP are presented in Figure 1, in which the transition from the overarching vision for the LECP is translated into a series of high level goals, from which objectives are agreed. It is from the objectives that the actions are developed and adopted, and it is through the implementation of the actions that the LECP will be realised.

A critical element to the implementation of the Wicklow LECP is to identify and implement actions with lead agencies responsible for their execution under the plan



1. Policy Context - EU, National, County level
2. Consultation - Public Meetings, Written Submissions, Stakeholder Workshops
3. Evidence Base - Socio-economic Profile, Economic Framework Report, County Wicklow Poverty Profile

Figure 1 Translation of Vision into High Level Goals, Objectives and Supporting Actions

1.2.1 Policy Context

The LECP provides the framework required at local level to achieve the policy objectives set at national and regional levels. The Wicklow LECP has been informed by, and is consistent with, a number of overarching government national and regional level policies (see Appendix 2).

In assessing the LECP for consistency with other strategies and plans, including the Regional Spatial and Economic Strategies (RSES's) consideration will be given to evaluating the impact of the LECP on a number of parallel priorities, including: sustainability, equality, poverty, rurality, age and disability.

The 2014 Act provides for the establishment of a Strategic Policy Committee for Economic Development and Enterprise and a Local Community Development Committee in each local authority. The role of the County Wicklow Economic Development and Enterprise Support SPC is to drive economic policy and enterprise development in the County and to oversee the development of the economic elements of the LECP. The LCDC will oversee the development of a coherent and integrated approach to local and community development in the County.

In addition to Wicklow County Council, there are a wide range of State and other agencies which administer roles at a local level within the County. Agencies such as Kildare and Wicklow Education and Training Board (KWETB) County Wicklow Partnership, Bray Area Partnership, Wicklow County Child Care Committee, Department of Social Protection (DSP) Health Service Executive (HSE) and Tusla (Child and Family Agency) all operate within the County, applying national and regional programmes and policies at a local level. Under the Social Inclusion and Community Activation Programme (SICAP) a dedicated social inclusion unit within Wicklow County Council engages with marginalised communities in the County and there is a wide range of service providers using an integrated and community development approach to address issues relating to disadvantage, social exclusion and inequality.

A critical element to the implementation of the Wicklow LECP is to identify and implement actions with lead agencies responsible for their execution under the plan. The Community element of the plan seeks to ensure that the plan can be implemented in a collaborative manner with relevant existing and future community framework documents, to harness maximum synergy across the community planning framework for the County. The Economic element of the plan seeks to build on the strengths of the County to develop additional employment opportunities and economic activity in the County. The plan will also support linkages between businesses and business networks, education and training bodies and promote development of infrastructure and collaborations aimed at facilitating increased economic development.

The LECP is required to complement the County Development Plan (CDP) which sets the spatial planning framework for the County. The LECP must be consistent with the broad spatial planning, settlement and land use policies of the CDP. The LECP is expected to be consistent

with the upcoming National Spatial Strategy (the National Planning Framework) and the revised Regional Planning Guidelines. The LECP is currently consistent with the Regional Planning Guidelines and the core strategy of the County Wicklow CDP. The LECP will be reviewed once the new National Planning Framework and the new Regional Spatial and Economic Strategy (RSES) are complemented.

Implementation of the LECP shall be consistent with the following:

- The Regional Planning Guidelines or Regional Spatial and Economic Strategy (whichever is in place)
- The Core Strategy and objectives of the County Development Plan
- Any other County Development Plan and Local Area Plan provisions responsible for the protection and management of the environment, including environmental sensitivities



Lower tiers of decision-making, including the preparation of plans or strategies, or the progression of applications for development, would need to be subject to SEA, AA and EIA processes as appropriate.



SEA – Strategic Environmental Assessment
 AA- Appropriate Assessment
 EIA – Environmental Impact Assessment

1.2.2 Consultation and Stakeholder Engagement

A number of measures were employed to enable public consultation and input into the plan. These included written submissions, public meetings and stakeholder engagement. The PPN were fundamental to this process, raising awareness and facilitating consultations. Stakeholder engagement is a core element of the LECP development process. Recognising the close synergy between public engagement and informed

decision-making, the purpose of the stakeholder engagement and consultation process was to:

- Acknowledge the public, community and business groups as valuable stakeholders
- Provide stakeholder groups and members of the public an opportunity to contribute to the plan formation
- Promote greater dialogue and engagement between the public and decision-makers
- Ascertain the concerns and issues of stakeholders with regard to local and county-wide issues

With submissions and contributions from business, community and voluntary organisations, in addition to individual submissions from members of the public, this LECP strongly reflects the hopes and aspirations of those living and working within the County.

The response to the public consultation process was very comprehensive and gives a citizen based local focus to the policy context. The detail of the response will inform the annual work plans of the LECP.

1.2.3 Evidence Base

The third element in the formulation of the plan is the evidence base summarised in Section 2.



2. SUMMARY OF THE SOCIO-ECONOMIC PROFILE OF COUNTY WICKLOW

Socio-Economic Profile of County Wicklow

Demographics

Situated on the east coast of Ireland, County Wicklow's location within the Greater Dublin Area (GDA) and proximity to County Dublin are of key contextual importance in the socio-economic development of the county. Historically, the settlement patterns and economic development of the County have been heavily influenced by the construction of key infrastructure, notably the N11 and railway, which are located close to the east coast.

Having experienced a population increase of 8.3% between 2006 and 2011, matching that of the national average; County Wicklow has a population of 136,640. 35% of the population of the County are under the age of 25 years, while 11% are aged over 65 years.

CSO data shows that between 1991 and 2011, the largest change in population occurred in the 45 to 64 age group, with an increase of 93% in this age cohort. This will have significant impact on the County's development over the coming years with regard to health care services demand, dependency and housing.



27%
of people are living
in rural areas
This is a decrease from
36.2% in 2006

Approximately 36,800 of the County's population live in rural areas (areas outside of the designated county towns and villages), and while the proportion living

in rural areas has declined, County Wicklow's rural population has experienced an increase in population between 2006 and 2011, albeit at a slower rate than urban areas, with a growth of 3.9%. Bray is the largest settlement with 22% of the County's population residing here, followed by proportion of population by Wicklow-Rathnew, Arklow, Greystones-Delgany and Blessington.

Owing to the combined youth and older population of the County, the total age dependency rate in 2011 is 51%, an increase of 5.2 % between 2006 and 2011; Wicklow's dependency rate is marginally above the national average rate. The high dependency rate has implications for the County in terms of family resource provisions, healthcare, education, transportation and a range of other service requirements.



+17.9%

increase in population of pre-school
children aged 0-4 years



Nationality and Ethnicity

Almost 10% of the County's population are non-Irish nationals, according to the last Census, marginally below the national average rate of 12%. British nationals comprise the highest proportion of non-Irish nationals in the County, with 3,749 British nationals; followed by Polish nationals (2,754 persons) and Lithuanian nationals (848 persons). Together these three nationalities comprise 55% of all non-Irish nationals resident in the County. Of the main settlements, Blessington and Arklow possess the highest proportion of non-Irish national residents, with 14% and 13.7% respectively, followed closely by Bray (13%) and Greystones (12%).

Integration of minority groups including non-Irish nationals into our communities is an important focus for Wicklow County Council and community groups, and the actions established in this report reflect the need to increase social inclusion, provide access to services including health and education, and build closer community relations within the County. The Irish Traveller population represents 0.5% of the County's population, with 721 Irish Traveller persons resident in County Wicklow, a large proportion of whom are under the age of 18 years. The largest number of Travellers live in the Bray environs (180 persons) and the Wicklow Rathnew environs (195 persons). Social inclusion and support for the provision of services including suitable housing, health and education provision are key areas addressed under the objectives and actions of this LECP.

Household Formation

Approximately 20% of private households in the County are one person households, compared to a rate of 24% nationally, while the "husband and wife with children" category accounts for c.35% of all households. Lone parent households accounted for approximately 12% of all private households in County Wicklow compared to a national rate of 11% nationally².

The average number of children per family in the County is 1.4, which is the same as the national average. Quality child-related service provision and family resource centres throughout the County are important aspects of community development and the objectives and actions contained within the LECP address these issues.

Housing

Wicklow has a high number of mortgage based owner occupied households. It is the third most expensive area in the country in which to buy a house, or to rent a home. Wicklow has more than the national average of social housing. There is a high rate of people in receipt of rent supplement (1,943) and the length of claims is growing. Over 70% of these are considered long-term; a worrying figure that has grown significantly in recent years. This points to a high level of need for social housing in the County.

Disability

13% of County Wicklow residents have a disability, with some people having more than one disability. It is worth noting that of the 17,616 people in County Wicklow with a disability, 5,173 (or 32%) are aged 65 years or older. 29% of persons with a disability are aged 45 to 64 years, while 11% are aged 14 years or younger.

Carers

In County Wicklow 5,131 people provide regular unpaid personal help to a friend or family member, of which 37% of carers are male and 63% are female. Over 20% of the carers in the County provide care for more than six hours per day.

20.6%
of carers work
6hrs or more
per day

² Note this figure includes "father with children" and "mother with children". The number of father/mother with children living on their own in County Wicklow is 5,666 households or 11.9 percent of all private households.

Sectoral Economic Features

The jobs ratio is a good indicator of measuring the sustainability of the County's settlements (full time employment to working age, i.e. in the population range 16-64 years) as full-time employment fosters higher income levels, promotes household formation and increased consumption.

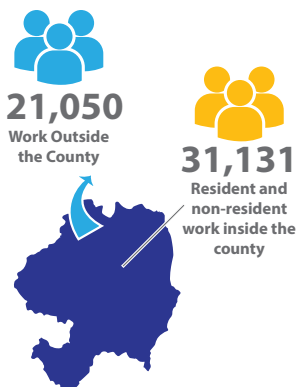
The present County Wicklow employment-to-population ratio is 42%; this reflects the poor economic conditions of recent years.

County Wicklow has a labour force of 65,581, with c.27,500 persons active in the labour force, denoting a jobs ratio of 42%. The labour force participation rate for people with a disability was 30% compared to 62% for the overall population.



42%
Jobs Ratio

Census 2011 Place of Work, School or College, Census of Anonymised Records (POWSCAR) data confirms that a high proportion of the County's working population commute outwards from the County for employment. There is a large component of County Wicklow residents (21,050 persons) commuting out of the County for employment, highlighting that Wicklow has a close functional and economic relationship with its surrounding counties, in particular the connection with the Dublin region.

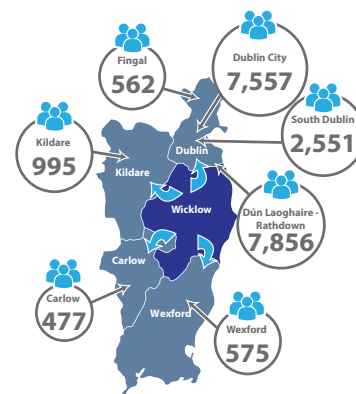


Census 2011 Place of Work, School or College, Census of Anonymised Records (POWSCAR) data confirms that a high proportion of

The settlements of Greystones-Delgany and Blessington demonstrate significantly high levels of residents commuting outwards,

with levels of 88% and 84% respectively; while Arklow had the lowest rate of residents leaving the local area to work elsewhere.

Creating new opportunities for business development and growth and securing improvements in infrastructure (that will facilitate and stimulate business growth and employment creation opportunities) are core elements of the actions contained within the LECP. This may provide local residents new opportunities to work within the County.



Education, Training and Skills

County Wicklow is advantageously positioned in close proximity to Dublin, Carlow and Kildare, providing access to high quality educational institutions. Wicklow County Campus, located at Clermont House, Rathnew, is a dedicated higher level educational facility, developed by Wicklow County Council in partnership with the Institute of Technology, Carlow. The County also possesses a number of adult further education and training centres, managed and operated by Kildare and Wicklow Education and Training Board (KWETB). These centres are largely located in the main County settlements of Bray, Wicklow Town, Arklow, Blessington, Baltinglass and Carnew.

Wicklow has a very well educated population; however there are clear spatial variations in educational attainment across the County, with the highest levels in the urban areas to the Northeast of the County.

The objectives and actions established in this plan seek to support persons wishing to avail of further education, training and up-skilling by increasing availability and accessibility. Improved education and training skills within the labour force also assist significantly in attracting new investment to the County, and are key to developing sustainable economic and social capital.

Employment

A review of the socio-economic groups and industrial groups present in the County was undertaken to ascertain the employment characteristics of the County. The review found that the highest number of Wicklow residents are working in non-manual sectors (31%) followed by 21% working as employers and managers, while 16% of workers describe themselves as farmers and 8% of workers are higher professionals. Upon review of the employment composition of the various industrial groups, c.30% of working Wicklow residents are employed in the 'Wholesale, Retail Trade, Transportation and Storage' sector, while a further quarter are employed in 'Education, Human Health and Social Work' related roles.

Wicklow possesses a very high rate of persons commuting outwards from the County for employment, of which 88% are commuting to the Dublin region, demonstrating strong economic interconnections with the Dublin region.

Wicklow also provides considerable employment to persons from outside of the County. Of in-commuters travelling to Wicklow, c.30% are from Dún Laoghaire-Rathdown functional area and c.26% are from county Wexford. The inward and outward commuting patterns evident in the County highlight the strong employment interdependence between Wicklow and its neighbouring counties.

Unemployment

Wicklow experienced a significant increase in unemployment levels during the course of the recession; however the County is now starting to recover from this extremely challenging period. Live Register figures for the county indicate employment levels rising, with numbers on the live register decreasing by 10.9% between October 2014 and October 2015. Construction related skills (including craft and plant operative skills groups) rank highest in the County's live register figures as demonstrated by the many construction related occupations listed in CSO and DSP live register figures, emphasising the continuing unemployment issues endured by these sectoral groups. While the County has experienced a decline of almost 19% in persons under the age of 25 on the live register (reduction of c.280 persons October 2015 compared to October 2014), youth unemployment remains a key area of concern.

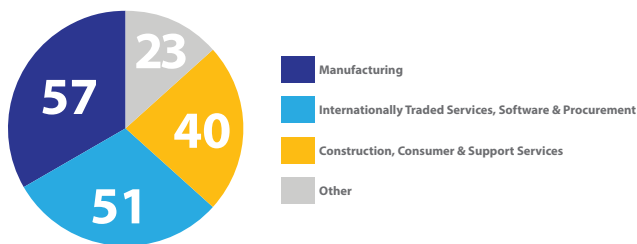
The actions concerning additional support in the areas of further education, training and increasing employment opportunities in the County strongly reflect the need to reduce live register numbers further, reduce social exclusion and improve quality of life for our County's citizens. The actions also support reducing social exclusion through measures that promote increasing the education and employment opportunities for those with disabilities, and promoting social enterprise that provides employment opportunities to disadvantaged persons. This is an important issue for the County considering Census 2011 determined that the unemployment rate in the County amongst persons with disabilities was 31%, compared to a 19% unemployment rate for the overall population.

Foreign and Indigenous Economic Sectors

The Industrial Development Agency (IDA) of Ireland and Enterprise Ireland (EI) are the primary agencies for facilitating and securing foreign direct investment (FDI) and indigenous investment in County Wicklow. Wicklow Local Enterprise Office (LEO), which receives policy direction and funding from Enterprise Ireland, provides local enterprise support services throughout the County.

Data provided from the Wicklow LEO indicates that there are over 5,300 micro enterprises³ operating in County Wicklow (based on CSO 2012 data), incorporating a range of sectors.

Number of Enterprise Ireland client companies



Approximately 75%⁴ of micro enterprises trade in the Irish economy only. By year end 2014, 97 Wicklow LEO client companies had received EI grant aid. These employ 450 whole-time equivalent employees and there was a net increase of 106 jobs during 2014. Furthermore, approximately €530,000 was approved to 29 EI client projects in Wicklow in 2014.

2014 data from IDA Ireland shows that there are currently 19 IDA client companies located in County Wicklow, covering a range of sectors, providing employment to 2,342 persons, including seven biopharmaceutical and medical device firms, six information and communications technology and five engineering firms.

Retail

The strength and performance of the County's retail sector is a key area of concern, as retailers continue to face challenges arising from the economic

Number of IDA Client Companies



recession and continued spend leakage. These challenges are reflected in the high commercial vacancy rates experienced in many settlements of the County. Arklow has the highest vacancy rates of the five largest county settlements at 13.9%, followed by Wicklow Town and Bray. The LECP objectives and actions presented, aim to assist in increasing retail conditions throughout the County through various measures including the establishment of town teams, the creation of a county-wide retail strategy, and providing support on a wider scale through the review of signage improvements, and support for town centre improvements, including enhancement of the public realm.

Deprivation and Disadvantage

Data derived from the 2011 Pobal HP Deprivation Index revealed that County Wicklow is the second most affluent local authority area within the Mid-East region. Notwithstanding this, the County was negatively impacted as a result of the economic recession as reflected in the changes exhibited between 2006 and 2011 Pobal HP Index Absolute Deprivation scores. In general, County Wicklow is not characterised by affluence or deprivation extremes. Of the 82 Electoral Divisions (ED's) in the County, 43 ED's are categorised as marginally below average and 37 are categorised as marginally above average affluence or deprivation levels. One ED in the County, Rathmichael (Bray) falls under the category of 'disadvantaged', exhibiting higher levels of unemployment and dependency amongst its population than other ED's. However, at Small Area (SA) level, there are more significant differences in affluence and deprivation within settlement areas, and the County Wicklow Socio-Economic Profile highlights the difference between the north of the County and the southern areas of the County in terms of deprivation levels.

Safe Communities

Wicklow has the 11th highest rate of Gardaí in the country. The County has very low numbers of Garda stations; the 5th lowest rate per 1,000 population in the state. Wicklow has the 5th highest rate of recorded crime of the 21 Garda divisions nationally.

Further information and research reports are available on www.wicklow.ie

Strengths and Weaknesses, Opportunities and Threats (SWOT)

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis for the County's economic and community context is presented below, developed from the findings of the County Wicklow Economic Think Tank Action Plan (2015) the County Wicklow Socio-Economic Profile (2015) and the subsequent County Wicklow Strategic Economic Framework (2015). The findings of these documents and consultation process within the County have helped to inform the output of the LECP.



Strengths

- Sophisticated, modern and well developed County
- Strategically located in the Greater Dublin Area hinterland
- Easy access to the M50, Dublin Airport, Euro Route E01 (N11) Belfast to Rosslare, National motorways, Major Ports, and Dublin City
- West of the County served by the N81 allowing easy access to the city centre
- Excellent Infrastructure, first class road networks, modern water and waste water facilities
- Substantial area of serviced zoned land available for development
- Arklow and Wicklow Ports – Established Sea Shipping Industry
- Marine, Agriculture and Forestry resources
- Highly skilled and educated workforce
- Wicklow County Campus, centre of excellence in education and enterprise: strong partnership with IT Carlow
- Excellent telecommunications and internet infrastructure
- Wide range of existing and developing modern business parks
- Close proximity to universities and third level institutions
- Strong and long established business community
- Vibrant towns and villages - newly established Town Teams
- A unique quality of life
- Coastal county, Blue flag beaches
- First class indoor and outdoor recreational facilities
- Strong population growth
- High youth cohort
- Strong settlements within the County
- Strong co-ordinated business supports available
- Interagency structure in place to encourage social and economic development
- Strong creative and cultural industry sector
- Excellent quality of natural environment including coastal, mountain and forest amenities
- Thriving tourism industry/Ireland's Ancient East
- Established film industry sector
- Strong agricultural economy
- Green image
- Vibrant and innovative community groups and strong volunteer activity
- Availability of natural, historic, heritage, recreational and cultural assets

Weaknesses

- Meeting future infrastructure needs and dependency on outside agencies to deliver
- Lack of inward investment
- Traffic congestion on the N11/M11/M50 bottleneck
- Distance and topography between the East and West of the County
- High level of residents commuting to work outside of the County
- Constraints on provision of full-time day courses at Wicklow County Campus
- Infrastructural constraints in certain settlements
- Transport infrastructure and connectivity insufficient in rural areas
- Poor broadband connectivity in parts of the County
- Proximity to large retail parks and shopping centres
- High vacancy levels of commercial sites in some areas
- Need for more co-ordination of the creative and cultural sector
- Insufficient alignment between training and education and employer needs and trends
- Unrealised potential for community led local development for economic and enterprise development and social innovation
- Unrealised potential of larger scale cultural festivals and events
- Level of unemployment particularly among the youth
- Low level of educational attainment in some areas
- Retraction of services especially for the most vulnerable
- Areas of social exclusion and disadvantage
- Unrealised potential of the green economy
- Further action needed regarding climate change

Opportunities

- Capitalise on the County's proximity to Dublin and national and international access routes and maximise competitive advantage
- Availability of zoned land
- Availability of Wicklow County Campus for further development
- Inter-county collaboration and development of inter County enterprise initiatives
- Capitalise on development of IDA lands Greystones
- Capitalise and develop links between existing firms, third levels institutions and local services
- Capitalise on Wicklow's reputation as 'The Garden of Ireland'
- Forge greater links with business interests (local and international) as an attractor for FDI
- Capitalise on existing film industry /development of film industry hub
- Build on network of green enterprises – build a 'clean green' image for County Wicklow to develop new opportunities for innovation and enterprise
- Capitalise on the value and the importance of 'Quality of Life' in County Wicklow
- Greater development of synergies between East and West of the County
- Interagency structures and strategic partnerships – more coherent and accessible approach to social and economic development
- Proactive business and enterprise supports
- Maximise opportunities from national strategies and schemes for regeneration and economic activity and EU funding and learning programmes
- Funding opportunities
- Roll out of National Broadband Strategy
- Entrepreneurship and social entrepreneurship – new approaches, opportunities and support programmes
- Build on and develop the Marine and Coastal Tourism Industry
- Build on Wicklow's strong Craft Food and Drink Industry
- Potential to cluster sectors to offer an enhanced tourist package
- Strengthened links and progression between capacity building, training, education and employment opportunities
- Development of Wicklow County Campus and Education Forum
- Inclusion of those disadvantaged into economic and social development
- Increased community capacity and social capital
- Potential to build resilient communities

Threats/Challenges

- Prevailing economic environment
- Regulatory environment
- Competition from other counties in attracting FDI, film and tourism
- Budgetary constraints
- Loss of significant employers/industry from the County
- Lack of rail services from Dublin to Wicklow
- High levels of retail leakage
- On-line shopping
- Coastal erosion
- Meeting the social, economic and sustainable development needs of all citizens and ensuring resources necessary to achieve this are available
- Supporting innovation and leadership and an interagency approach to development
- Proximity to Dublin and diversion of investment out of the County
- Addressing long term unemployment especially among youth
- Securing committed investment in transport and other necessary infrastructure
- Ensuring sufficient resources are given to strategic funding and programme development to maximise opportunities from national and EU funding programmes
- Delivery of new housing to accommodate increasing population
- Competition from other areas in terms of attracting FDI, the film industry and tourism
- Provision of outreach education in the County
- Achieving balance between protecting and enhancing the environment and economic and social development
- Addressing disadvantage and poverty and the needs of the most vulnerable, and an ageing and young population
- Inclusion of citizens in the development and LECP process
- Ensuring the LECP is a responsive and dynamic process



OUR VISION FOR WICKLOW

Our Vision is for a County which provides a high quality of life and well-being for all; values socially inclusive urban and rural communities; is driven by a dynamic and innovative economy; promotes and prioritises sustainable development and protects and enhances the County's unique and rich natural and cultural heritage

3. VISION GOALS AND OBJECTIVES

3.1 Vision

A dedicated vision for the LECP has been developed to translate Wicklow’s ambition in the subject of socio-economic development into a direct course for action over the coming six-year lifetime of the LECP. The vision was formulated through a collaborative approach between Wicklow County Council, the LCDC and the SPC for Economic Development and Enterprise Support.

The vision was used to influence and direct the development of a series of high level goals in order to frame the direction and priorities of the LECP.

In formulating the LECP, Wicklow County Council, the Wicklow LCDC and the Economic Development and Enterprise SPC abide by the following underlying principles:

COMMITMENT, CO-OPERATION AND PARTNERSHIP

- All those involved will commit to the process and work together for the common good of the County

AGENTS OF CHANGE

- All those involved will be open to change and be receptive to new ideas and approaches to the development of the County

COMMUNITY CONSULTATION AND ENGAGEMENT

- Citizen engagement is a core element of this process

SOCIAL INCLUSION AND EQUALITY

- There will be a specific focus on the marginalized and disadvantaged in the County

SIMPLICITY

- The LCDC and SPC will avoid duplication of effort and keep structures as simple as possible and communicate clearly

MAXIMISING OUTCOMES

- The LECP will focus on maximising the use of resources and achieving value for money

SUSTAINABLE DEVELOPMENT / RESILIENCE AND SOCIAL INCLUSION

- The principles of sustainable development, resilience and social inclusion will underpin the LECP

3.2 High Level Goals

The high level goals developed for the purpose of the LECP outline the priority areas for the community and economic development of the County over the lifetime of the LECP. The high level goals were informed by a combination of national policy documents, County Wicklow Socio-Economic profiling undertaken specifically for the purpose of the LECP, and consultation with stakeholders from community and business groups. Priority areas identified during the completion of the CWETT Action Plan have also informed the high level goal themes.

Ten high level goals were developed, comprising a combination of community and social inclusion goals and economic and enterprise related goals. These goals address various aspects of social and economic development, including:

- promoting capacity building within communities, both rural and urban
- supporting social inclusion amongst vulnerable groups and individuals
- supporting enterprise development and innovation from grass roots and promoting the development of social enterprise

- harnessing the natural environment and promoting low carbon development and innovation
- supporting the development of infrastructure to advance the socio-economic development of all communities
- supporting business growth
- building a competitive workforce for the future through education and training support

The goals are complementary to each other and when taken together support the development and promotion of Wicklow as an attractive location for all ages to live, work, invest and visit. The collaborative community and economic development approach of the LECP recognises that community and economic development are mutually supportive. Through the development of high level goals, and the subsequent formulation of objectives and actions, the LECP and Wicklow County Council can support community and economic led development that will address a wide range of socio-economic issues including deprivation and disadvantage, and enhanced education, training, economic and employment opportunities.



HIGH LEVEL GOALS

Goal 1

Develop community capacity in disadvantaged communities and engage in urban regeneration and rural development

Goal 2

Promote active citizenship and public participation to improve governance, participation and enrich decision making

Goal 3

Develop high quality integrated services available to all communities, in particular, disadvantaged communities and vulnerable groups

Goal 4

Develop a vibrant and Innovative Community and Social Enterprise Sector

Goal 5

Address access to education and training to increase life opportunities for all

Goal 6

Develop infrastructure and measures that are positive and supportive to investment, enterprise, innovation and knowledge creation in strategic locations

Goal 7

Sustain existing enterprise and develop quality employment and income opportunities for the wide range of employment needs in the County, with possibilities for reversing commuting patterns

Goal 8

Capitalise on Wicklow's unique attributes and proximity to the Dublin market, excellent quality of life, human capital, tourism, landscape, marine, agricultural and forestry resources

Goal 9

Support a shift towards low carbon and climate change resilient economic activity, reducing energy dependence, promoting the sustainable use of resources and leading in the Smart Green Economy

Goal 10

Harness efficiently the full resources of the County and promote interagency collaboration

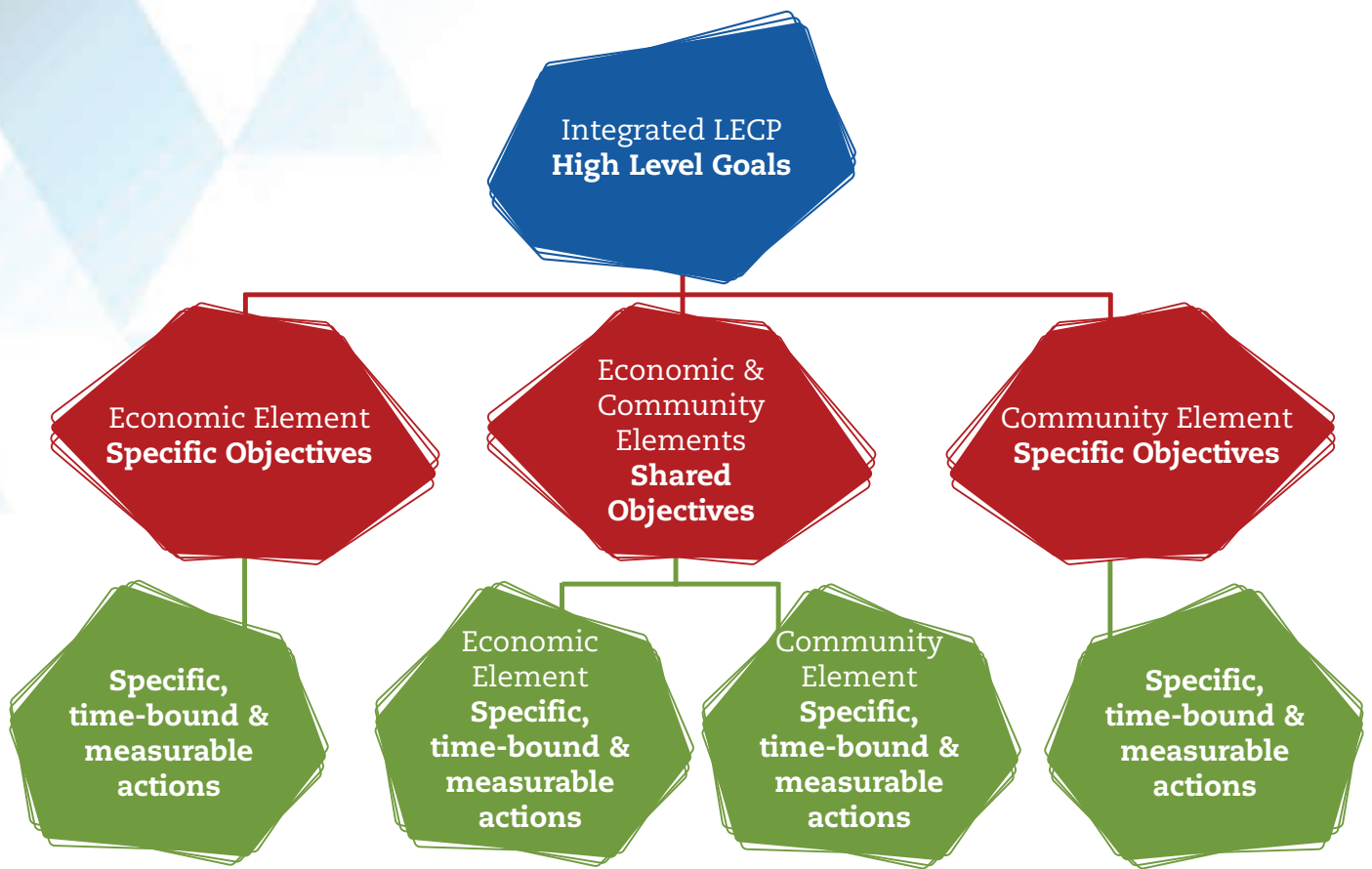


Figure 2 Integrated elements of the LECP (Source: DECLG, 2015)

3.3 Objectives

The development of the objectives was strongly informed by the socio-economic data commissioned by WCC which established an overview of the County's diverse characteristics. The County Wicklow Socio-Economic Profile was based on a series of database sources including Central Statistics Office (CSO), Department of Social Protection (DSP) Live Register data, Pobal HP Deprivation Index and GeoDirectory, which allows for measurable indicators to be established. Subsequent to the completion of the socio-economic profile, Wicklow County Council commissioned the Wicklow Strategic Economic Framework which, informed by the data contained in the County Wicklow Socio-Economic Profile,

evaluated the economic development potential of the County and considered sectors that have the potential to grow and create new employment and investment opportunities. The Wicklow Strategic Economic Framework sets out a series of recommendations, and these recommendations have contributed to the development of objectives set out in the LECP. The profile will be further extended in the following years to provide a more complete picture of the County and to provide a base line from which to monitor the success of chosen actions.

The objectives incorporated into this report reflect the vision and aspirations of the County, promoting and supporting stronger community and socio-economic development and inter-linkages.



OBJECTIVES

- 1.1: Build capacity and social capital across all communities
- 1.2: Maximise opportunities for urban regeneration and rural development
- 2.1: Develop a strong representative fora in the County
- 3.1: The LCDC will provide the strategic direction for the delivery of integrated services
- 3.2: The LCDC will provide representation for additional services and resources where gaps are identified or where new issues arise
- 4.1: Establish a strong social and community enterprise sector in the County
- 5.1: To co-ordinate and improve the delivery of training and education in the County
- 5.2: Develop training and education programmes based on alignment of employer needs / employment trends
- 6.1: Support inward investment and promote the creation and expansion of new and existing employment opportunities in the County to drive economic development within the County
- 6.2: Support and develop the Wicklow County Campus to allow it to reach its full potential as a centre of learning and innovation in the County
- 6.3: Support the provision of high quality infrastructure throughout the County that will facilitate and support economic expansion
- 6.4: Enhance the attractiveness of town centres and retail premises across the County



7.1: Stimulate and support the development and expansion of micro-enterprises and SME's facilitating the growth of economic activities, development of innovative sectors, promotion of business engagement and the creation of new employment opportunities, decent jobs and sustainable, meaningful livelihoods

7.2: Harness the County's existing assets and encourage collaborative opportunities and business engagement amongst sectors to develop new markets and initiatives, maximising opportunities for business development and employment creation

8.1: Promote and direct the tourism development of the County in a sustainable manner that conserves, promotes, protects and enhances the County's natural, built and cultural heritage and derives optimal economic benefit from visitors to the County

8.2: Capitalise on the immediate and future economic opportunity in the Film and Television Industry and support the expansion of the sector in the County

8.3: Realise the potential benefits of the County's maritime assets

8.4: Support the rural economy and promote rural economic diversification

8.5: Maximise the economic development in the County through improved and strategic branding and marketing

9.1: Support the development of renewable energy and a low energy future for Wicklow

10.1: Effective change management tools to be put in place to achieve the goals of the LECP



4. SUPPORTING ACTIONS

In order to achieve the high level goals established under the LECP, a series of detailed objectives have been proposed. Each objective is accompanied by a number of supporting actions, through which the high level goals will be achieved. The actions incorporated in the LECP are strategic in nature and reflect the high level goals and objectives developed during the plan process. Abbreviations added indicate the lead agencies and relevant experts who will develop the work plans to deliver these actions. Annual Implementation Plans will contain the detail of the actions, along with the indicators and timeframes to monitor progress and impact.



GOALS, OBJECTIVES, ACTIONS, OUTCOMES, TIMEFRAME

GOAL 1: DEVELOP COMMUNITY CAPACITY IN DISADVANTAGED COMMUNITIES AND ENGAGE IN URBAN REGENERATION AND RURAL DEVELOPMENT

Objective 1.1 Build capacity and social capital across all communities

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Conduct research to establish a sound evidence base to ensure equality of access to funding for community projects across the County	A report that will provide an evidence base for identified areas for targeting resources	LDC's (WCC, KWETB, PPN, Volunteer Bureau)	Q4 2016
ii. Provide training and support for community engagement in regeneration and development and funding opportunities	Increase in knowledge skills and capacity of community activists Increase of 50% in areas accessing funding resources Community development resources harnessed for socio-economic development of areas	LDC's (WCC, KWETB, PPN, Volunteer Bureau)	Q4 2016

Objective 1.2: Maximise opportunities for urban regeneration and rural development

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Actively pursue new funding opportunities for urban regeneration and rural development through EU, National and local schemes	Increase in skills knowledge and capacity in accessing funding, especially EU funding Participation in EU schemes such as URBACT and Interreg	LDC's (WCC, PPN)	Q3 2016 – Q4 2020
ii. Set up a philanthropic County fund for regeneration and community enterprise and innovation	County Wicklow Philanthropic fund est.	WCC	Q3 2016 – Q4 2020
iii. Build and expand on the REDZ Pilot Initiative in Arklow REDZ zone	Further REDZ funding accessed for the County Other funding schemes accessed to enhance the REDZ programme	WCC (LDC, KWETB CoC)	Q3 2016 – Q4 2020

GOAL 2: PROMOTE ACTIVE CITIZENSHIP UNDERPINNED BY GOOD GOVERNANCE AND PARTICIPATION IN DECISION MAKING

Objective 2.1: Develop strong representative fora in the County

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Support the PPN as the main structure for public participation in the County (while remaining open to individual voices)	Total number of organisations included in the PPN	WCC (LDC's)	Ongoing
ii. Support the Volunteer Bureau in increasing volunteerism	Increase in Volunteering	WCC (LDC's)	Ongoing
iii. Support existing and emerging representative networks e.g. the Comhairle na nÓg, Older Person's Council, Disability Fora, Irish Environmental Network (IEN)	Number of effective representative fora	WCC (LDC's)	Ongoing
iv. Provide Governance training for community groups	Number of training courses / Number of community groups participating	LDC's (KWETB, VB)	Ongoing
v. Provide capacity and skills training for community activists to partake in decision making and networks	Number of training courses / Number of community groups participating	LDC's (KWETB, VB)	Ongoing

Social inclusion and support for the provision of services including suitable housing, health and education provision are key areas addressed under the objectives and actions of this LECP

GOAL 3: DEVELOP HIGH QUALITY INTEGRATED SERVICES AVAILABLE TO ALL COMMUNITIES, IN PARTICULAR DISADVANTAGED COMMUNITIES AND VULNERABLE GROUPS

Objective 3.1: The LCDC will provide the strategic direction for the integration of existing services

Actions	Outcomes / Measures	Lead (Partner)	Timescale
<p>The LCDC will put in place structures / protocols / MoU's including the following organisations to ensure integrated delivery of services aligned with the LECF</p> <ul style="list-style-type: none"> i. Local Development Companies on SICAP and LEADER ii. Children & Young People's Services Committee on county strategy based on 'Better Outcomes Brighter Futures' and Child Friendly County status iii. Wicklow County Childcare Committee on childcare iv. ECADTF, K&WWADTF, Tiglin on drug and rehabilitation services v. HSE on implementation of 'Healthy Ireland Strategy' and local Suicide Prevention Plan vi. Wicklow County Council on 'Age Friendly County', Housing Issues (and other as arise) vii. JPC on safe and secure communities viii. KWETB on youth services (Wicklow & Kildare Youth Work Development Plan) ix. Others as issues arise 	<p>Number of agreements in place</p>	<p>LDC</p> <p>CYPSC</p> <p>WCC</p> <p>BDATF ECDATF K&WWDATF</p> <p>HSE</p> <p>WCC</p> <p>JPC</p> <p>KWETB</p> <p>Others as issues arise</p>	<p>Ongoing</p>

Objective 3.2: The LCDC will provide representation for additional services and resources where gaps are identified or where new issues arise

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Engage with transport providers and funders to make representation on issues of transport and access to services as opportunities arise	Number of representations made Increase in Rural Transport activity	LCDC Member Agencies	Ongoing
ii. Make representation on the consequences of reductions in public and community services	Number of representations made 20% increase in resources for Community and Voluntary sector	LCDC Member Agencies	Ongoing
iii. Facilitate expansion of services and outreach opportunities where possible through e.g. new opportunities for shared services, use of existing premises e.g. libraries	Number of shared services	LCDC Member Agencies	Ongoing

GOAL 4: A VIBRANT AND INNOVATIVE COMMUNITY AND SOCIAL ENTERPRISE SECTOR

Objective 4.1: Establish a strong social and community enterprise sector in the County

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Establish a Social Enterprise forum in the County to develop a strategy	Forum established	LDC's (KWETB, WCC)	Q3 2016 – Q4 2017
ii. Map social enterprise activity in the County	Report on Social Enterprise Activity	LDC's (KWETB, WCC)	Q3 2016 – Q4 2017
iii. Build on the success of the County Wicklow Social Enterprise Network and expand into network for support and peer learning	Network strengthened and expanded	LDC's (KWETB, WCC)	Q3 2016 – Q4 2017
iv. Set up an incubation hub	One hub established	LDC's (KWETB, WCC)	Q3 2016 – Q4 2017

4.1 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
v. Develop a training and support programme for pre-development, set-up and scale-up stages	Number of support programmes Number of start-ups Number of scale-ups	LDC's (KWETB, WCC)	Q3 2016 – Q4 2017
vi. Identify sources of funding	Number of funding sources accessed	LDC's (KWETB, WCC)	Q3 2016 – Q4 2017
vii. Commence a County-wide initiative that promotes 'social benefit clause', including 'green procurement' within contracts	Social benefit clause adopted and used by LCDC member agencies	WCC (KWETB)	Q3 2016 – Q4 2017

GOAL 5: ADDRESS ACCESS TO EDUCATION AND TRAINING TO INCREASE LIFE OPPORTUNITIES FOR ALL

Objective 5.1: To co-ordinate and improve the delivery of training and education in the County

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Establish an 'Education and Training' forum to be led by KWETB, focusing on education and training services and provisions within the County developing an education and training strategy for the County	Forum established	KWETB (DSP, LDC'S, CoC, IT Carlow, Teagasc, LEO, CYPSC)	Q3 2016 - Ongoing
ii. Undertake an employability and skills deficit report	Report finalised	KWETB (DSP, LDC'S, CoC, IT Carlow, Teagasc, LEO, CYPSC)	Q3 2016 - Ongoing
iii. Identify gaps and barriers to access	Evidence based report	KWETB (DSP, LDC'S, CoC, IT Carlow, Teagasc, LEO, CYPSC)	Q3 2016 - Ongoing
iv. Facilitate greater interagency collaboration	Number of interagency initiatives	KWETB (DSP, LDC'S, CoC, IT Carlow, Teagasc, LEO, CYPSC)	Q3 2016 - Ongoing
v. Develop protocol between forum and LCDC	Protocol developed	KWETB (DSP, LDC'S, CoC, IT Carlow, Teagasc, LEO, CYPSC)	Q3 2016 - Ongoing
vi. Promote Life Long Learning	Increase in numbers participating in life long learning	KWETB (DSP, LDC'S, CoC, IT Carlow, Teagasc, LEO, CYPSC)	Q3 2016 - Ongoing

Objective 5.2: Develop training & education programmes based on alignment of employer needs /employment trends

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Increase the number of apprenticeships available within the County and increase awareness of apprenticeship schemes	Number of apprenticeship schemes undertaken	KWETB (LEO, CoC, LDC's, DSP)	Q3 2016 - Ongoing
ii. Support the development and alignment of programmes with identified existing and future enterprise & industry needs	Number of programmes developed	KWETB (LEO, CoC, IT Carlow)	Q3 2016 - Ongoing
iii. Support the development of agricultural training and business management initiatives in the county to improve skills, productivity and innovation within the sector	Number of programmes developed	TEAGASC	Q3 2016 - Ongoing
iv. Target youth unemployment and support programmes that will enhance employability opportunities	Number of programmes developed	KWETB (DSP, LDC's)	Q3 2016 - Ongoing
v. Develop 'first step' training focusing on social wellbeing and life skills and progressing to more vocational specific training in areas identified by employers and trainees	Number of programmes developed	KWETB (Youth Services, DSP, LDC's)	Q3 2016 - Ongoing
vi. Investigate the potential for the establishment of a dedicated maritime education and training programme in County Wicklow	Feasibility study	WCC	Q3 2016 - Ongoing
vii. Investigate the delivery of training, education and programmes that foster and enable community resilience and sustainability within community and industry	Number of programmes developed	KWETB (WCC)	Q3 2016 - Ongoing

GOAL 6: DEVELOP INFRASTRUCTURE AND MEASURES THAT ARE POSITIVE TO, AND SUPPORTIVE OF, INVESTMENT, ENTERPRISE, INNOVATION AND KNOWLEDGE CREATION IN STRATEGIC LOCATIONS

Objective 6.1: Support inward investment and promote the creation and expansion of new and existing employment opportunities in the County to drive economic development within the County

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Investigate the identification and prioritisation of locations within the County for inward investment ⁵	Produce an online map showing details of serviced land and property available	WCC / LEO	Q4 2016
ii. Develop a strategy ⁶ for IDA held lands/property to facilitate employment opportunities	Set up meetings with IDA	WCC / LEO (IDA)	Ongoing
iii. Prepare a marketing plan to proactively promote the County as an investment location, highlighting the links between existing firms, third level institutions and local services	Research commenced Plan produced	WCC / LEO	Q3 2016 Q1 2017
iv. Establish a high level Inward Investment Expert Group to propose actions relating to future skill needs, economic infrastructure and undertake horizon scanning to identify emerging opportunities	Group established Programme of action agreed	WCC / LEO	Q4 2016 Q1 2017
v. Investigate the establishment of a County Wicklow Investor Fund	Report prepared	WCC / LEO	Q4 2017
vi. Establish an inventory of available commercial / industrial properties and develop property solutions to cater for business uses	Inventory developed Linkages with providers established	WCC / LEO	Q1 2017

⁵ Variations or amendments to land use plans arising, such as those relating to zoning, would need to be subjected to SEA and AA processes as appropriate

⁶ The preparation of such a strategy would need to be subject to SEA and AA processes as appropriate

Objective 6.2: Support and develop Wicklow County Campus to allow it to reach its full potential as a centre of learning and innovation in the County

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Review the Wicklow County Campus Strategic Plan	Strategy 2016 to 2020 produced	WCC / LEO (It Carlow)	Q2 2016
ii. Continue to develop Wicklow County Campus as a centre of excellence in education, innovation and enterprise, facilitating the campus to develop to its full potential	Development plan in place and actions underway	WCC / LEO (It Carlow)	Ongoing
iii. Create a training and lifelong learning network in the County and develop greater linkages with third level institutions	Network established	WCC / LEO (It Carlow) (KWETB)	Q1 2017
iv. Assess the need and capacity for a County R&D Innovation Centre, in consultation with industry and third level institutions	Assessment completed	WCC / LEO (It Carlow)	Q1 2017
v. Examine the feasibility of developing a Film Industry Hub and Learning Centre in collaboration with industry and education providers	Hub developed and Film Education Programme established	WCC / LEO	Q3 2017
vi. Promote higher education awareness in the County, increase the numbers of students attending Wicklow County Campus and expand the number of courses being offered	% increase in number of participants % increase in number of courses on offer	It Carlow (WCC)	Ongoing

6.3: Support the provision of high quality infrastructure throughout the County that will facilitate and support economic expansion

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Develop an Infrastructure Strategy ⁷ for Wicklow County Campus to include ICT, Broadband and to identify other infrastructure requirements	ICT /Broadband Strategy in place Infrastructure Requirements Strategy in place	WCC / LEO (IT Carlow and other 3rd-level institutes)	Q3 2017
ii. Continue to support the provision of necessary infrastructure to attract investment and incentivise economic expansion of the County	Infrastructural priorities identified	WCC (IW, TII, NTA, DCENR)	Ongoing
iii. Continue to improve transport infrastructure at strategic locations to help facilitate connectivity and access thereby promoting social, economic and tourism development	County Transport Priorities identified and progressed	WCC (TII, NTA, WRT)	Ongoing
iv. Continue to support and promote the provision of a direct high quality public transport system servicing the Fassaroe Lands, Bray to facilitate economic development and investment opportunities	Plans for Luas Green Line to Fassaroe / Bray progressed	WCC (NTA, TII)	Ongoing
v. Continue to support and promote the construction of a Waste Water Treatment Plant for Arklow ⁸	WWTP underway	WCC / IW	Q4 2020
vi. To facilitate the sustainable development of the Laragh-Glendalough area by continuing to support the provision of infrastructure that will manage the needs and associated environmental requirements of various sectors including tourism	Plan developed and agreed with agencies Infrastructure in place	WCC (NTA, DTTAS, OPW, NPWS)	Q4 2018

⁷ The preparation of such a strategy would need to be subject to SEA and AA processes as appropriate

⁸ This is consistent with the provisions of the Arklow Town and Environs Development Plan; any application arising would need to be subject to AA and EIA as appropriate

6.3 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
vii. Survey harbours to identify existing and future infrastructure needs (see Action 2, Maritime)	Baseline study completed	WCC (CWETT)	Q1 2016
viii. Undertake a County-wide audit of broadband rollout to assess the extent of progress in delivering the target of the NDP in County Wicklow, and identify any areas experiencing a delay in broadband connections or experiencing access difficulties	Audit carried out Priorities established Local broadband action plan in place	WCC (Sub-group of CWETT, DCENR)	Q3 2016 Q3 2016 Q4 2016
ix. Continue to support increased sustainable transport modes and encourage greater promotion of cycling as a regular means of transport	% Increase in public transport usage % Increase in walking and cycling to school/work etc	WCC (NTA)	Ongoing



The actions support reducing social exclusion through measures that promote increasing the education and employment opportunities for those with disabilities

6.4: Enhance the attractiveness of town centres and retail premises across the County

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Establish Town Teams to enhance the management and development of town and village centres including support for the improvement of town centre environments, shop front improvement schemes, commercial rates review and accessibility	Number of Town Teams established	WCC (CWETT, CoC, Retailers, Voluntary Groups, An Garda Síochána, MD's, CWP, REI)	Ongoing
ii. Develop a County-wide retail marketing strategy to support a comprehensive, 'shop-local' initiative, promoting local enterprise, markets and produce	Marketing strategy in place	WCC (CWETT, CoC, Retailers, MD's, Town Teams, REI)	Q4 2016
iii. Develop a pay-parking policy for the County	Commence review of Bye- Laws Commence Procurement	WCC (MDs)	Q2 2016
iv. Promote the reinvigoration of the County's towns and villages and enhance the overall attractiveness of streetscape, public realm and civic and recreational facilities and strengthen the link between town centre living and shopping ⁹	Public realm audit carried out Actions identified	WCC (CWETT, CoC, Retailers, MD's, Town Teams, REI)	Q3 2016 Q1 2017
v. Investigate trends in consumer behaviour to identify how to address challenges posed by online shopping	Study commissioned Recommendations actioned	WCC REI	Q1 2017
vi. Roll out the Purple Flag initiative for towns to encourage excellence in the management of the evening economy	Number of Purple Flag Towns achieved Number of Purple Flag Towns retained	WCC (CWETT, CoC, Retailers, Voluntary Groups, An Garda Síochána, PFI, MD's, CWP)	Q2 2017

⁹ Subject to conformance with the County Development Plan and other land use plans

GOAL 7: SUSTAIN EXISTING ENTERPRISE AND DEVELOP QUALITY EMPLOYMENT AND INCOME OPPORTUNITIES FOR THE WIDE RANGE OF EMPLOYMENT NEEDS IN THE COUNTY WITH POSSIBILITIES FOR REVERSING COMMUTING PATTERNS

Objective 7.1: Stimulate and support the development and expansion of micro-enterprises and SME's, facilitating the growth of economic activities, development of innovative sectors, promotion of business engagement and the creation of new employment opportunities, decent jobs and sustainable, meaningful livelihoods

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Continue to facilitate the provision of affordable 'incubation' space for new and expanding businesses in compliance with the County Development Plan and other land use plans	Number of additional units provided	WCC / LEO (Community Enterprise Companies, CoC , EI)	Ongoing
ii. Conduct a survey of micro-enterprises and SME's to assess business support requirements	Survey results available	WCC / LEO (EI, CoC, LDCs)	Q2 2017
iii. Investigate potential of establishing a network of professional service providers to offer affordable back office support to Start-ups	Network established	WCC / LEO (CoC, ABEC, WEP)	Q2 2017
iv. Identify firms with potential to scale and target supports aimed at accelerating their expansion	Number of businesses qualifying for EI support	WCC / LEO (EI)	Ongoing
v. Facilitate the development of business networks that support business engagement and reduce barriers to Start-ups and SME's entering the business environment	Number of businesses participating in networking activities	WCC / LEO (CoC)	Ongoing

7.1 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
vi. Develop specific sectoral supports targeting the artisan and creative sectors	Three sectoral support initiatives established	WCC / LEO (CCOI, BB)	Q4 2018
vii. Support capacity building for micro enterprises and SME's	Number of participants in capacity building initiatives	WCC / LEO (EI, CWP, KWETB, ItC)	Ongoing
viii. Support development of 'Age Friendly' economic enterprises e.g. adaptive technologies and care facilities	Number of Age Friendly enterprises supported	WCC (LDCs)	Q1 2018
Objective 7.2: Harness the County's existing assets and encourage collaborative opportunities and business engagement amongst sectors to develop new markets and initiatives, maximising opportunities for business development and employment creation			
Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Continue to support and promote enterprise development and expansion in sectors that are distinctive to the County	Strategies in place for film, the creative sector, maritime, tourism and artisan sectors	WCC / LEO CWETT Industry sub- groups, CoC, EI	Q4 2017
ii. Monitor and evaluate economic and sectoral trends and conduct horizon scanning to inform decision-making with regard to future economic planning and opportunities	Baseline data identified Annual survey set up	WCC / LEO (EI, DJEI, IDA, CoC)	Q4 2017
iii. Explore the potential for inter-county collaboration and feasibility of inter-county enterprise initiatives	Sectoral meetings with regional and local authorities held	WCC / LEO (RA, Adjoining Counties, EI, DJEI)	Q3 2017
iv. Promote existing enterprise within the rural economy providing support services and creating rural enterprise network collaborations	Two networks established	WCC (CWP, CEDRA)	Q4 2016

7.2 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
v. Conduct a commuter survey and identify opportunities to reverse outward commuting	Commuter survey conducted Opportunities identified	WCC / LEO (CoC, CWETT)	Q3 2016
vi. Implement measures ¹⁰ to support the expansion of the transportation and storage sectors, harnessing the County's accessibility to ports and transportation corridors	Study to identify opportunities completed Strategy in place	WCC / LEO (DTTAS, CoC, EI)	Q2 2017

GOAL 8: CAPITALISE ON WICKLOW'S UNIQUE ATTRIBUTES AND PROXIMITY TO DUBLIN MARKET, EXCELLENT QUALITY OF LIFE, HUMAN CAPITAL, TOURISM, LANDSCAPE, MARINE, AGRICULTURAL AND FORESTRY RESOURCES

Objective 8.1: Promote and direct the tourism development of the County in a sustainable manner that conserves, promotes, protects and enhances the County's natural, built and cultural heritage and derives optimal economic benefit from visitors to the County ¹¹

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Develop a County Strategy for tourism, building on Ireland's Ancient East, to encourage greater economic benefits to Wicklow, in collaboration with neighbouring counties ¹²	Meetings held with neighbouring counties Strategy in place	WCC / LEO (FI, WCT, CWETT, RA's)	Q4 2016

¹⁰ Subject to conformance with the County Development Plan and other land use plans. Lower tiers of decision-making would need to be subject to SEA, AA and EIA processes as appropriate.

¹¹ Tourism development would need to be subject to conformance with the County Development Plan and other land use plans. Lower tiers of decision-making would need to be subject to SEA, AA and EIA processes as appropriate. It is noted that it is normal practice in the Council to ensure that:

- Any increase in visitor numbers are managed to avoid significant negative effects including loss of habitat and disturbance;
- Any projects are a suitable distance from the water's edge; and
- Legislation relating to habitats, species, connectivity and designated sites is complied with.

There is a range of provisions that have been integrated in the Wicklow County Development Plan and the County's various Local Area Plans which are applied as normal in this regard.

The preparation of such a strategy would need to be subject to SEA and AA processes as appropriate.

¹² The preparation of such a strategy would need to be subject to SEA and AA processes as appropriate.

8.1 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
ii. Continue to engage with local communities in developing community led tourism initiatives	System of networking set up	WCC / LEO (WCT, CWETT, CoC, CWP)	Ongoing
iii. Continue to seek funding opportunities that will support the development of the County's tourism, recreation, maritime, culture and heritage sectors	Sources of funding identified Number of applications submitted	WCC / LEO (FI, CWETT, WCT, CWP)	Ongoing
iv. Carry out an assessment of the range, capacity, location and quality of accommodation that exists in County Wicklow to inform the management of tourism needs	Assessment carried out Action plan developed	WCC / LEO (WCT, FI, LEADER, CoC, IHF, CWETT)	Q2 2017
v. Establish a dedicated Greenway Steering Group to develop a strategy ¹³ for Greenways in the County including funding, promotion and development	Greenway Steering Group established	WCC (FI, CWETT, WCT, CWP)	Q4 2016
vi. Continue to examine how to advance Greenway and Blueway trails which create greater interlinkage of towns, villages and rural areas	Trails identified, costed and prioritised Funding sought	WCC (FI, CWETT, WCT, CWP)	Q2 2017
vii. Continue to examine how to develop and promote dedicated themed tourism trails to include urban trails and heritage assets, film, food and spiritual trails	Trails identified, costed and prioritised Funding sought	WCC (FI, CWETT, WCT, CWP)	Q2 2017

¹³ The preparation of such a strategy would need to be subject to SEA and AA processes as appropriate.

8.1 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
viii. To facilitate the sustainable development of the Laragh-Glendalough area by continuing to support the provision of infrastructure which will manage the needs and associated environmental requirements of various sectors including tourism	Management group in place	WCC, OPW, FI, WMNP, WCT, Tourism providers / local business)	Q3 2016
ix. Develop an integrated management plan ¹⁴ for Glendalough in order to maximise the value of the experience to the County, while preserving the distinctive character of the area	Integrated Management Plan in place	WCC (OPW, FI, WMNP, WCT, NPWS, HCI, CWP)	Q4 2016
x. Develop a County Marketing Plan promoting tourism to all sectors of the community from families to senior citizens	Marketing plan in place	WCC (WCT, CWETT, CoC, LEADER, Age Friendly County)	Q4 2016
xi. Support capacity building for SME's in developing tourism related enterprise	Number of capacity building workshops held	WCC / LEO (FI, CWETT, WCT, CWP)	Ongoing
xii. Develop a Marine Tourism Action Plan ¹⁵ to promote marine leisure activities, allowing for collaborations with National and International tourism agencies to promote the County's marine assets and liaise with local businesses and communities in creating complimentary marine related activities	Marine Tourism Action Plan in place as part of overall Maritime Strategy	WCC/LEO (FI, MBDG, WCT, CWETT, CoC, MD)	Q2 2017

¹⁴ The preparation of such a plan would need to be subject to SEA and AA processes as appropriate.

¹⁵ The preparation of such a plan would need to be subject to SEA and AA processes as appropriate.

8.1 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
xiii. Support and promote new and existing festivals	Number of festivals supported	WCC (CoC, LEADER, FI, AC, MD's, Private sponsors, local business)	Ongoing
xiv. Support the development of a County Wicklow Geopark	Feasibility study commenced	EPA	Q4 2018
xv. Continue to examine how to harness the coastline tourism potential by developing a coastal walk from Bray to Arklow, incorporating towns, villages and landmarks and linking it with urban and heritage trails. Maintain and extend the number of Blue Flag status beaches in the County	Number of segments of the coastal walk developed Interreg participation approved Number of new Blue Flag beaches established	WCC (WCT, CWETT, CoC, CWP, FI, MDs, EPA, Landowners)	Q4 2017
xvi. Incorporate the food and beverage brand into a food related tourism initiative which can be marketed Nationally and Internationally	Food and beverage brand established Tourism event or initiative established	WCC / LEO, WCT, CWETT, BB, CoC, CWP, FI, MD's	Q2 2017



By year end 2014, 97 Wicklow LEO client companies had received EI grant aid. These employ 450 whole-time equivalent employees

Objective 8.2: Capitalise on the immediate and future economic opportunity in the Film and Television Industry and support the expansion of the sector in the County

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Devise a Film, Television and Animation five-year strategic development plan ¹⁶	Strategic Development Plan in place	WCC (FIDG)	Q1 2017
ii. Develop a Film Industry Business Development Group to identify new opportunities and assist in the expansion ¹⁷ of the industry in the County	Film Industry Business Development Group established Opportunities identified and prioritised	WCC / LEO (FIDG)	Q2 2016
iii. Facilitate the development of studio infrastructure incorporating leading edge film studio capacity including training and practical supports	Additional studio infrastructure in place Training facilities in place	WCC / LEO (FIDG)	Q4 2017
iv. Develop and support the development of an Audio-visual Industry Cluster, facilitating all specialist areas of the sector including expansion of animation, design and effects	Cluster established Animation and other businesses established in County Wicklow	WCC / LEO (FIDG)	Q4 2018
v. Establish the 'Film Wicklow' initiative to promote Wicklow as the premier film-making location in Ireland and to provide assistance to film makers	Film Wicklow established	WCC / LEO (FIDG)	Q1 2017
vi. Maximise the opportunities for film tourism in the County	Film trails updated New video produced	WCC (FIDG, WCT, FI)	Q1 2017
vii. Identify the skills and training requirements for the film industry and facilitate their delivery	Skills requirement audit carried out Delivery mechanism established	WCC (FIDG, KWETB, ItC, STI)	Q 3 2016

¹⁶ The preparation of such a plan would need to be subject to SEA and AA processes as appropriate.

¹⁷ Subject to conformance with the County Development Plan and other land use plans. Lower tiers of decision-making would need to be subject to SEA, AA and EIA processes as appropriate.

Objective 8.3: Realise the potential benefits of the County's maritime assets

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Create a County Wicklow Maritime Strategy ¹⁸ which will support the development and expansion of our harbours and ports in order to deliver improved commercial, tourism and leisure activities	Maritime Strategy Developed	WCC (CWETT, MBDG , FI, WCT, BIM, DAFM, DTTAS)	Q4 2016
ii. Survey harbours to identify existing and future infrastructure needs	Baseline study of harbours completed	WCC (CWETT, MBDG)	Q1 2016
iii. Investigate sources of funding to carry out a feasibility study for the development of Wicklow Port	Funding sources identified Application submitted	WCC (CWETT, MBDG)	Ongoing
iv. Examine how maritime leisure activities can be expanded and how International maritime tourism links can be developed and actively promoted	Models of best practice identified International links established	WCC (CWETT , MBDG, WCT, FI, MD's)	Q4 2016
v. Examine the opportunities for Wicklow's ports to capitalise on the expansion of the offshore wind industry	Capacity of ports enhanced Ports promoted	WCC (CWETT, MBDG)	Ongoing
vi. Evaluate the potential development opportunities within the short-sea shipping industry	Survey conducted	WCC (CWETT, MBDG)	Q4 2017
vii. Investigate attracting and expanding maritime industry related services in the County, including internationally traded services	Study carried out	WCC (CWETT, MBDG, EI, LEO's, IDA)	Q4 2016

¹⁸ The preparation of such a Strategy would need to be subject to SEA and AA processes as appropriate.

Objective 8.4: Support the rural economy and promote rural economic diversification¹⁹

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Support the development of the County's rural economy through the implementation of recommendations contained in the Commission for the Economic Development of Rural Areas (CEDRA) report	CEDRA implemented	CWP (WCC / LEO, CWP, MD's, Heritage Forum, CoC)	Q4 2017
ii. Establish a Wicklow food and beverage forum to develop a food brand and to support, develop, market and promote the County's produce	Forum established	WCC / LEO (CWETT, Teagasc, Bord Bia)	Q3 2017
iii. Explore potential for the establishment of an agri-tech innovation fund to support agri-tech entrepreneurs to develop and apply new innovative solutions within the sector	Working group set up	WCC / LEO Teagasc, EI, Third-Level Institutions	Q3 2017
iv. Continue to support and promote the development of the County's equine industry and evaluate increasing training and employment opportunities within sector	Working group set up	Teagasc DAFM, HSI	Q3 2017
v. Investigate the potential development opportunities within the County's Forestry sector, and continue to support the development of industries centred on Forestry and Biofuels	Report on Forestry / Biofuels produced	WCC CWETT, Coillte, Industry Experts	Q2 2018

¹⁹ The development of the rural economy and rural diversification would need to be subject to conformance with the County Development Plan and other land use plans. Lower tiers of decision-making would need to be subject to SEA, AA and EIA processes as appropriate.

8.4 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
vi. Undertake an assessment and promotion of more localised agriculture based activities, services and productivity etc.	Assessment undertaken	Teagasc CWP, Community Organisations	Q2 2018
vii. Assess the need and opportunity for the establishment of an agri-food enterprise centre	Assessment undertaken	WCC / LEO Teagasc, CEC's, IFA, ICMSA	Q2 2018
viii. Continue to support and promote agri-related entrepreneurship and micro-enterprise development and management through targeted strategies, and support agriculture diversification.	Targeted strategies developed	WCC / LEO Teagasc, EI, Third Level Institutions, CWP	Q2 2018
ix. Continue to support sustainable agriculture and implement UN recommendations of the report on "Food and Agriculture: the Future of Sustainability"	UN recommendations examined, actions and timeframe agreed	Teagasc Community Organisations	Q4 2018
x. Protect and preserve low-impact farming practices and food production to realise the brand of natural Wicklow	Identify low-impact farming practices	Teagasc Community Organisations	Q4 2018

“ The objectives incorporated into the LECP report reflect the vision and aspirations of the County, promoting and supporting stronger community and socio-economic development and inter-linkages ”

Objective 8.5: Maximise the economic development in the County through improved and strategic branding and marketing

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Create a Wicklow Brand and Marketing Strategy that communicates a strong recognisable brand Nationally and Internationally to all sectors of communities including residents, visitors, existing businesses, potential investors and diaspora	New Brand in place and in use Marketing Strategy developed	WCC / LEO CWETT	Q2 2016 Q4 2016
ii. Redevelop www.wicklow.ie as a Web Portal that provides relevant and targeted information across all sectors, showcasing the County's assets, and incorporating interactive and social media elements	Web Portal developed	WCC / LEO CWETT	Q3 2016
iii. Develop a dedicated business signage strategy ²⁰ to increase the visibility of commercial operations, incorporating online mapping and other interactive tools	Signage strategy in place	WCC / LEO CWETT, Town Teams, CoC	Q1 2017



“We will aim to establish a strong, social and community enterprise sector in the County”

²⁰ The preparation of such a Strategy would need to be subject to SEA and AA processes as appropriate.

GOAL 9: SUPPORT A SHIFT TOWARDS LOW CARBON AND CLIMATE RESILIENT ECONOMIC ACTIVITY, REDUCING ENERGY DEPENDENCE AND SUSTAINABLE USE OF RESOURCES AND LEADING IN THE SMART GREEN ECONOMY

Objective 9.1: Support the development of renewable energy and a low energy future for Wicklow²¹

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Prepare a Wicklow County (climate change) Adaptation Strategy to include a renewable energy strategy ²²	Strategy developed	WCC (Sectoral Experts, SEAI)	
ii. Support the promotion and development of the renewable energy sector and explore funding opportunities for the sector	Number of renewable energy initiatives underway	WCC / LEO (EI, SEAI, Sectoral Experts)	Ongoing
iii. Create an incubation concept encouraging development within the green technology sector	Opportunities identified and prioritised	WCC / LEO (EI, IDA, SEAI, Enterprise Centres)	Q2 2017
iv. Investigate the establishment of an Energy Agency and explore partnership opportunities	Energy partnership established	WCC (SEAI, Energy Co-operatives)	
v. Develop enterprise and employment opportunities centred on the expansion of the Biofuel sector	Number of Biofuel pilot projects launched	Teagasc	Ongoing
vi. Establish an offshore energy task force to co-ordinate the strategy actions required and to evaluate the infrastructure requirements needed in the County to support the expansion of the offshore renewable energy sector	Task force established	WCC (MBDG, Industry Experts)	Q4 2016

²¹ The development of renewable energy would need to be subject to conformance with the County Development Plan and other land use plans. Lower tiers of decision-making would need to be subject to SEA, AA and EIA processes as appropriate.

²² The preparation of such a Strategy would need to be subject to SEA and AA processes as appropriate.

9.1 Continued

Actions	Outcomes / Measures	Lead (Partner)	Timescale
vii. Promote sustainable business management practices to reduce operational costs within businesses through the promotion of best practice and incentives	Best practice programme developed and publicised	WCC (Industry Experts, SEAI)	Q4 2017
viii. Promote energy awareness through 'one-stop-shops' and the development of a renewable energy and green technology training programme	Number of centres promoting information on renewable energy and green technology	WCC (IT Carlow, KWETB)	Q4 2017
ix. Develop a strategy that places County Wicklow as a model for community resilience and a low carbon, sustainable community based on the natural and human resources of the County	Strategy developed Number of pilot projects in place	WCC (LDC's, KWETB, PPN)	Q4 2018



The collaborative community and economic development approach of the LECP recognises that community and economic development are mutually supportive

GOAL 10: HARNESS EFFICIENTLY THE FULL RESOURCES OF THE COUNTY AND PROMOTE INTERAGENCY COLLABORATION

Objective 10.1: Effective change management tools to be put in place to achieve the goals of the LECP

Actions	Outcomes / Measures	Lead (Partner)	Timescale
i. Recognise the importance of leadership in the successful implementation of the LECP and the ongoing social and economic development of County Wicklow	Number of actions implemented annually	LCDC / WCC	Ongoing
ii. Develop and adopt a protocol for interagency working	Protocol developed and adopted	LCDC / WCC	Q3 2016
iii. Hold annual event on LECP as a participatory evaluation tool and a basis for annual prioritisation and ongoing development	Annual event	LCDC / WCC	Annual
iv. Prioritise ongoing data collection and sharing of data as the basis for continuing evidence based development	Updated socio-economic profiles and baseline data	LCDC / WCC	Ongoing
v. Develop and adopt a protocol on an agreed definition of community work, local development and social inclusion based on existing work carried out by the Community Workers Co-op	Protocol developed and adopted	LCDC / WCC	Q3 2016
vi. Develop effective communication methods that are socially inclusive and responsive to the wide diversity of communication needs	Update communication policy	LCDC / WCC	Ongoing

5. IMPLEMENTATION, MONITORING AND REVIEW

As part of the LECP, a framework relating to the implementation, monitoring, evaluation and review of objectives and actions will be developed and adopted. In accordance with the LECP guidelines, the first iteration of the Wicklow LECP will be reviewed when the Regional Spatial and Economic Strategies (RSES's) are developed (expected in 2016). The review will provide an opportunity to ensure consistency between the LECP and its respective RSES and will also provide an opportunity to review, amend and re-prioritise the high level goals and specific objectives and actions, where it is considered appropriate.

5.1 The structure

The Advisory Steering Group will oversee the general implementation of the LECP and will monitor progress on the actions and against the measurable targets. The Advisory Steering Group will also ensure integration of both community and economic actions. The LCDC will continue to monitor the implementation and management of the Community-related objectives / actions while the SPC will continue to monitor the implementation and management of Economic Development objectives / actions.

5.2 Implementation

The actions established and set out in Section 4, form the primary structure for the delivery of the LECP. Implementation of the actions will be undertaken by the lead responsible agency as identified in each action. The LCDC and the SPC will prepare annual implementation plans that will set out the delivery of actions on an annual basis. The implementation plans will contain:

- The detail of each action
- The basis for each action – taking into account the outcomes of the consultation process and the evidence established through the analysis of data
- Measurable targets and timelines for each action
- The resources required
- The expected outcomes

This model of implementation, we believe, enables the plan to:

- Adapt to changing circumstances
- Avail of new funding opportunities
- Allow for ongoing input and observations from key stakeholders
- Allow for more focused collection and analysis of data
- Measure social impact

Implementation of the LECP shall be consistent with the following:

- The Regional Planning Guidelines or Regional Spatial and Economic Strategy (whichever is in place)
- The Core Strategy and Objectives of the County Development Plan
- Any other County Development Plan and Local Area Plan provisions responsible for the protection and management of the environment including environmental sensitivities

Lower tiers of decision-making including the preparation of plans or strategies, or the progression of applications for development, would need to be subject to SEA, AA and EIA processes as appropriate.

5.3 Monitoring and Review

The Monitoring and Review phase is a crucial stage of the LECP strategic process as it allows for the LECP progress to be evaluated and identifies emerging issues. This includes identifying elements of the plan that may require amending in order for the actions to be achieved and improving the overall performance of the LECP. This phase of the process may also highlight the need for the introduction of mitigation measures in the event of negative impacts being identified during the monitoring phase. This phase also contributes to accountability.

Monitoring and review of the LECP will be carried out in two ways:

- Measurable indicators will be formulated for each of the Wicklow LECP Objectives, based on the socio-economic features of the County, using data sources from State, semi-State and other agencies, as appropriate. This will include data from 'County Wicklow Socio Economic Profile', prepared as a baseline information source for the development of the LECP, and other sources such as Central Statistics Office (CSO), Department of Social Protection (DSP) Live Register data, GeoDirectory, An Garda Síochána crime statistics etc. These data sources include indicators that are produced at varying interval periods and consequently, measurement of the improvement of the quality of life will be evaluated over a medium-term time period.

- The evaluation of progress of all LECP Actions will be measured in accordance with the corresponding timeframe schedule set out in Section 4.

Goal 10 relates to the manner in which the LCDC and the Local Authority will work together in a way that maximises the opportunities presented with the plan.

Further definition of the indicators and specific targets for both the Objectives / Actions will be agreed in the aftermath of the adoption of this LECP.

LECP related documentation, including the full socio-economic profiles, can be accessed at www.wicklow.ie

The actions incorporated in the LECP are strategic in nature and reflect the high level goals and objectives developed during the plan process



Appendix 1 - Glossary of Terms

ABEC	Arklow Business and Enterprise Centre Limited
AC	Arts Council
AGS	An Garda Síochána
ASG	Advisory Steering Group
BDATF	Bray Drugs and Alcohol Task Force
BAP	Bray Area Partnership
BB	Bord Bia
BID	Business Improvement District
BIFE	Bray Institute of Further Education
BLDATF	Bray Local Drugs and Alcohol Task Force
BIM	Bord Iascaigh Mhara
CCOI	Craft Council of Ireland
CEC	Community Enterprise Centre
CEDRA	Commission for the Economic Development of Rural Areas
CoC	Chambers of Commerce
CSO	Central Statistics Office
CWETT	County Wicklow Economic Think Tank
CWP	County Wicklow Partnership
CYPSC	Children and Young People's Services Committee
DAFM	Department of Agriculture and Food and the Marine
DGENR	Department of Communications, Climate Action and Environment
DECLG	Department of the Housing, Planning, Community and Local Government
DES	Department of Education and Skills
DJEI	Department of Jobs, Enterprise and Innovation
DSP	Department of Social Protection
DTTAS	Department of Transport, Tourism and Sport
EGDATF	East Coast Drugs and Alcohol Task Force
ECRDATF	East Coast Regional Drugs and Alcohol Task Force
EI	Enterprise Ireland
EPA	Environmental Protection Agency
FDI	Foreign direct investment
FET	Further education and training
FI	Fáilte Ireland
FIDG	Film Industry Development Group (CWETT)
GDA	Greater Dublin Area
HBAN	Halo Business Angel Network
HGI	Heritage Council of Ireland
HE	Higher education
HSE	Health Service Executive
HSI	Horse Sport Ireland
ICMSA	Irish Creamery Milk Suppliers Association
ICT	Information and communications technology
IDA	Industrial Development Agency (Ireland)
IFA	Irish Farmers Association
IHF	Irish Hotels Federation
ItC	It Carlow
IW	Irish Water
JPC	Joint Policing Committee
KWETB	Kildare and Wicklow Education and Training Board

K&WWDATF	Kildare and West Wicklow Drugs and Alcohol Task Force
LDCs	Local Development Companies (County Wicklow Partnership & Bray Area Partnership)
LEADER	Liaisons entre actions de développement de l'économie rurale (Links between actions of rural development)
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LCDC	Local Community Development Committee
MBDG	Maritime Business Development Group
MD	Municipal District
NBP	National Broadband Plan
NPWS	National Parks and Wildlife Service
NRP	National Reform Programme
NTA	National Transport Authority
OPW	Office of Public Works
POWSCAR	Place of Work, School or College - Census of Anonymised Records
PPN	Public Participation Network
RA	Regional Authority
REDZ	Rural Economic Development Zone
REI	Retail Excellence Ireland
RSES	Regional Spatial and Economic Strategy
STI	Screen Training Ireland
SEAI	Sustainable Energy Authority of Ireland
SFI	Science Foundation Ireland
SICAP	Social Inclusion and Community Activation Programme
SME	Small and medium-sized enterprises
SPC	Strategic Policy Committee
STI	Screen Training Ireland
SWRDATAF	South West Regional Drugs and Alcohol Task Force
T	Teagasc
TII	Transport Infrastructure Ireland
VB	Voluntary Bureau
WCC	Wicklow County Council
WGT	Wicklow County Tourism
WEP	Wicklow Enterprise Park Limited
WMNP	Wicklow Mountains National Park
WRT	Wicklow Rural Transport



Appendix 2

National and Regional Policy and Strategy Context

The following represents a listing of national, regional and local government policy and strategy documents, which have informed the preparation of this LEP.

Policy and Strategy Context

1. **Better Outcomes Brighter Futures: The National Policy Framework for Children & Young People 2014-2020**
2. **Healthy Ireland: A Framework for Improved Health & Wellbeing 2013 - 2025**
3. **Food Harvest 2020: A Vision for Irish agri-food and fisheries**
4. **National Action Plan for Social Inclusion**
5. **National Strategy for Traveller / Roma Integration**
6. **OECD Report on Local Development Ireland**
7. **Our Sustainable Future: A Framework for Sustainable Development in Ireland**
8. **Pathways to Work**
9. **Programme for Employability, Inclusion and Learning (PEIL) 2014 – 2020**
10. **Regional Action Plan for Jobs**
11. **Rural Development programme 2014 – 2020**
12. **Social Inclusion Community Activation Programme (SIGAP)**
13. **Youth Guarantee Implementation Plan**
14. **DECLG Guidelines on Local Economic and Community Plans, 2015**
15. **Supporting Economic Recovery and Jobs Locally: Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise**
16. **Enterprise Ireland – Driving Enterprise, Delivering Jobs – Strategy to 2016**
17. **Action Plan for Jobs 2015**
18. **Action Plan for Jobs (Mid East Region) 2015 to 2017**
19. **National Spatial Strategy**
20. **IDA Ireland – Research, Development and Innovation strategy**



21. Medium Term Economic Strategy
22. Report of the Commission for the Economic Development of Rural Areas: Energising Ireland's Rural Economy, CEDRA
23. Rural Development Programme (LEADER) 2014-2020
24. Evaluation of Enterprise Supports for Start-Ups and Entrepreneurship
25. Working Group Report on Citizen Engagement with Local Government
26. Delivering Our Green Potential – Government Policy Statement on Growth and Employment in the Green Economy
27. Developing a Green Enterprise – A guide for business and institutions on supports available in Ireland for developing resource efficient practices (EPA)
28. Food Harvest 2020
29. IDA Ireland - Winning: Foreign Direct Investment 2015-2019
30. Global Irish – Ireland's Diaspora Policy
31. Supporting Enterprise, Local Development and Economic Growth
32. Policy Statement on Foreign Direct Investment in Ireland
33. The Global Technology Hub: How Ireland enables success for international and indigenous technology companies
34. Progress Report on Growth and Employment in the Green Economy in Ireland
35. People, Place and Policy – Growing Tourism to 2025
36. Construction 2020: A Strategy for a Renewed Construction Sector
37. National Strategy for Higher Education to 2030
38. Report of Inter-Departmental Working Group: Future Investment in Childcare in Ireland
39. Greater Dublin Area Draft Transport Strategy 2011-2030
40. NTA Statement of Strategy 2015-2017
41. Delivering a Connected Society - A National Broadband Plan for Ireland
42. Doing more with Digital - National Digital Strategy for Ireland
43. Wicklow County Development Plan 2010-2016
44. Draft Wicklow County Development Plan 2016 to 2022
45. Wicklow County Council Corporate Plan 2015 to 2019
46. Wicklow County Council Housing Strategy
47. Draft Traveller Accommodation Programme 2014-2018
48. County Wicklow Economic Think Tank Action Plan
49. Fáilte Ireland: Ireland's Ancient East
50. Harnessing Our Ocean Wealth: An Integrated Marine Plan for Ireland



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- To all who took the time to make written submissions
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- To the members of the LCDC and the Economic Development & Enterprise Support SPC
- To anybody else who contributed to the process

We wish to express our appreciation and our thanks to you all







W I C K L O W

ENDLESS OPPORTUNITIES

