



Leitrim LCDC

Draft Local Economic and Community Plan

30 June 2015

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*Leitrim ...a sustainable, creative, inclusive County where
individuals, family and business can flourish*

1. Introductions

2. The Plan's Contexts and Processes

Introduction

This Section sets out the legislative and policy contexts for the Plan and the planning processes adopted in Leitrim. A more detailed outline is presented as Appendix I.

Local Government Reform and Local Community Development Committees (LCDCs)

The Local Government Reform Act 2014 requires each Local Authority to put in place a Local Community Development Committee (LCDC). LCDCs are made up of members of the Local Authority, Local Authority staff and representatives of public bodies delivering services locally, of local community interests and of local development bodies. The majority of an LCDC's members must be from the non-statutory sector.

The LCDC's main function is to prepare, implement and monitor the Community elements of a six-year Local Economic and Community Plan (LECP) which is to be prepared for each Local Authority area. Whilst it does not have a role in deciding on the Economic elements of the LECP, it must consider those elements so that they can be better coordinated with the Community elements and the LECP can stand as an integrated whole.

The LCDC also has a general role in seeking to ensure effectiveness, consistency, co-ordination and avoidance of duplication between the various elements of Local Authority activities in the community.

Leitrim was chosen by the Government in 2013 as one of ten national 'Frontrunners' (or pilots) for the establishment of an LCDC.

Local Economic and Community Plans (LECPs)

Local Economic and Community Plans (LECPs) will help achieve a number of Government priorities over their six-year time period by:

- Building on Councils' existing economic and community development work
- Improving local coordination and joint-working and linking clearly with other local, regional, national and EU priorities, policies and strategies
- Enhancing local involvement and inputs and being clear, succinct, evidence-based and action-focused

The Plans' two strands, the Economic and Community, are brought together in an integrated way because many development issues straddle the Economic and Community perspectives. The Council's Economic Development and Enterprise Strategic Policy Committee (SPC) prepares the Economic elements of the LECP whilst the LCDC, as set out above, prepares the Community elements.

LECPs must be consistent with the local Development Plans made by the elected members and also with the regional spatial and economic strategies. The LECP must also be considered by the Municipal District members and be approved by the Council.

The Economic Elements of the Plan

Government Guidance (Source: DECLG Guidelines, January 2015) sets out that the Economic part of the LECP is likely to include a focus via a number of Sustainable Economic Development Objectives (SEDOs) on:

- Attracting substantial investment and new enterprise whilst sustaining/expanding existing enterprise and improving the quality and diversity of employment
- Economic transformation/regeneration of urban centres and strengthening the economic fabric of smaller towns/villages and their capacity to advance rural economic regeneration
- Community/local development programmes and micro-enterprise support
- Aspects of relevant national, regional, sub-regional and city/county level plans and strategies

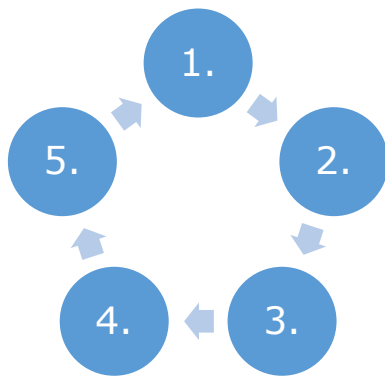
The Community Elements of the Plan

The Community elements of the LECP should simultaneously be built around a number of Sustainable Community Objectives (SCOs) aimed at enhancing the quality of life and well-being of communities in a manner consistent with the overall regional and local planning frameworks. Underpinning Actions here are likely to address:

- Education, training and skills development and the creation of sustainable employment and self-employment opportunities
- Developing social, economic and physical infrastructure to tackle social exclusion, poverty and disadvantage and enhancing the capacity of communities to improve their well-being
- Developing synergies between supports for children and young people
- Promoting the general welfare of communities and supporting active citizenship

The Planning Process

Government's Guidelines (Source: DECLG Guidelines, January 2015) suggest the following generic planning process:



1. Preparation
2. Consultation
3. Objectives and actions
4. Finalisation
5. Implementation, monitoring and review

The planning process should include:

- The development of a strong evidence base to underpin all aspects of the Plan
- Appraisal of existing plans and strategies at the local, regional, national and EU levels, ranging across the spatial, social and economic spheres
- Robust assessment feeding into SWOT (Strengths, Weaknesses, Opportunities and Threats) and PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analyses

That process should identify the key strategic issues facing the area and from these derive a series of Goals, Objectives and Priorities/Actions. The Priorities/Actions should in turn:

- Address specific issues/target groups/areas
- Identify the results/outcomes they aim to achieve
- Deliver value for money and avoid duplication

The Economic and Community Elements of the Leitrim LECP were prepared in tandem but initially involved different consultation processes.

The Economic Element: Reflecting the Local Government Reform Act, 2014

The Local Government Act, 2014 sets out the areas to be covered in broad terms under the Economic and Community elements of the Local Economic and Community Plan (LECP). These are useful in setting the scene but then need to be tailored to individual Council areas. The legislation sets out that the promotion of economic development includes but is not limited to:

- Creating and sustaining jobs
- Promoting the interests of the community
- Identifying local attributes essential to enhancing local economic performance
- supporting enhancement of local innovation capacity, investment in R&D, technology transfer, up-skilling and re-skilling
- Identifying, for existing and prospective businesses, opportunities to engage with local government regarding setting up and managing their businesses and to ensure speedy and coordinated access and response

- Identifying ways of maintaining and augmenting local strengths and opportunities, and ways of addressing or rectifying weaknesses and deficiencies relevant to economic performance
- Identifying economic potential and the requirements to realise it.

The Department of the Environment, Community and Local Government (DECLG) set out six action areas where it sees Local Authorities contributing to economic development. Those six areas are:

1. Formulating the LECP (and advising on the Economic components of its Community elements)
2. Promoting economic development through general Local Authority powers and functions
3. Operating Local Enterprise Offices (LEOs), which have replaced the former County Enterprise Boards
4. Carrying out certain economic components of the community/local development plan
5. Action Plan for Jobs and Labour Market Activation
6. Specific action to promote increased economic activity in line with regional priorities, including:
 - Business stakeholder engagement
 - Working closely with other economic development agencies
 - Identifying local factors which can contribute to economic development
 - Working in tandem with wider economic initiatives
 - Promoting integrated urban development
 - Engaging with education and research institutes

The DECLG issued Guidance in January 2015 on the preparation of the Economic elements of the LECP and outlined the following likely economic objectives and actions:

1. Attracting substantial investment and new enterprise
2. Sustaining/expanding existing enterprise
3. Improving the quality and diversity of employment
4. Strengthening the economic fabric of smaller towns/villages
5. Community/local development programmes and micro-enterprise support
6. Aspects of relevant national, regional, sub-regional and city/county level plans and strategies

Plan Actions meanwhile are likely to include:

- Promotion of competitiveness and a favourable business environment, including regulation and efficient public services
- Development of strong 'place-related' economic activities
- Enhancement of the area's physical, social, environmental, or cultural character and quality
- Using "mainstream" local authority functions to help underpin economic activity generally
- Measures, including those emerging from the report of the Commission for the Economic Development of Rural Areas (CEDRA), to address rural issues
- Measures to attract national and EU investment in the delivery of the strategy
- Support for shifts towards low-carbon and climate resilient economic activity

- Co-ordinated local support for economic development agencies
- Identifying and addressing possible risks to local employment
- Economic development measures within the community/local development programmes
- Measures related labour market activation
- Support for micro-enterprises locally

Steps in Preparing the Economic Elements of the Plan

The Economic element of the Leitrim Local Economic and Community Plan was prepared as follows:

- Based on desk research and work carried out under the Upper Shannon Erne Future Economy Initiative (USEFE – see the LECP’s accompanying Review of Relevant Plans and Strategies), a series of focus groups ranging across the various key were carried out as follows:
 - Renewable Energy
 - Agriculture and Food
 - Services and Manufacturing
 - Town Centre Development
 - Creative Sector
 - Female Entrepreneurship
 - Training and Education
- The findings of the Leitrim Tourism and the Leitrim Tourism Growth Alliance’s recently-completed strategy for tourism development in the County (which also took cognizance of the recently-produced Recreational Strategy for the County) were used to formulate the tourism sector section
- A High Level Framework Plan was developed based on the initial focus groups and follow-up focus groups were then facilitated in Autumn 2014
- Preparation of a broadly-based County Profile and the mapping of existing services: this was a shared exercise with the Community element of the LECP
- Proofing of drafts/content against the County Development Plan and with relevant regional agencies
- The High Level Framework Plan was presented for discussion to a High Level Advisory Group, comprising Leitrim people now working elsewhere as well as people with significant business interests in Leitrim
- The high level objectives and actions were then presented to the LCDC in February 2015 for comment and comments were taken on board in completing the plan.
- The detailed plan which has emerged includes Sustainable Economic Development Objectives (SEDOs), Goals, Targets, Actions, Enablers and a timeframe was approved by the Economic SPC in May 2015.

Format of the Focus Groups

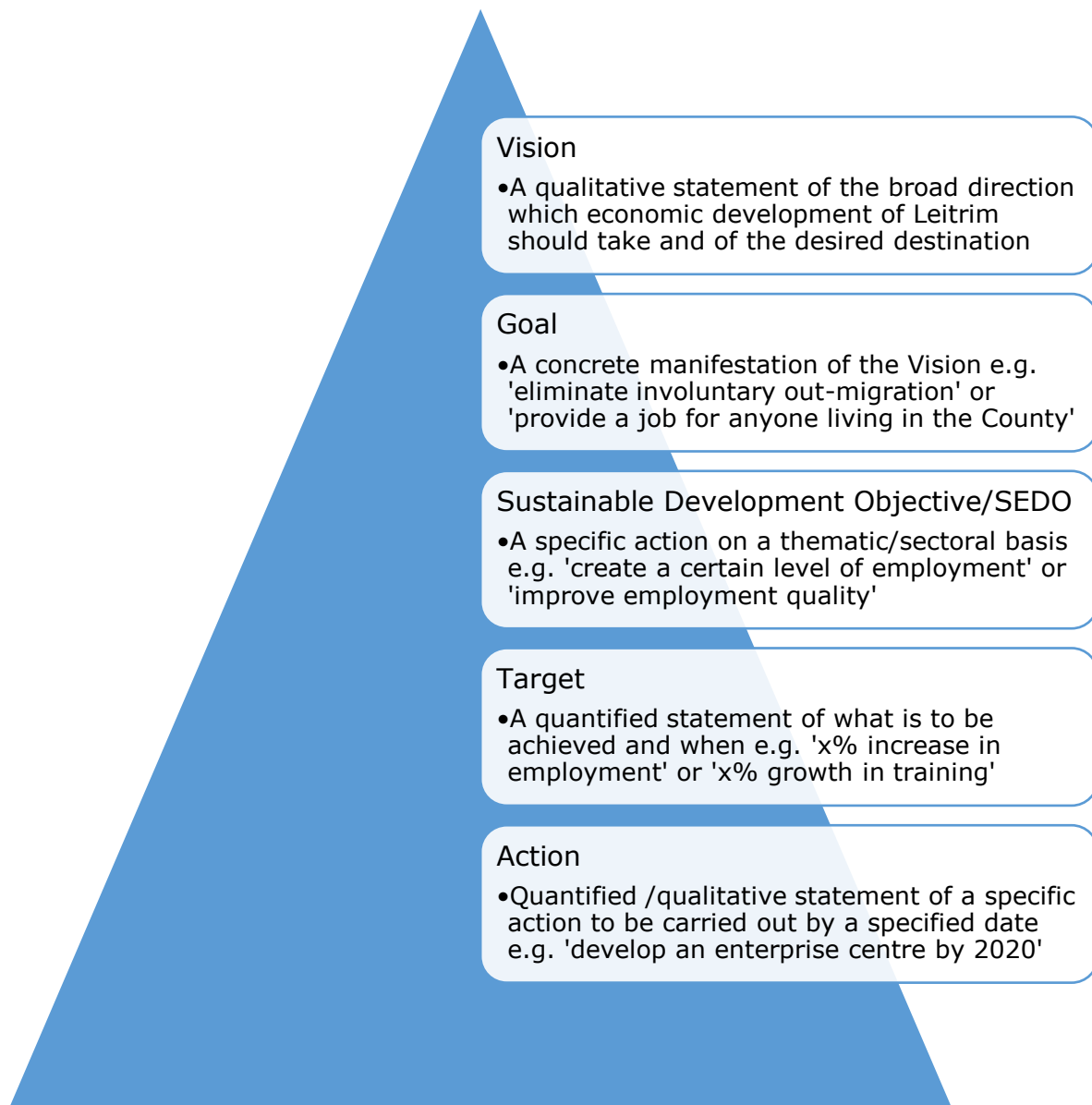
The headings used to structure the focus groups were based on the headings outlined in the Local Government Reform Act, 2014, i.e.:

1. Ways to create and sustain jobs
2. SWOT Analysis on the local attributes to support this sector
3. Potential to innovate

4. Need for training, upskilling and reskilling
5. Actions to build on the potential
6. Actions to reduce threats
7. Potential over next 6 years

As a result of these facilitated discussions, the Action Plan set out further below details the high level issues which emerged and the Sustainable Economic Development Objectives (SEDOs), Goals, Targets, Actions, Enablers which were identified to address them. Figure 1 clarifies the meaning of the terms used:

Explaining the Framework Terminology



Steps in Preparing the Community Elements of the Plan

Meanwhile the Community elements were progressed as follows:

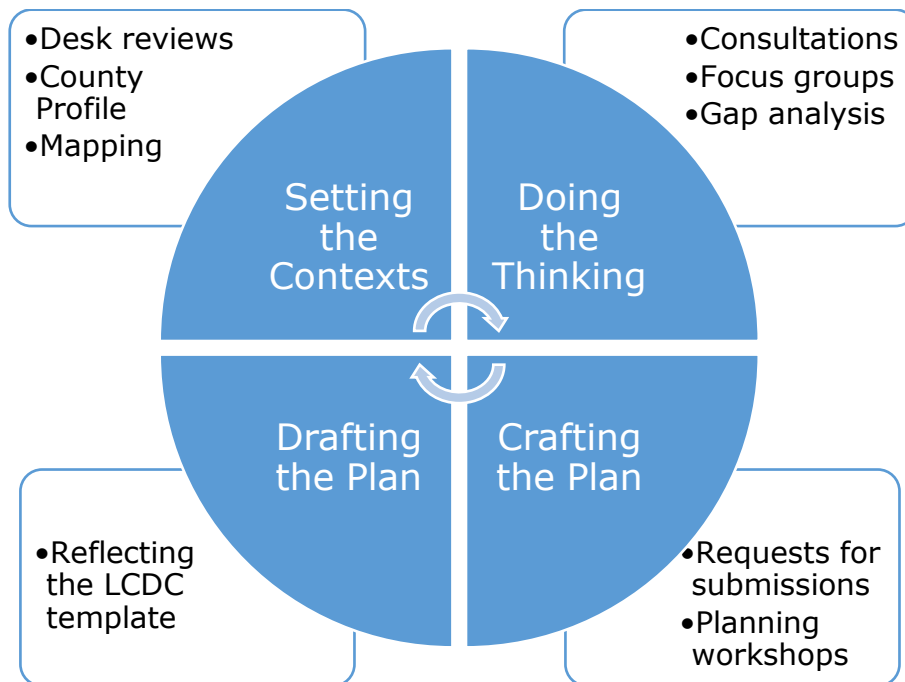
- Identification and development of themes with the LCDC and an LCDC sub-committee formed to oversee further development of the Community elements of the LECP
- Preparation of a broadly-based County Profile and the mapping of existing services: this was a shared exercise with the Economic element of the LECP
- Review of a series of relevant local, regional and national plans and strategies
- Publically-advertised consultations at Municipal District levels and further consultations/discussions/workshops held with key stakeholders
- High Level Framework Objectives developed with the LCDC and expanded into the draft Community element of the LECP
- Draft then proofed against the County Development Plan and with relevant regional agencies

The Community Elements Consultation Process

The Leitrim community planning process was supported by a wide-ranging consultation process. The key elements of this process were as follows:

- The process publically advertised and submissions sought from individuals, groups and sectors
- LCDC workshops were held on 2 April, 16 June, 21 July, 11 August and 11 December 2014 and on 7 January and 12 February 2015
- Facilitated discussions at public consultation workshops held on 10 (Carrick-on-Shannon), 14 (Manorhamilton) and 16 April 2014 (Ballinamore)
- Focus group/stakeholder meetings held in Aras an Chontae on 15 May, 10 June, and 21 and 24 July 2014
- Three stakeholder consultation events held on 16 (Community), 17 (Health and Well-Being) and 24 (Training/Education, Employment, Tourism and Agriculture) September 2014
- A number of individual and one-to-one consultations were held with a range of organisations

Taking the LECP Community Elements Planning Process Forward in Leitrim



Section 4 below sets out the Economic elements of the Leitrim LECP whilst Section 5 sets out the Community elements.

Consistency with Other Plans and Strategies

LECPs are not stand-alone documents but have to be consistent with other relevant existing plans, strategies, policies and guidelines. These include:

- The relevant Regional Planning Guidelines 2010-2022
- Local Authority Development Plans
- Relevant local, regional and national sectoral plans and strategies
- Current Government economic development policy
- EU plans and policies (and particularly Europe 2020)

The analyses of these documents are presented in a separate stand-alone document which accompanies the Leitrim LECP. They are also summarised in Section 3 below.

Bringing Life to Europe 2020

Europe 2020 is the EU's growth strategy for the coming decade and is built around the three reinforcing priorities of becoming a smart, inclusive and sustainable economy. The strategy's five key objectives focus on:

- Employment
- Innovation
- Climate/Energy
- Education
- Social inclusion

Key targets have been set for Ireland for each objective (Source: National Reform Programme, Ireland April 2014) as follows (further detail re their implications for Leitrim are set out in Appendix I):

- Target 1: 69% of the population aged 20-64 should be employed
- Target 2: 2% of combined public and private GDP should be invested in R&D
- Target 3: Reduce emissions by 20%, increase the share of renewables in final energy consumption to 16% and move towards a 20% increase in energy efficiency
- Target 4: Reduce to 8% the 18-24 year olds not progressing beyond lower secondary education and increase to at least 60% the 30-34 year-olds with Third Level education
- Target 5: Reduce to 4% by 2016 and to 2% by 2020 the numbers experiencing consistent poverty

The core thrusts of Europe 2020 are factored into the Leitrim [LECP](#) in the following sections. The Table below summarises how the various LECP themes help take forward the Europe 2020 targets:

Europe 2020 Target		LECP Themes:										
		Economic						Community				
		E1	E2	E3	E4	E5	E6	C1	C2	C3	C4	
1.	69% of 20-64 year-olds employed											
2.	2% of GDP invested in R&D											
3.	Emissions/renewables / energy consumption											
4.	Educational performance improved											
5.	Reduction in consistent poverty											

Reflecting the Draft Leitrim County Development Plan 2015-2021

Departmental LECP Guidelines emphasise the need to reflect the context set by the County Development Plan. The strategic development framework put forward in the draft Leitrim County Development Plan 2015-2021 can be summarised as follows:

- Encourage the further development of Carrick-on-Shannon, Manorhamilton and Ballinamore
- Reinforce the commercial viability and attractiveness of the County's other towns and villages
- Provide for rural accommodation
- Protect important wildlife habitats
- Enhance the distinctive character of Leitrim's landscapes and protect Leitrim's archaeological and architectural heritages
- Improve national, regional and local roads
- Secure community benefits through planning agreements and development charges
- Promote Public Private Partnerships
- Support Community-based development initiatives
- Support Cross-Border projects

The draft County Development Plan makes it clear (page 217) that in individual area plans, land will be identified for employment purposes and in particular will be safeguarded for the establishment of quality sites for high technology, manufacturing, research and/or prestige offices.

The LECP Themes below and their underpinning objectives and actions all complement the core thrusts of the County Development Plan. If a review of the County Development Plan is carried out at any time during the lifetime of the LECP, then the LECP will in turn be reviewed to ensure its ongoing complementarity with the County Development Plan.

3. County Profile and Analyses

The Leitrim County Profile

A separate County Profile was prepared to inform the development of both the Economic and the Community elements of the Plan. It sits as a stand-alone document but its key findings are summarised below:

Leitrim: The Place and Its Story

- Leitrim is Ireland's seventh smallest County by area and enjoys a strategic geographic location within Ireland, bordered by Counties Sligo, Roscommon, Longford and Cavan and sharing a 29km land border with Fermanagh in NI
- It has significant areas of marginal land
- North Leitrim is largely upland and has large areas of public forests
- South Leitrim is more low-lying
- High quality water, trees/forests and uplands provide the County with outstanding natural assets
- The County enjoys a strategic geographic location within Ireland, including its 29km land border with NI
- Leitrim is a place of established history, culture and tradition which continue to make a rich contribution to daily living in the County
- The County also enjoys a strong industrial archaeology
- Crucially, Leitrim is now a place of growing population after a decline set in place by the Great Famine: it fell from 155,297 in 1841 to 25,799 in 2002 but has since risen dramatically to 31,798 in 2011

Leitrim: The People

- Leitrim's population is growing, and on a consistent basis across the County: it increased by almost 10% to 31,798 between 2006 and 2011 and is projected to grow by a further 8% by 2022
- Leitrim is a rural County with very low population densities but rural population growth has contributed to the County's overall growth
- Most 2006-2011 growth has been urban-based, ie Dromod (+106%), Leitrim Village (+88%), Dromahair (+49%), Kinlough (+47%), Drumshanbo (+29%), Carrick on Shannon (+28%), Carrigallen (+27%), Manorhamilton (+15%) and Ballinamore (+10%).
- The County's population is healthy demographically with 23% of its total population aged Under 15 compared with the national average of 21%
- It also has significant numbers of older people – and particularly of older rural men - living alone: older, retired people can have higher disposable incomes
- Leitrim's 15-64 age group, the 'economically productive' age group, is however proportionately small
- High numbers of people go into Third Level education but have to leave the County to do so

- Significant in-migration has been experienced, particularly from the UK and Poland
- Women are increasingly economically active in Leitrim
- The County has a significant Traveller population who face many social and economic difficulties

Leitrim: What People Do

- Leitrim has a strong private sector economy which is dominated by micro-businesses but which also includes a number of major employers
- Entrepreneurship is strong with Leitrim's self-employed income per head being higher than the rest of the country, even during the 2007-2011 crisis years
- Levels of home working are low and 70% of jobs are in Carrick on Shannon, Manorhamilton, Ballinamore, Mohill, Dromahair and Kinlough
- In 2011 of Leitrim's 8,042 (fixed location) jobs, 5,548 (69%) were held by people living in Leitrim and 2,494 (31%) by people commuting into Leitrim
- Meanwhile 40% of Leitrim people in work (3,771) commuted out of the County: 70% of these people live in rural Leitrim
- Sligo, Longford, Cavan, Roscommon and Donegal dominate Leitrim's inward and outward commuting
- Foreign Direct Investment (FDI) is important, accounting for 11.5% of jobs in 2011 compared with just under 8% in the State. The Leitrim figure has subsequently dropped sharply whilst the State has started to recover.
- More of Leitrim's outbound commuters are aged 20-44 and have higher levels of educational attainment than the State averages
- In 2011 disposable incomes per household in Leitrim were 5-10% below the State average
- In 2011, 48% of over 15s in Leitrim were at work, compared with 50% for the State overall. Other returns included (State figures in brackets) 12.2% (11.7%) were unemployed or looking for first job, 9.2% (11.3%) were students, 9.4% (9.4%) were looking after home/family, 15.7% (12.7%) were retired and 4.9% (4.4%) were unable to work due to permanent sickness or disability.
- Some 6,650 people are engaged in farming, almost all on their own family farm
- The past decade has seen a very dramatic increase in public sector jobs, which provide a vital anchor to the local economy
- Health and social care is now the County's biggest sectoral employer and therefore makes a very significant contribution to the local economy
- Construction businesses remain significant numerically but many construction people are now out of work
- Long-term unemployment is a growing issue

Leitrim: Education and Training

- Leitrim is 'joint top' within Ireland in terms of the numbers of students attending Third Level in 2012/2013
- However Third Level educational attainment overall is relatively low in Leitrim due to (a) many members of its older population never having progressed beyond Primary and (b) many of those people who had to leave Leitrim for

Third Level education not subsequently returning. In 2011, the low educational attainment level in Leitrim was 24% compared to just under 21% for the State.

- Leitrim has significantly lower numbers of people in the Higher Professional category at 5.5% compared to the State at 18.6%. The proportion in the Employers and Managers category meanwhile is significantly higher in Leitrim at 26.2% compared to the State average of 15.4%.
- Leitrim also has a higher proportion of people in the Semi-Skilled and Skilled socio-economic categories than the State overall while numbers in the Manual Skilled and Unskilled categories were broadly similar to the State averages.

Leitrim: The Community and Its Services

- Leitrim is a County of housing owner-occupiers, half of whom are mortgage-free
- One-house-in-three is vacant
- Culture, arts and sports are important parts of local life
- Nearly nine people out of every ten believe their health status is Good/Very Good
- The County experiences significant mental health-related issues
- Recorded crime rates in Leitrim are well below the national averages
- Significant numbers of people provide unpaid care to others in Leitrim
- The County's educational performance is close to the national average but significant numbers of people did not go beyond Primary education (though this is increasingly, but not solely, a 'legacy issue')
- A structured hierarchy of settlements is in place

Leitrim: Retailing Trends

- Sales in retail have fallen sharply, declining by 30% since their peak in 2008: the largest declines have been in furniture and lighting (-55%), motor trades (-50%), hardware (-39%) and electrical goods (-38%)
- Online retailing is becoming more popular and is creating significant challenges for local retailers: meanwhile niche, alternative or indigenous products unique to the Irish market can also prove desirable on the global market
- Farmers markets, like those in Carrick-on-Shannon and Manorhamilton offer high quality local products as alternatives to those on the supermarket shelf
- With rising vacancy rates, there has been an increase in 'Pop-up' shops
- Households in Leitrim spend an estimated €9.04m per week on retail commodities: this does not include what they spend outside Leitrim nor what visitors to Leitrim spend in the County
- The estimated expenditure breakdown re major commodities in 2010 was: Transport 31%, Housing 18%, Food 16% and Miscellaneous Goods 14%
- Planning Applications for retail overall have fallen and most retail development proposals relate to change of use of existing retail premises to retail-related services such as restaurants, cafes and betting shops and to residential uses
- Most retail-related Planning Applications are submitted for Carrick-on-Shannon, Manorhamilton, Mohill and Ballinamore

Leitrim: The Infrastructure

- Leitrim is traversed by three main arterial routes, the N4 (Dublin/Sligo), N16 (Sligo/Enniskillen) and N15 (Sligo/Donegal) and has 56km of National Primary Routes and 336km of regional and local roads.
- The railway line from Dublin to Sligo runs along the Southwest boundary of the County: stations at Carrick-on-Shannon and Dromod provide 72 connections per week
- Three airports serve the majority of Leitrim business, Knock/Ireland West (50 minutes distant), Dublin (2 hours) and Belfast (3 hours)
- The Shannon-Erne waterway runs from the North East of the County to the South West, with Carrick-on-Shannon its 'navigational capital'
- There is limited public transport and community transport is now carried out through the Regional Transport Units
- Community transport (delivered by Local Link Sligo/Leitrim/Roscommon) connects 36 different locations within and beyond Leitrim via 80 weekly services carrying some 30,000 passengers pa
- Broadband is available for high speed heavy use industry through the Metropolitan Area Networks (MANS) in Carrick-on-Shannon and Manorhamilton: whilst Broadband is available in most parts of the County there are major issues in terms of its type, speed and quality
- There is a Water and Waste Water Management infrastructure capacity to meet the needs of significant new investment into the main centres in the County
- Leitrim's housing stock increased by nearly 19% between 2006 and 2011 to 18,128 units. The percentage increase was broadly in line with the Border Region (nearly 17%) but significantly above the State average of nearly 13%.

Review of Plans, Strategies and Analyses

Reflecting the Departmental guidance, 36 related plans, strategies and analyses at the national, regional and Leitrim levels were reviewed to also inform the planning process. The findings of these reviews are summarised below:

National

- Leitrim is grouped within the Weak and Remote areas of Ireland as defined by the National Spatial Strategy but is also recognised for its natural resources
- National economic recovery is progressing and remains the over-riding national policy agenda item
- The current local development reform process offers significant opportunities to improve local development performance
- Local authorities have had and will increasingly have major roles and remits in taking forward economic recovery and growth
- Ireland faces significant opportunities in terms of Foreign Direct Investment, the development of its 'green-based' economy and its agri/fisheries sectors

- Ireland's current development agenda has to meet the needs of the present but without compromising the ability of future generations to meet their own needs
- Significant investment is planned in social housing building (35,000 new homes by 2020) and rental supports
- Major investment is also required in Ireland's water and waste treatment infrastructure
- Significant improvements in broadband quality and coverage are essential for Ireland's economic and social development
- Rural Ireland requires its own dedicated policy focus if it is to work to best effect
- Social inclusion is most effectively achieved by involving and working with target groups/communities and by improving service integration and joined-up working between agencies and sectors
- Health and well-being are issues across all stages of the life cycle and need to be looked at and responded to in holistic ways
- Children and young people will shape the country's future and their issues should be addressed as early as possible in the life-cycle and by involving children and young people and by improving service integration and joined-up working between agencies and across the sector
- Further education and training are to be more accessible, more related to needs, more effective and better-integrated
- Corporate Social Responsibility is a key driver of effective business performance
- Issues to be addressed for Travellers and Roma include Education, Accommodation, Health Care, Employment, Participation, Conflict Management, Media and Access and Accessibility
- Government aims to achieve significant increases in the use of spoken Irish

Regional

- Leitrim is frequently appraised and planned for on a regional basis
- However not all those regions are co-terminous
- Depopulation, peripherality, an ageing population and low/diminishing local services are seen to be generic regional as well as Leitrim issues
- A Leitrim County population of 35,700 by 2022 is being targeted
- Urban growth and prosperity are seen as central to the region's future
- There are very significant daily flows of people across County boundaries within the region, for both economic and social purposes

Leitrim-Specific

- Leitrim is 'well planned-for' across a series of sectors and activities but many planned activities rely on external funding
- The County has a good track record of programme delivery
- Depopulation, peripherality, an ageing population and low/diminishing local services are seen to be generic Leitrim issues (but also shared across the region)
- The County's natural heritage is universally seen as a key asset, with its man-made heritage perhaps less so

- Job creation, tourism (where the aim is to double its volume and value by 2021), rural development, community development and the energising of Carrick-on-Shannon tend to underpin the development strategies proposed for the County and its people
- The County's urban and village infrastructure will remain central to its growth and development and to its retailing performance
- The County enjoys a good social and community infrastructure

The Leitrim PESTLE Analysis

Departmental Guidance requires LECPs to include a PESTLE (Political, Economic, Social, Technological, Legal and Environmental) Analysis. The Leitrim PESTLE is compiled from the findings of the County Profile, the review of other plans and strategies and the consultation, focus-group and workshop feedback obtained through the various LECP planning processes. It is set out as follows:

Political

- National policies, e.g. the overarching priorities emerging from the Action Plan for Jobs and the need to reflect the thrust and content of the plans and strategies reviewed as part of the LECP planning process
- EU policies across the economic, environmental and social sectors
- Growing regulation generally
- External 'austerity influences' on Ireland
- New expanded developmental role of local government
- Role and impact of Municipal Districts
- General Election by spring 2016
- Geo-politics, e.g. the impact of events in Russia and the Middle East on the availability and cost of fossil fuels

Economic

- Global economic trends, e.g. commodity prices' impact on Leitrim farm produce
- Rising costs of energy, transport and education
- Significance of Foreign Direct Investment (FDI) within Leitrim
- 'Austerity budgets' within Ireland
- Likely reductions in EU grant aid, e.g. via LEADER and INTERREG programmes
- Below-state-average incomes in Leitrim
- Levels of personal debt
- Limited availability of credit
- Importance of supports such as LEADER
- Importance of government support, purchasing of services and/or subventions for most social enterprises
- The potential of social enterprises
- Growing significance of the internet in business ... subject to its local availability
- Decline in home-based retailing in Leitrim

Social

- Growing population
- Growing diversity of Ireland and Leitrim and resultant variety in languages, cultures and beliefs
- Weakening of traditional social/kinship structures, patterns, norms and beliefs
- An increasingly well-educated population in the County
- Increasing interest in personal and community well-being
- Increasing awareness of the impact of lifestyle
- Ageing population with more people living longer
- Leitrim people's habit of 'going away' (for education and work) on both daily and more long term bases
- People and communities 'damaged' by the economic collapse
- Growing personal and community interest in environmental issues
- Leitrim remaining largely rural yet increasingly urbanised County

Technological

- Huge capacity of Broadband/ICT to tackle the 'tyranny of distance'
- Historic and current restricted Broadband and mobile telephony coverage across Leitrim now being addressed via new technologies and Government initiatives
- Growing capacity to harvest 'green energies'
- Increasing sophistication of health care leading to more centralised delivery

Legal

- Increasing legislative burdens on business, groups and activities
- Growing 'rights-based' approaches
- Changing 'ownership' of personal debt within the County

Environmental

- Leitrim's rich legacy of natural assets
- Climate change and its economic, social, community and political implications
- Specific climate-related flood risk
- Moves towards alternative energy sources/diminishing fossil fuels
- Fracking issue

The Leitrim SWOT Analysis

Departmental Guidance similarly requires LECs to include a SWOT Analysis. The Leitrim SWOT is compiled on this basis:



Strengths: things/issues internal to Leitrim and which can be managed or at least influenced from within the County

Opportunities: things/issues external to Leitrim and which cannot be managed/influenced from within the County but which the County must respond to

'Helpful'

Weaknesses: things/issues internal to Leitrim and which can be managed or at least influenced from within the County

Threats: things/issues external to Leitrim and which cannot be managed/influenced from within the County but which the County must respond to

'Harmful'

The CountySWOT grid developed from the PESTLE analysis, the findings of the County Profile, the review of other plans and strategies and the consultation, focus-group and workshop feedback is as follows:

The Leitrim SWOT Grid

Strengths	Weaknesses
<ul style="list-style-type: none"> • Growing and diverse population • Robust child/youth population: large cohort of Under 16s • Strong birth rates and strong in-migration • Strong entrepreneurial spirit and culture of self-employment • Central, strategic location in Ireland and in the North-West • Strong intra-regional flows of people and business • Network of attractive towns and villages • Community transport/social car schemes • Relatively new housing stock • Strong community groups/structures • Low levels of crime • Strong attachment-to-place • Strong sports presence • Natural beauty and outstanding environment • 'Broad and deep' archaeology 	<ul style="list-style-type: none"> • Small 'critical mass' of population • Lower-than-average 15-64 cohort (the economically productive age groups) • Ongoing emigration(especially youth) and out-bound commuting (especially from rural Leitrim) • Poorer roads/transport within the County • Low density populations making service delivery difficult • Large proportions of people living alone • Town and village centres struggling • Poor quality land • Low manufacturing/industry base • Below national average economic output • High dependency ratios (% of Under 15s and Over 65s) • No Third Level education facility in the County • High rates of mental illness and high suicide/self-harm rates

<ul style="list-style-type: none"> • Links into national road and rail networks/links • Strong presence of public sector jobs • Strong music/art/creative/cultural sector • Family farms providing a strong underpinning for rural areas and communities • Presence of large private businesses • Shannon/Erne link • Above-average flows into Third Level • Above-average FDI (Foreign Direct Investment) jobs 	<ul style="list-style-type: none"> • Unemployment/underemployment • Ageing farm-owning population • Significant housing vacancy rate • Lack of supported housing • Poor Broadband and mobile coverage in many areas • High proportion of Over 65 year-olds • High levels of commuting out of rural Leitrim • Below-average disposable incomes • Local retailing in decline • Towns and villages struggling
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Central strategic location in Ireland • Tourism especially Eco-tourism • County's significant water, forest and hill/mountain resources • Existing community infrastructure • Alternative energy possibilities • New opportunities to enhance Broadband coverage • Strong creative industries base • Rich cultural heritage • Attractive place for in-migrants • Capitalise on forest assets • More joined-up working within and beyond the County • Potential new uses for empty buildings • Higher percentages of retired people with disposable incomes • Athlone Institute of Technology • Home-working • E-learning and Third Level outreach • Leitrim Diaspora • Ireland West Airport 	<ul style="list-style-type: none"> • Ongoing public service retraction(e.g. Post Offices, Garda) • Ongoing reductions in public spending and investment • Declining rural transport provision • Leitrim/its people a low priority for central government • Groups overburdened by bureaucracy/red-tape • Global economic factors • Loss of major employer(s) • Reliance on 'seasonal-and-low-wage' tourism • Reducing EU rural development and 'small farm' support • Growing scarcity/cost of fossil fuels • Growing cost of Third level education • Third Level education elsewhere draining Leitrim of young people • Failure to meet Broadband and mobile coverage deficits

4. The Format of the Leitrim LECP

Introduction

The format of the Leitrim LECP reflects DECLG Guidance. The Plan has been drawn together and will be taken forward as an integrated whole but with strong internal Economic and Community elements. A common approach has therefore been taken in terms of the layout of those Economic and Community elements. That approach is summarised below.

LECP Themes

A number of strategic Economic and Community Themes have emerged as follows:

Economic Themes

Theme	Which is About ...
E1: Leitrim and its Region	<ul style="list-style-type: none"> • Building a strong regional focus • Capitalising on existing links and flows between Counties • Creating critical masses • Collaborative working • Addressing common, shared problems
E2: Job Creation	<ul style="list-style-type: none"> • Providing the necessary sites and spaces • Developing infrastructure • Attracting investment • Stimulating local, indigenous success • Marketing Leitrim
E3: Business Growth	<ul style="list-style-type: none"> • Identifying and meeting training needs • Building on local, indigenous success • Focusing on growth sectors and industries • Developing Leitrim's evening and night time economy • Focusing on 'new economy' and 'knowledge-based' industries
E4: Towns and Villages	<ul style="list-style-type: none"> • Improving town and village centre footfall • Addressing dereliction and vacant premises • Responding to declining retailing • Creating town and village centre variety • Improving public realm to stimulate place-related activities

E5: Sectoral Economic Development	<ul style="list-style-type: none"> • Developing renewable energies and energy efficiencies • Improving 'value-added' within agri-food • Improving marketing, promotion and selling • Developing specialist, skilled staff • Improving access to and within Leitrim • Making best use of the Leitrim Diaspora • Rolling forward Leitrim's creative sector • Building and marketing the tourism product
E6: Women in Business	<ul style="list-style-type: none"> • Supporting women in business • Supporting women to enter business

Community Themes

Theme	Which is About ...
C1: Living and Well-Being	<ul style="list-style-type: none"> • Taking a broad view of well-being • Improving and sustaining physical and mental health • Being innovative re service delivery • Making and keeping Leitrim a safe place • Maintaining and building community infrastructure • The County's precious physical environment: protecting and enhancing it, through resource-efficiency measures and applying the principles of sustainable development • Human and cultural heritage • Mobility and accessibility, especially in/of rural areas
C2: Learning and Training	<ul style="list-style-type: none"> • Effective development and use of the local workforce, including improved skills and educational opportunities • Life-long learning • Primary, Secondary and Third Level education • Training for people of all abilities and backgrounds
C3: Working and Growing	<ul style="list-style-type: none"> • Maximising economic activity, performance and opportunity • Improving community prosperity and quality of life • Increased levels and quality of income and employment • Job creation and maintenance • Social enterprises • Public services • Pluri-activity
C4: Inclusion	<ul style="list-style-type: none"> • Maximising the attractiveness of key locations as places to live, visit, work or transact business

	<ul style="list-style-type: none"> • Communities and their development • Anti-poverty • Peace-building • Community cohesion • Reducing social exclusion and disadvantage in the community
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These are then tied together under this overarching LECP Theme

Theme	Which is About ...
Leading Leitrim	<ul style="list-style-type: none"> • Creating and working to a vision for the County • 'Making the Leitrim case' • Improving the County's visibility • Securing implementation of the locational or place-specific aspects of relevant national, regional and county level planning frameworks and strategies • Improving the level and quality of community identity, solidarity and civic participation

Each Theme is presented along with a Context/Rationale summarising the key issues involved there.

LECP Goals

The Themes are then followed by a series of Goals, again under the Economic and Social headings:

Economic Goals

- A County maximizing opportunities to promote economic development and build on its indigenous spirit of entrepreneurship
- A County that's an attractive, innovative location for investment from different sectors
- A County where existing business is supported to develop and grow
- A County of vibrant town and village centers which are attractive to visit and shop in
- An exemplar County for addressing climate change
- A vibrant rural economy driven by value-added agriculture and food
- A County building on the positivity of existing companies to sell itself as a prime business location
- A County with a vibrant creative sector driven by practitioners, activities and opportunities of the highest calibre
- A County renowned as an authentic, friendly tourist destination.
- A County with a vibrant women in business sector which encourages more women to consider business as a career option

Community Goals

- A sustainable, clean and attractive County which values and harnesses its heritage, environment and people
- A County of well-trained, well-educated and well-skilled people who are ready and fit for work and social involvement
- A County with a strong, mixed and sustainable economy based on its strengths and entrepreneurial spirit
- A County that's welcoming and comfortable as a place to live in, to work in and to visit
- A County that's recognised, admired and sustainable

LECP Objectives

As set out in the Departmental Guidance, a series of Objectives have been identified, again under the Economic and Social headings:

Sustainable Economic Development Objectives (SEDOs)

SEDO 1:

Leitrim will be a visionary leader in a region which is innovative and competitive, with a high quality environment, first class infrastructure and a quality of life that is among the highest in the world

SEDO 2:

Facilitate an environment whereby new sustainable jobs are created across a variety of sectors within the County and region and in new business

SEDO 3:

Facilitate and encourage existing businesses to sustain and grow their business in order to increase the availability of quality and diverse employment for residents and inbound commuters

SEDO 4:

Strengthen the fabric of our towns and villages by developing strong 'place-related' economic activities and support for community development initiatives, all building on an area's particular strengths

SEDO 5:

Enhance the potential for economic development in individual sectors based on the Leitrim's physical, social, environmental and cultural character and quality

Sustainable Community Objectives (SCOs)

SC01:

Maintain Leitrim as a safe and attractive place to live in, work in and to visit

SC02:

Support initiatives to tackle climate change

SCO3:

Sustain and develop the County's robust 'community activity-related' infrastructure, experience, knowledge and know-how, including improving transport and mobility options for people and communities

SCO4:

Create a culture of lifelong learning and continue to improve the County's educational performance levels

SCO5:

Support the upskilling of people to meet the needs of existing and growth sectors

SCO6:

Improve the job prospects of target groups and sustain and develop social enterprises in this role

SCO7:

Improve the opportunities for and capacity of target groups and communities to take part in economic and civic society, including progressing peace-building in Leitrim

The Leitrim LECP Logical Model

Finally, the LECP's Goals, Objectives, Targets and Results/Actions are set out according to this logical model:



Key Implementers/Enablers

One or more key 'implementers/enablers' is identified for each Result/Action. These are neither prescriptive nor comprehensive at this stage but are included to give a sense of the organisations and programmes which the LCDC will need to harness to implement the Plan. The abbreviations used for these are:

- BNaM: Bord na Mona
- CCC: County Childcare Committee
- DAFM: Department of Agriculture, Food and the Marine
- DCENR: Department of Communications, Energy and Natural Resources
- DJE: Department of Justice and Equality
- DSP: Department for Social Protection
- DoT: Department of the Taoiseach
- DE: Department of Education
- EI: Enterprise Ireland
- ETB: Education and Training Board
- Failte: Failte Ireland
- GEBs: Green Economy Businesses
- HAs: Housing Associations
- HSE: Health Service Executive
- IDA: Industrial Development Agency
- IG: INTERREG
- JPC: Joint Policing Committee
- LAFA: Leitrim Age Friendly Alliance
- LCC: Leitrim County Council
- LCCC: Leitrim County Childcare Committee
- LCDP: Leitrim County Development Plan
- LDC: Leitrim Development Company
- LEO: Local Enterprise Office
- LPP: Leitrim Peace Partnership
- LRF: Leitrim Recreation Forum
- LSP: Leitrim Sports Partnership
- NLAs: Neighbouring Local Authorities
- NLN: National Learning Network
- PEACE: PEACE Programme
- PPN: Public Participation Network
- RDP: Rural Development Programme
- SCP: Sports Capital Programme (Department of Transport, Tourism and Sport)
- SEAI: Sustainable Energy Authority Ireland
- SICAP: Social Inclusion and Community Activation Programme
- TBGs: Town business groups
- TLIs: Third Level Institutions (largely Athlone IT, NUIG, Sligo IT and SW College)
- TCU: Transport Coordination Unit
- USEFE: Upper Shannon Erne Future Economy group (bringing together Leitrim, Cavan, Longford and Leitrim)
- WIBL: Women in Business in Leitrim
- WI: Waterways Ireland

Appendix II gives a sense of how a number of these key implementers/enablers already contribute to the well-being and development of Leitrim.

Finally, in line with Government Guidance (Source: Draft DELG Guidelines, November 2014), each proposed Action is time-bound as follows:

- Ongoing: Actions that should be implemented throughout the duration of the Plan
- Short: Years 1-2 of the LECP
- Medium: Years 3-4 of the LECP
- Long: Years 5-6 of the LECP

5. The Economic Elements of the LECP

Introduction

The preparation of a Local Economic and Community Plan (LECP) is a two-pronged process with the Local Authority charged with preparing and adopting the Economic Element of the Plan. The rationale for increased involvement in economic development by local government is based on the economic impact of its functions generally, its links with enterprise, its local knowledge and leadership and the economic initiatives already undertaken by many local authorities. Added to this are the local development and enterprise functions transferred from the previous County Enterprise Boards into the new Local Enterprise Offices (LEO), the broader Economic Development Units of the Local Authority.

The economic functions advocated in Putting People First (the 2012 policy paper setting out the changing role of local government in Ireland) included:

- Regional spatial and economic strategies to which other agencies must contribute and adhere
- A stronger and more explicit direct role for local authorities in promoting economic development
- Ensuring that all Local Authorities focus their general functions and services proactively towards supporting enterprise and economic development
- Leading and mobilising economic development locally in conjunction with relevant agencies
- Drawing up local economic development plans in conjunction with the overall County Development Plan.

The Economic Development Role of Leitrim County Council

Councils have always played a key role in facilitating economic development through the provision of infrastructure for residents and businesses. This has ranged across road maintenance and improvement, streetscape improvements, water and waste management infrastructure, housing and regulatory roles in areas such as planning. The role of the Council in infrastructure provision to meet the needs of existing and potential new investment remains critically important. Whilst water services and national roads are now under the auspices of bodies such as Irish Water and the National Roads Authority, the Council remains involved in both sectors and is the key local agent in contact with these bodies.

With the establishment of the County Development Boards (CDBs) in 2000, the role of the Local Authority in economic development broadened significantly into the area of "softer" supports. The CDB Economic Development Working Group

brought together both local and regional actors who influenced economic development in Leitrim and the region generally. This group included the Local Authority, Enterprise Ireland, IDA Ireland, Failte Ireland, Teagasc, County Enterprise Board (now the LEO), FÁS (now Solas) as well as Leitrim Development Company and, in later years, the Department of Social Welfare.

A range of initiatives impacting on economic development were organized jointly through two or more of these agencies as a means of adding value to the services provided by each on their own. A sample of the initiatives undertaken by the Local Authority in partnership with other agencies over the last six years is outlined in Appendix III under the various objectives and actions envisaged by the DECLG Guidelines for the new plan.

The Economic Elements of the Leitrim LECP

Each SEDO is worked through in turn below using the Goal-Objective-Target-Result/Action sequence. Enablers are also identified and a Timescale (Short, Medium or Long) attached to each Action.

Economic Theme 1: Leitrim and its Region

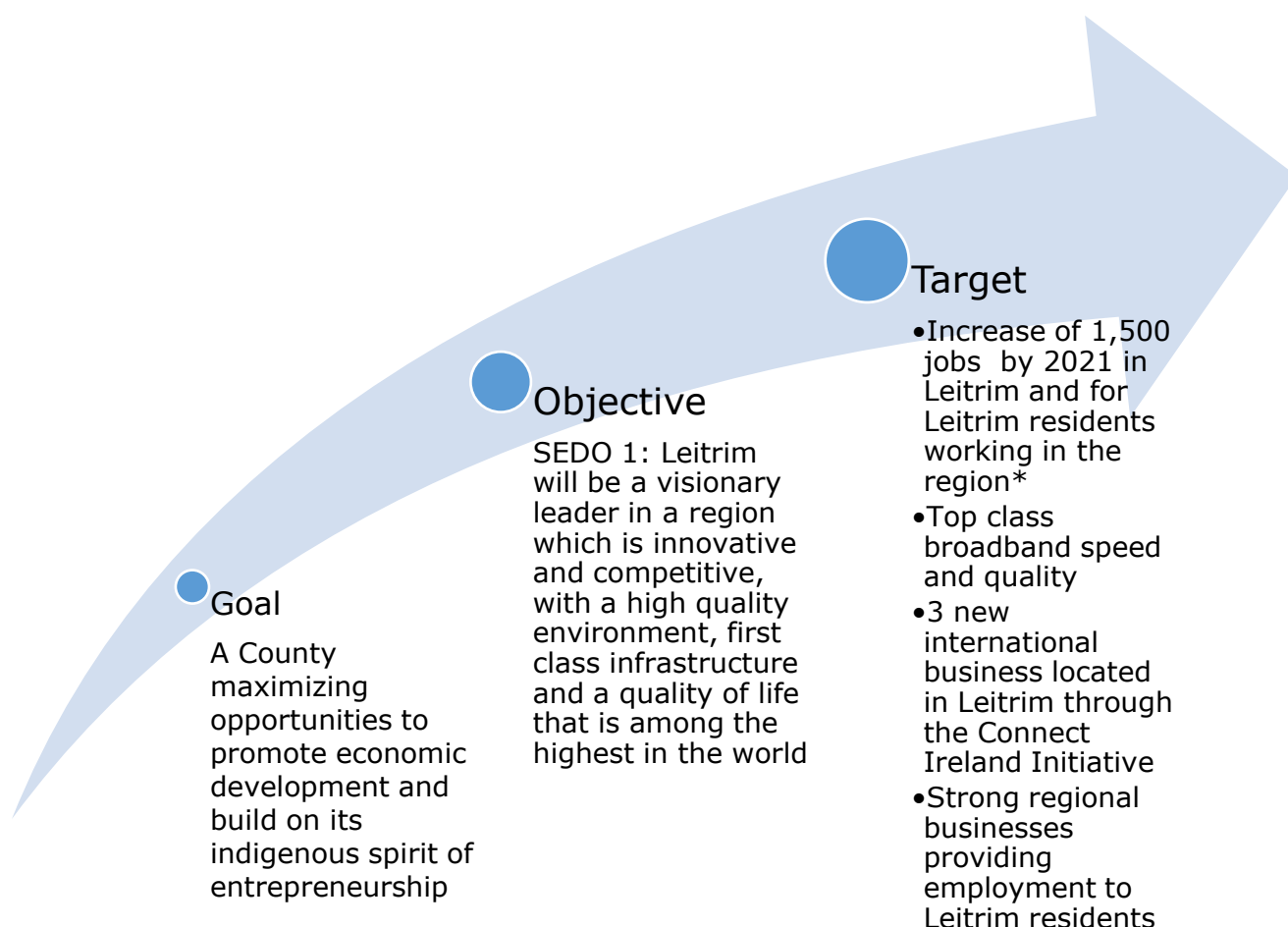
Context/Rationale

Leitrim is part of a vibrant region which already benefits from collaboration and networking between both businesses and agencies. It is also a region whose citizens flow regularly and in large numbers between Counties for work, leisure and retail opportunities. At the same time it is a region whose 'member Counties' share many common socio-economic characteristics, both positive and negative. The region is made stronger by collaborative working and projects such as the Upper Shannon Erne Future Economy initiative and Harnessing Natural Resources show what can be achieved by a strong region working together whilst retaining its own local identities.

There are both needs and opportunities to maximise the opportunities of linking with neighbouring Counties and Northern Ireland in regional and cross-border initiatives. Many major infrastructural projects, including roads and transportation, can best be taken forward on a regional rather than a local level.

SEDO 1:

Leitrim will be a visionary leader in a region which is innovative and competitive, with a high quality environment, first class infrastructure and a quality of life that is among the highest in the world



* *LECP job targets are:*

- *1,500 jobs (excluding Tourism jobs) for people living in Leitrim, these jobs located both within and beyond Leitrim*
- *1,000 jobs (excluding Tourism jobs) located within Leitrim*

SEDO 1	Target	Action	Enabler	Time
Leitrim will be a visionary leader in a region which is innovative and competitive, with a high quality environment, first class infrastructure and a quality of life that is among the highest in the world	T1: Increase of 1,500 jobs by 2021 in Leitrim and for Leitrim residents working in the region	A1: Promote competitiveness and a favourable business environment with a particular emphasis on quality services and infrastructure, including high speed, quality broadband across the region	LCC, DECLG, DCENR, Interreg, USEFE, NLAs	Short - Long
	T2: Top class broadband speed and quality	A2: Detailed survey of regional businesses to identify current gaps and ensure these are addressed by National Broadband Scheme	USEFE	Short - Med
	T3: 3 new international businesses located in Leitrim through Connect Ireland Initiative	A3: Work on regional basis to increase flights to and from Ireland West Airport to reflect the needs of business travellers	LCC, NLAs, IDA, EI	Short - Med
	T4: Strong regional businesses providing employment to Leitrim residents	A4: Progress sectoral work on a regional basis through the Upper Shannon Erne Initiative and other regional initiatives with N. Ireland	USEFE, ICBAN, NLAs	Short - Med
		A5: Develop innovative ways of maintaining the link between college students and their home areas through college placements, R&D placements with local business and other initiatives	LCC, Local Colleges	Short - Med
		A6: Identify all opportunities for Leitrim and residents of Leitrim to access job creation opportunities whilst living in their chosen part of Leitrim	LCC, USEFE	Short - Med

Economic Theme 2: Job Creation

Context/Rationale

LECPs are a key means of rolling out government's Action Plan for Jobs. Job creation has always been and remains a priority for Leitrim, both to prevent the traditional haemorrhaging of population and to secure the best quality of life for those living and working in the County.

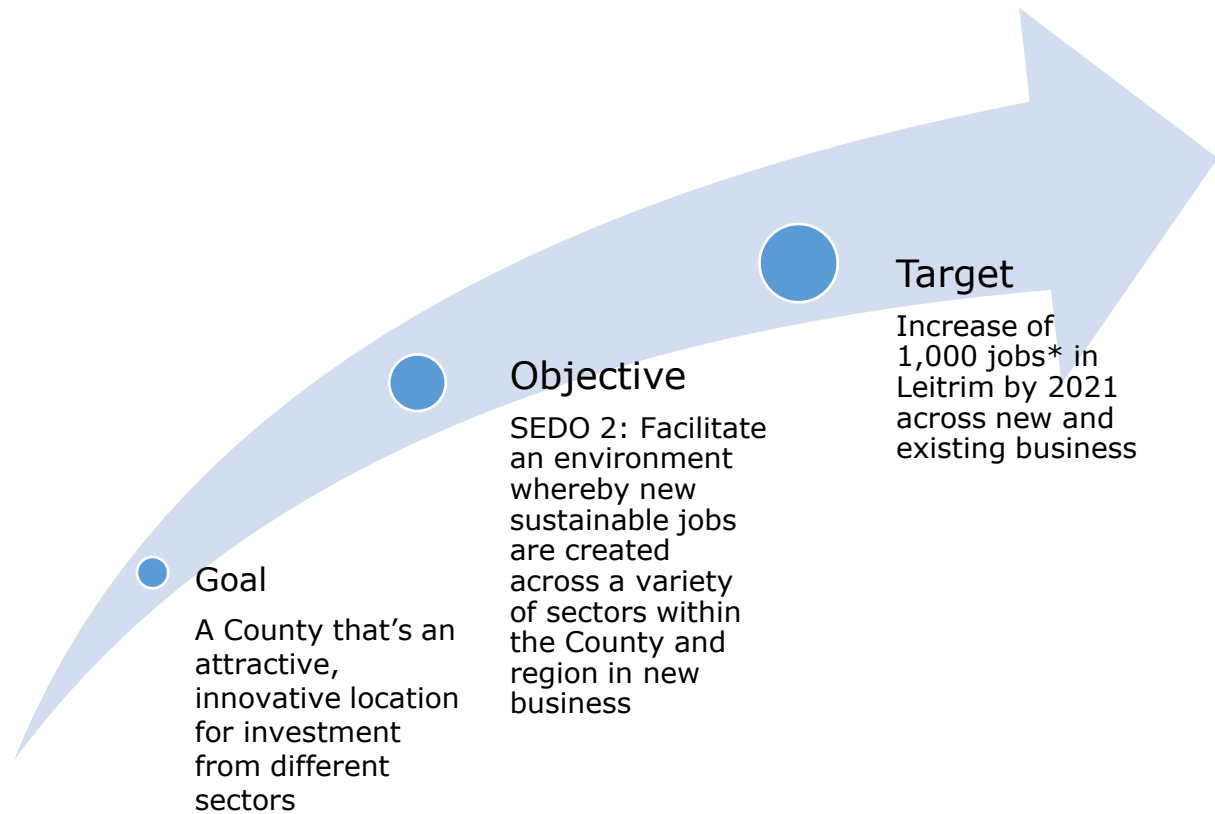
A key aim of the LECP is to make best use of the Council's traditional and new economic development powers and possibilities and integrate to best effect its own role and those of enterprise support agencies and existing businesses. There are needs to profile potential opportunities, work with potential investors and to create the right environment for investment to happen.

The LECP prioritises sustainable jobs. These can be defined as jobs which, variously:

- Are not just seasonal
- Reflect emerging and growing markets such as 'green' technologies, renewable energy, health care and the care needs of older people
- Sit within self-supporting industry clusters
- Reflect local work traditions and levels of expertise/know-how
- Go beyond 'entry level', ie can offer progression to those interested
- Can accommodate job holders' other needs such as home or caring responsibilities
- Are accessible to people

SEDO 2:

Facilitate an environment whereby new sustainable jobs are created across a variety of sectors within the County and region and in new business



* *LECP job targets are:*

- *1,500 jobs (excluding Tourism jobs) for people living in Leitrim, these jobs located both within and beyond Leitrim*
- *1,000 jobs (excluding Tourism jobs) located within Leitrim*

SEDO 2	Target	Action	Enabler	Time
Facilitate an environment whereby new sustainable jobs are created across a variety of sectors with the county and region in new business	T1: Increase of 1,000 jobs by 2021 across new and existing businesses	A1: Promote competitiveness and a favourable business environment, emphasising quality services and infrastructure	LCC, DECLG, DCENR, Interreg	Short - Long
		A2. Use social media and on-line marketing to raise the profile of (a) the County as a location for investment and (b) the sectors that are successfully operating in the County e.g. DVDs by sector, a strong www.leitrim.ie that is innovatively marketed and an annual marketing plan	LCC, TBGs, RDP, Leitrim Diaspora	Short - Med
		A3: Harness the potential of the Carrick Campus facility as a top class turnkey solution for a variety of sectors	LCC, IDA, EI, Local Business, Leitrim Diaspora	Short
		A4: Prepare and have ready a "sites development matrix" showing available infrastructure and services on all sites identified for economic development in the County	LCC, DECLG, DCENR, DJE	Short
		A5: Develop and have ready an inventory of all workspaces and properties in the County for enterprises of all types	LEO, Estate Agents, TBGs	Short
		A6: Seek to be pilot area for REDZ (Regional Economic Development Zone) in recognition of the rural nature of the County and the ethos outlined in the CEDRA report of supporting the most disadvantaged rural areas	LCC, DoT, DAFM, DECLG	Short
		A7: Promote the importance of job creation across all aspects of the work of the Local Authority through	LCC	Short to Med

		briefings with elected members and staff on the work of Economic Unit and LEO		
		A8: Support initiatives which further enhance the quality of life available in Leitrim through support for the arts, sport and recreation and the heritage potential of the County	LCC, Dock Arts Centre, LSP, Leitrim Tourism LDC	Short - Long
		A9: Look at 'Third Age-related' opportunities which harness the potential of Leitrim with its older population and its popularity and potential as a relocation area	LCC, Age Friendly Alliance, Third Level Research Facilities	Short - Med
		A10: Examine establishing a Start-Up/Angel Investor fund for businesses locating in County Leitrim	LCC	Short - Med

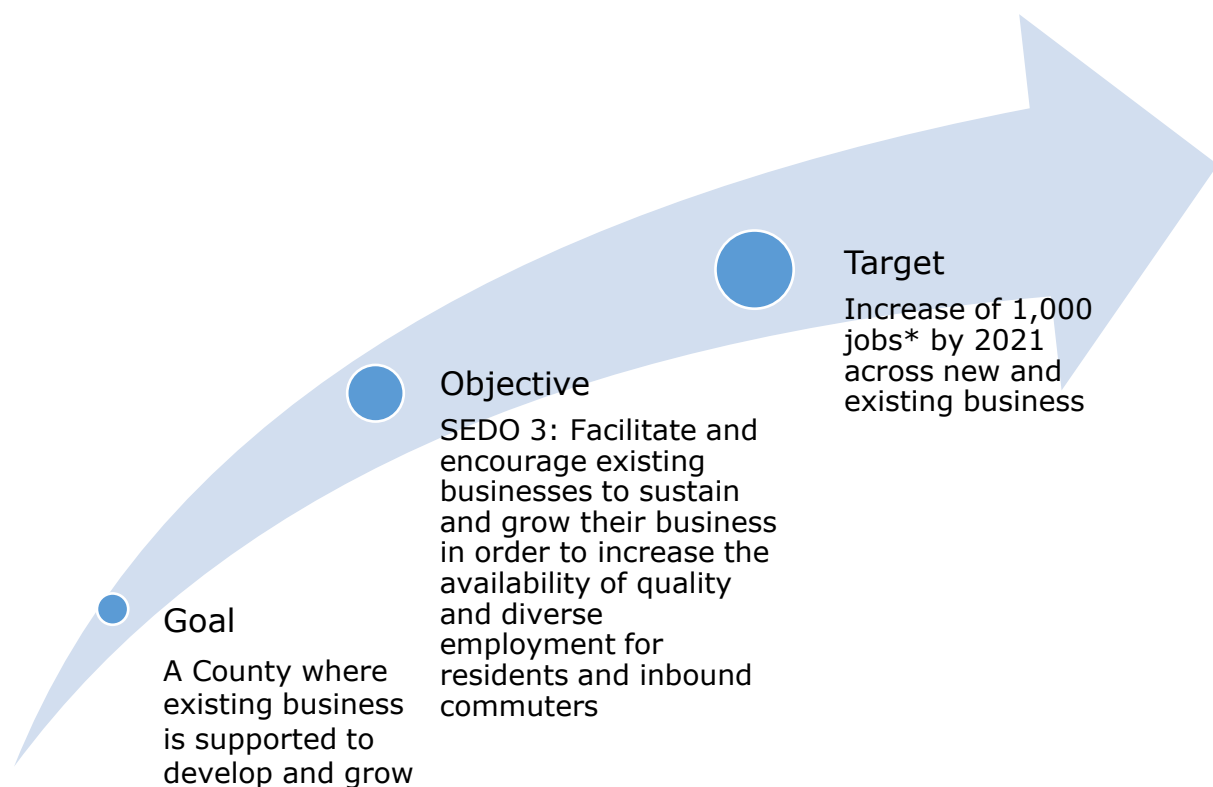
Economic Theme 3: Business Growth

Context/Rationale

Support for existing enterprises is absolutely central to the development of Leitrim's economic potential. With a number of local businesses having expanded their operations in the last 12-18 months and with future plans in place in the ICT, Energy and Medical Device sectors in particular, support for business growth has to be, and is being, prioritized by the LECP. Other areas such as the evening and night time economy are particularly important in certain parts of the County as key drivers of the local economy and in creating new jobs. SEDO 3 here looks at the macro level supports required whilst individual sectors are looked at in greater detail as sub-sets A, B, C, D and E of SEDO 5 below.

SEDO 3:

Facilitate and encourage existing businesses to sustain and grow their business in order to increase the availability of quality and diverse employment for residents and inbound commuters



* LECP job targets are:

- 1,500 jobs (excluding Tourism jobs) for people living in Leitrim, these jobs located both within and beyond Leitrim
- 1,000 jobs (excluding Tourism jobs) located within Leitrim

SEDO 3	Target	Action	Enabler	Time
Facilitate and encourage existing businesses to sustain and grow their business in order to increase the availability of quality and diverse employment for residents and inbound commuters	T1: Increase of 1,000 jobs by 2021 across new and existing business	A1: Promote competitiveness and a favourable business environment, emphasising quality services and infrastructure	LCC, DECLG, DCMNR, Interreg	Short - Long
		A2: Help raise the profile of the County as a quality location for living and working in and promote existing sectors that are successfully operating in the county e.g. DVDs by sector, strong www.leitrim.ie site which is innovatively marketed, social media and on-line marketing	LCC	Short - Med
		A3: Identify the training needs of existing businesses through on-line surveys and self-employed fora events which allow training programmes to be tailored to local needs and also arrange briefings on public procurement with local businesses	LCC, LEO, TLIs, RDP, SICAP, Community Centres, Solas, DSP, LDC	Short - Med
		A4: Promote the importance of job creation across all aspects of the work of the Local Authority through briefings with elected members and staff on the work of Economic Unit and LEO	LCC	Short to Med
		A5: Actively engage with regional initiatives such as the Upper Shannon Erne Future Economy Initiative (USEFE), which provides a networking opportunity and collaboration opportunities for business across Leitrim, Roscommon, Cavan and Longford	LCC, ESB, BnaM, NLAs, regional businesses	Short to Med
		A6: Proactively engage with Third Level institutions in the region to promote opportunities for education delivery within Leitrim which will make it more attractive to live	LCC, IT Sligo, AIT, NUIG, South West	Short to Med

		and work in the County	College	
		A7: Support initiatives which further enhance the quality of life available in Leitrim through support for the arts, sport and recreation and the County's heritage potential	LCC, Dock Arts Centre, LSP, Leitrim Tourism LDC	Short - Long

Economic Theme 4: Towns and Villages

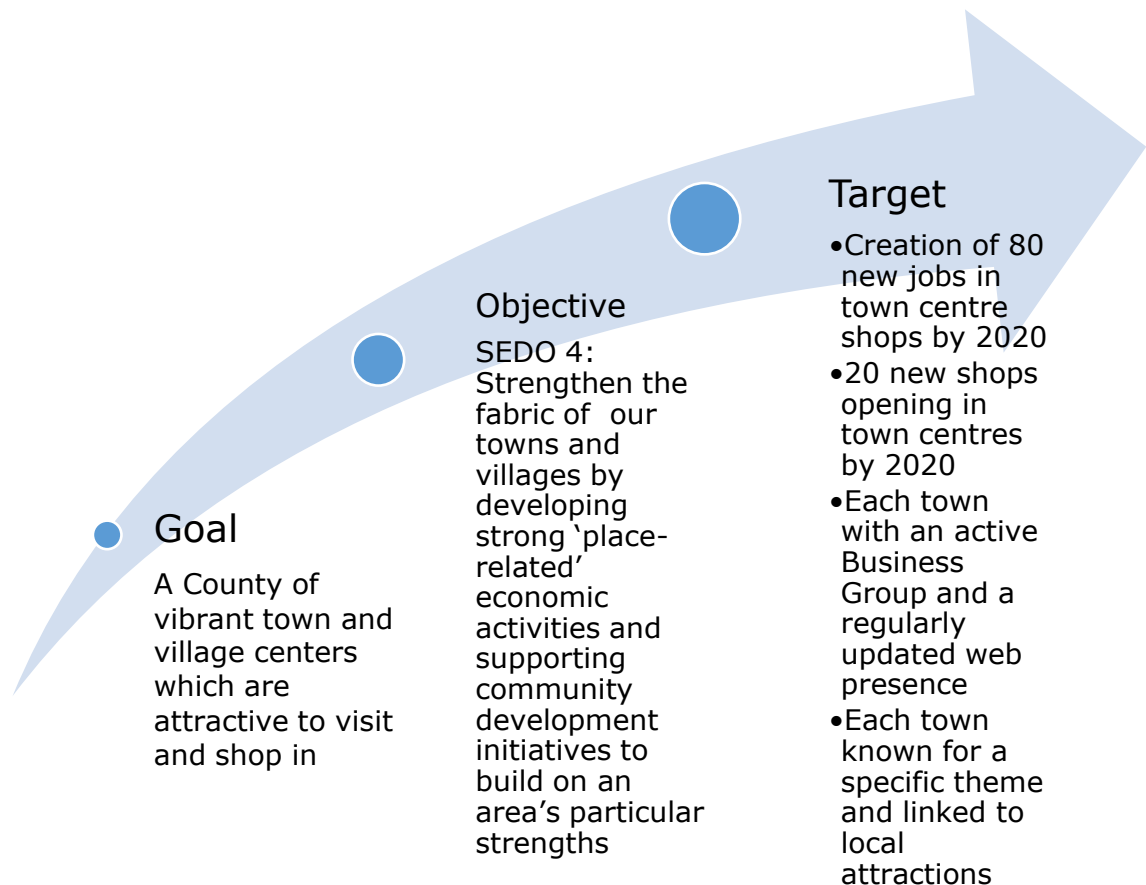
Context/Rationale

It is important that opportunities are (a) identified and (b) taken to strengthen the fabric of smaller towns and villages by developing strong 'place-related' economic activities and supporting community development initiatives to build on an area's particular strengths. Many of the actions here were identified directly by businesses in the different towns who are intimately aware of the needs of their towns and villages. The issues which emerged were:

- Fall-off in community activity has meant the loss of certain festivals which affects numbers coming into the town centres
- Towns are not capitalising enough on nearby attractions such as Lough Rynn Castle, Glencar Waterfall and Parkes Castle: towns need to be accessible to their surrounding catchment areas and have good local linkages between car parks, public transport stops and the various attractions in the town centre
- Shop-front dereliction is a problem in parts of the towns
- More events for children will help bring parents into the town/village centres
- Town centres tend to have too many of one type of shop whilst being lacking in others: there is a need for greater variety and/or new retailing to maintain the viability of many towns and villages
- Town/village centres need to be attractive places, ie safe, environmentally friendly with good design and distinctive identity and image: co-ordinated town centre management is a way of achieving this
- Some towns lack a business group thus reducing joined up business thinking
- Not all towns have web presence

SEDO 4:

Strengthen the fabric of our towns and villages by developing strong 'place-related' economic activities and support for community development initiatives, all building on an area's particular strengths



SEDO 4	Targets	Action	Enabler	Time
Strengthen the fabric of smaller towns and villages by the development of strong 'place-related' economic activities and support for community development initiatives to build on an area's particular strengths.	T1. Creation of 80 new jobs in town centre shops by 2020	A1: Provide supporting infrastructure and develop the public realm e.g. structured outdoor areas/focal points in each town where events can be held which will bolster town centre and local footfall	LCC, RDP, TBGs	Short to Med
	T2. 20 new shops opening in town centres by 2020	A2: Ensure there is an active Town Business Group (TBG) in each Tier 1 and Tier 2 town to engage with and develop opportunities to enhance, promote and market their towns	LCC, LEO	Short - Med
	T3. Each town with an active Business Group with regularly updated web presence	A3: Develop linkages between the town centres and attractions nearby which they are best known for and associated with in order to increase footfall and income generation	LCC, DTST, RDP.	Med - Long
	T4. Each town known for a specific theme and linked to local attractions	A4: Identify strategic sites in town centres to enhance their development potential	LCC, LEO	Short - Med
		A5: Develop a Town Centre Incentive scheme to encourage new business into town centres and to revitalise unused premises	LCC, TBGs	Short - Med
		A6: Develop a project whereby artists can be based in vacant premises at nominal rent	LCC, TBGs, Local Business	Short to Med
		A7: Arrange tailored marketing and sales training for town centre businesses	LEO	Short to Med
	A8: Develop unique signage scheme for towns	LCC, TBGs,	Short -	

		incorporating parking availability and highlighting unique aspects of the town	RDP	Long
		A9: Facilitate the development of an app for the main towns in the County	TBGs, LCC, TLIs, RDP	Short - Med
		A10: Work with the County town to achieve Purple Flag Status for its evening and night time economy	LCC, Town Businesses	Short

Economic Theme 5: Sectoral Economic Development

Context/Rationale

A number of niche areas or sectors have been identified which merit specific, focussed attention in Leitrim. These involve a combination of building on existing/historic strengths, addressing existing/historic weaknesses and seizing new economic opportunities. The sectors include:

- Energy supply and the Green Economy
- Agriculture and food
- Services, manufacturing and ICT
- Creative, arts and culture
- Tourism

SEDO 5:

Enhance the potential for economic development in individual sectors based on the Leitrim's physical, social, environmental and cultural character and quality

SEDO 5 is broken down by into five equally-weighted/prioritized sectors as follows:

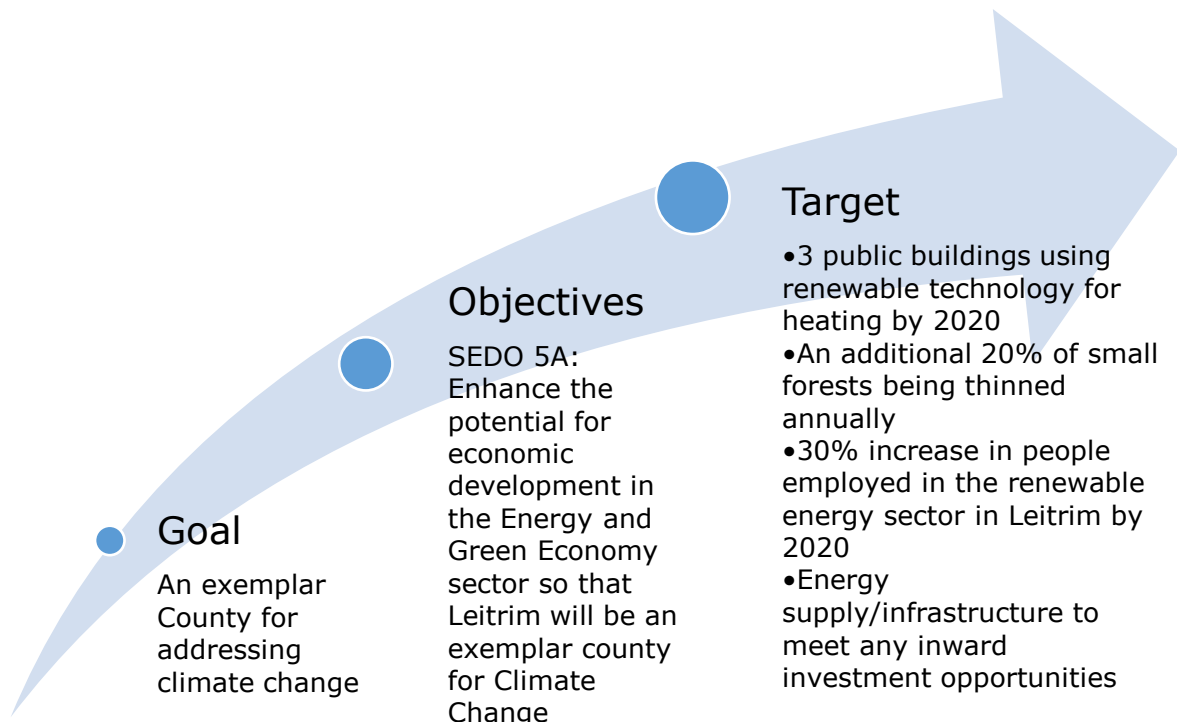
A: Energy Supply and the Green Economy

Context/Rationale

Focus groups carried out with people in the energy and green economy sectors in the County identified the following issues and potential solutions:

- Access and transport impact on ability to carry out forestry thinning, especially in the smaller, privately-owned forests, thus impacting on final clear fell
- High regional heat tariffs (RTIs) in Northern Ireland may impact on supply in Republic of Ireland and distort cross border markets but they also offer an opportunity to export into this market, particularly for North Leitrim.
- There is a need to have exemplar projects in the County to help increase expertise and to build demand for renewable technologies
- Economies of scale impact on the testing of bio-energy crops such as willow for markets in the West and in the Midlands.
- Potential markets exist within the region for biomass, for example supplying into the nearby electricity supply station in Lanesboro
- Significant training has been carried out re installing renewable technologies

SEDO 5 (A): Enhance the potential for economic development in the Energy and Green Economy sector so that Leitrim will be an exemplar County for addressing Climate Change



SEDO 5 (A)	Target	Action	Enabler	Time
Enhance the potential for economic development in the Energy and Green Economy sector so that Leitrim will be an exemplar county for addressing Climate Change	T1:3 public buildings using renewable technology for heating by 2020	A1:Develop a multi-agency group to oversee the development of renewable energy in Leitrim	LCC, LEO, LDC, SEAI, Teagasc, GEBs	Short - Med
	T2: An additional 20% of small forests being thinned annually	A2: Encourage the development and diffusion of innovative energy efficiency models among public as well as private sector employers in the county	LCC, LEO, LDC, SEAI, Teagasc, GEBs	Med-Long
	T3: 30% increase in people employed in the renewable energy sector in Leitrim by 2020	A2: Convert a number of Local Authority buildings as exemplar renewable energy buildings	LCC, SEAI, DECLG	Long
		A3: Support opportunities for enterprise development and expansion of innovative companies involved in developing and supporting eco-construction	LEO, RDP	Short - Med
		A4:Facilitate greater knowledge sharing on biomass potential through the USEFE initiative	LCC, USEFE, BNM, ESB, GEBs	Short - Med
		A5: Investigate and implement new models of extraction of timber from small forest holdings	LEO, GEBs	Short - Med
		A6: Develop training programmes to meet the needs of the growth in renewable energy	LEO, LDC, SEAI, Teagasc, GEBs	Short - Med
		A7: Educate school children, business and community on benefits of renewable technologies	LEO, LDC, SEAI, Teagasc	Short - Long

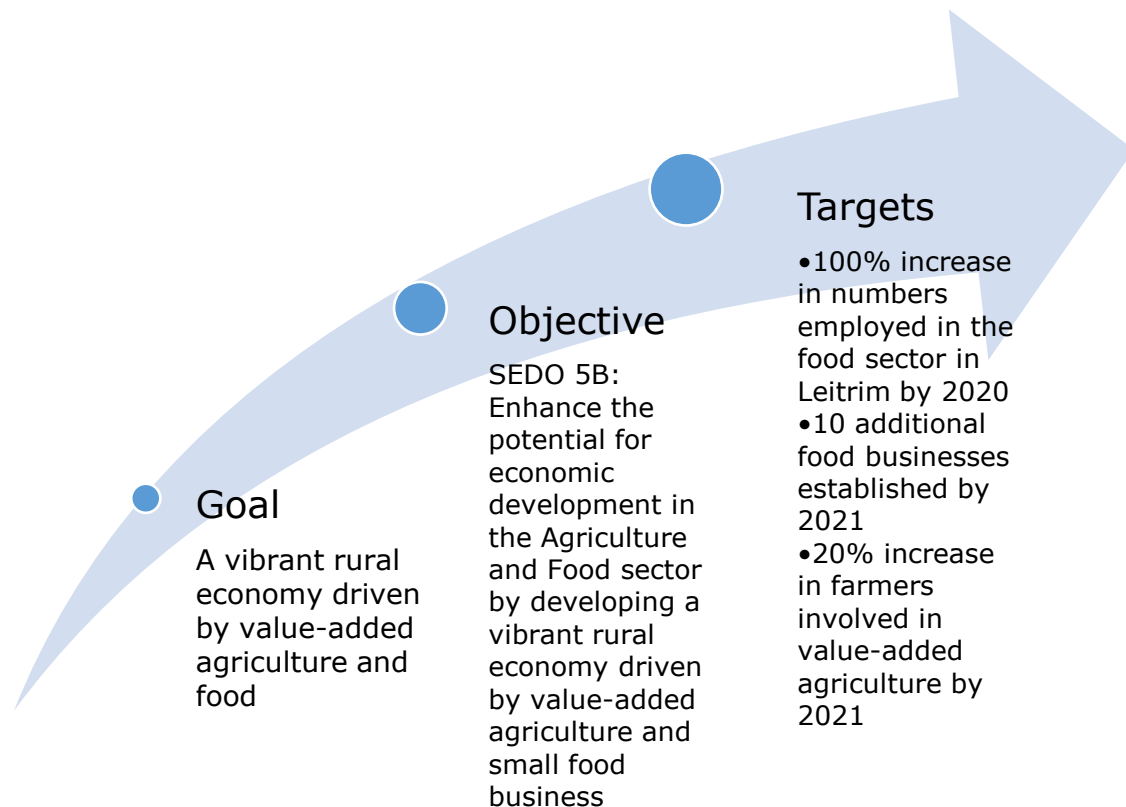
B: Agriculture and Food

Context/Rationale

The focus groups carried out under this heading saw the following issues and potential solutions emerge:

- Lack of co-ordinated marketing amongst food producers
- Poor broadband quality, particularly in rural areas, impacts on food business and farming which tend to be rurally based
- Delivery issues for short shelf-life products for sale to Dublin and East coast markets: these also impact on food waste
- Lack of one stop shop for food regulation
- BRC accreditation is now needed but is expensive to achieve
- Packaging and labelling is a skill in itself needed to ensure proper marketing
- Smaller, fragmented farms and ageing profile of farmers
- Low prices for primary production products e.g. hill lamb which could be seen as a niche product

SEDO 5 (B): Enhance the potential for economic development in the Agriculture and Food sector by developing a vibrant rural economy driven by value-added agriculture and small food business



SEDO 5 (B)	Target	Action	Enabler	Time
Enhance the potential for economic development in the Agriculture and Food sector by developing a vibrant rural economy driven by value-added agriculture and small food business	T1. 100% increase in numbers employed in food sector in county by 2020	A1: Build on the green image of Leitrim and the success of food sector assets which are unique to Leitrim through further expansion to meet the growing needs such as the Food Hub and Organic Centre	RDP, Interreg, LEO, LCC, Private sector	Med-Long
	T2: 10 additional food businesses established by 2021	A2: Develop model of mentoring for food producers to assist with issues around transport, equipment, training etc impacting on small food businesses	USEFE, LCC, LEO, EI, An Bord Bia, Food Producers	Short
	T3: 20% increase in farmers involved in value-added agriculture by 2021	A3: Develop a Leitrim/Regional food website to assist with regulations, group marketing etc.	USEFE, LCC, LEO, EI, An Bord Bia, Food Producers	Short - Med
		A4: Develop further food showcases, marketing and meet the buyer opportunities both within the County and at major national events	USEFE, LCC, LEO, EI, An Bord Bia, Food Producers	Short - Med
		A5: Maximise the potential synergies between tourism and food sector particularly along the Blueway	USEFE, LCC, LEO, EI, An Bord Bia, Food Producers, Failte, WI	Med - Long
		A6: Assist the restaurant trade in promoting the 30k Menu initiative which could be expanded to the USEFE County Towns	USEFE, LCC, LEO, EI, An Bord Bia, Food Producers, Restaurants	Short - Med
		A7. Engage with Bord Bia through the Food	LEO, Food	

		Academy and Boxty Initiative to assist food businesses to grow and develop	Businesses, Bord Bia	
		A8: Promote the County as part of the EU Nourish Healthy Regions Initiative	Food Hub, LCC, USEFE, Food Producers, Restaurants	Short - Med
		A9. Develop and promote initiatives to support agricultural businesses e.g. Farmer markets, support to meet regulatory requirements, Organic farming	LEO, LCC, RDP, DSW	Short - Med
		A10. Highlight and support potential farm diversification initiatives e.g. added value food, energy etc	LEO, RDP	Med - Long
		A11. Recruit farmers for business development programmes using local farmer leaders	Teagasc	Short - Long
		A12. Maintain role in drainage of River Basin Districts and protection of Water Courses	LCC	Short - Long

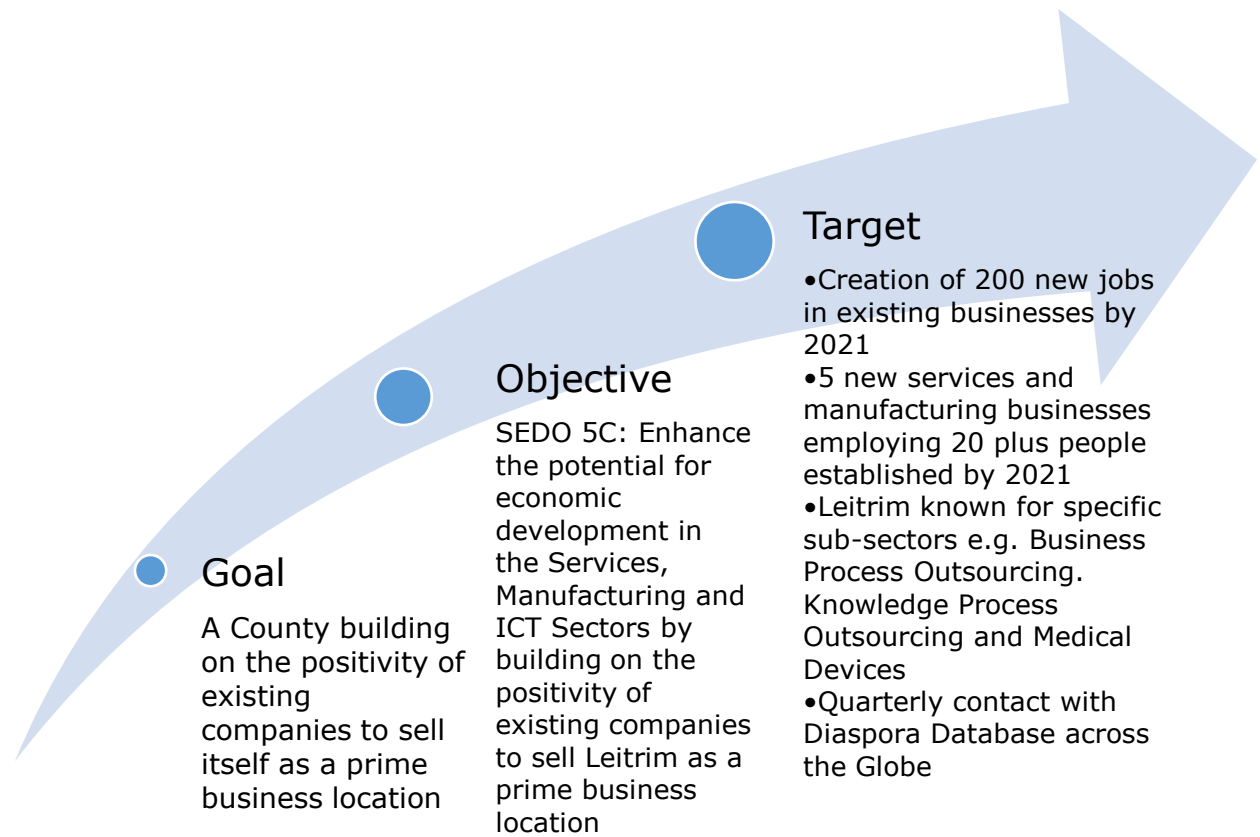
C: Services, Manufacturing and ICT

Context/Rationale

The issues and potential solutions for this section were developed in conjunction with a broad spectrum of local businesses in ICT, Medical Devices, Wood Industry, Financial Services and Machinery and Quarrying. The issues raised and points made included:

- Lack of certain specialised skilled staff e.g. specialised toolmakers, process engineers, experienced software programmers
- Airport access from Ireland West does not suit business meetings in UK requiring a same day return
- Rail, road and air access remain critical in attracting investment
- Problems with broadband speed outside of towns is a particular challenge for businesses doing work in different time zones
- Quality of internal road network North – South within the County, ie the R280
- Carrick-on-Shannon By-Pass could be a threat to the town's retail sector
- Access to venture capital is more difficult outside of Dublin
- Local training e.g. in apprenticeships, sales and marketing
- Regulations
- Leitrim has a good image for quality of life and is attractive as a location to live in but it needs to increase the number of businesses setting up: this is difficult when competing with places with Gateway and Hub status
- Leitrim has a very large diaspora dispersed across the globe: many of these have left to go to college and not returned
- Businesses don't work to County boundaries and neither do people shop or work to such boundaries: this means a regional approach can maximize potential and Leitrim's central location in the West and North West should be used to its advantage

SEDO 5 (C): Enhance the potential for economic development in the Services, Manufacturing and ICT Sectors by building on the positivity of existing companies to sell Leitrim as a prime business location



SEDO 5 (C)	Targets	Actions	Enabler	Time
Enhance the potential for economic development in the Services, Manufacturing and ICT Sectors by building on the positivity of existing companies to sell Leitrim as a prime business location	T1. Creation of 200 new jobs in existing businesses by 2021	A1: Identify priority sub-sectors within services and manufacturing most likely to move to the county or expand existing operations	LCC, LEO	Short
	T2. 5 new services and manufacturing businesses employing 20+ people by 2021	A2: Promote the Carrick Campus facility as a top class location for investment	LCC, LEO	Short - to Med
		A3: Develop a range of property solutions such as expanded Hive Innovation Centre, North Leitrim	LCC, LEO, EI, IDA, RDP, Intereg	Med - Long
	T3: Leitrim known for specific sub-sectors e.g. Business Process Outsourcing. Knowledge Process Outsourcing and Medical Devices	A4: Encourage ready-to-go space to facilitate potential investment	LCC, LEO, EI	Short -Med
		A5. Work with business community in Carrick-on-Shannon and Manorhamilton to increase numbers connected to the MAN	LCC, LEO, Town Business Groups	Short - Med
		A6. Promote unique "Business/Agency Welcoming Team Model" for new start-ups	LCC, High Level Advisory Group	Short - Med
		A7. Build linkages to local colleges to increase knowledge transfer and develop Leitrim as a step down incubation facility	LCC, LEO, AIT, IT Sligo, NUIG, South West College	Short - Med
		A8. Develop a shared sales and marketing services for manufacturing and services businesses in Leitrim	LEO, LCC, HIVE	Med - Long
	A9. Develop further the partnerships with	LCC, USEFE	Short	

		organizations such as Connect Ireland, the GAA and other networks in order to connect with Leitrim Diaspora using www.leitrim.ie in conjunction with USEFE Initiative		- Med
	T4: Quarterly contact with Diaspora Database across the Globe	A10. Build up a profile of the skills base of Leitrim Diaspora and regional diaspora	LCC, LEO, USEFE	Short - Long

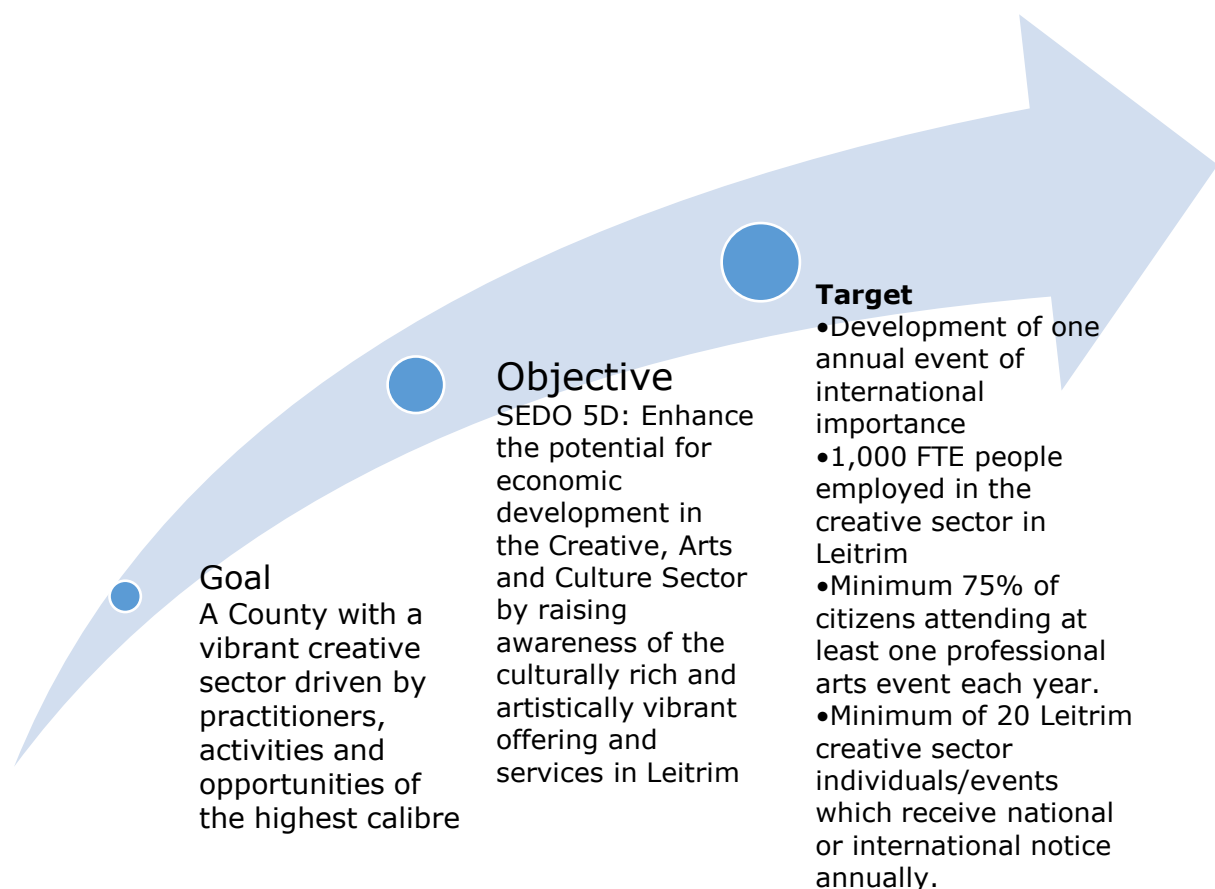
D: Creative, Arts and Culture Sector

Context/Rationale

A number of different focus groups were held with different sub-sectors of the Creative, Arts and Culture sectors. These were held to reflect (a) the vigour of the sector within Leitrim and (b) distinctiveness within the sector. The issues and potential solutions emerging are detailed below:

- Insufficient opportunities and supports to develop new work
- Insufficient opportunities to present new work nationally and internationally
- Insufficient opportunities to engage in formal and informal Continuing Professional Development
- Reluctance on behalf of the public generally to value or pay for art/music/performance etc
- Lack of appreciation of the positive impacts of the creative sector, socially, culturally and economically.
- Insufficient opportunities to network internationally

SEDO 5 (D): Enhance the potential for economic development in the Creative, Arts and Culture Sector by raising awareness of the culturally-rich and artistically-vibrant offering and services provided in/by Leitrim



SEDO 5 (D)	Target	Action	Enabler	Time
Enhance the potential for economic development in the Creative, Arts and Culture Sector by raising awareness of the culturally rich and artistically vibrant offering and services in Leitrim	T1: Development of one annual event of international importance	A1: Encourage a variety of earning opportunities for creative sector practitioners such as working with schools/community groups and developing collaborations with other sectors	LCC, LEO, Schools, Town Business Groups, DSP	Short - Med
	T2: 1,000 FTE people employed in the creative sector in Leitrim	A2: Develop a flexible ad-hoc training platform to meet the needs of a diverse community	LCC, LEO, DSP, SICAP, LDC	Med-Long
	T3: Minimum 75% of citizens attending at least one professional arts event each year.	A3: Create networking opportunities and strategies for information sharing at a local, regional, national and international level	LCC, LEO, USEFE	Long
	T4: Minimum of 20 Leitrim creative sector individuals/events which receive national or international notice annually	A4: Create opportunities for international artists to work in Leitrim	LCC, LEO, RDP	Short - Med
		A5: Develop local, regional, national and international publicity strategies for the creative sector	LCC, LEO, USEFE	Short - Med
		A6: Develop a film festival in Leitrim of national/international appeal to assist in promoting Leitrim as a destination for filming	LEO, Film Businesses	Short - Med
		A7: Ensure the development and promotion of digital content arts/design/creative materials in Leitrim	LEO, LCC	Short - Med
		A8: Examine the possibility of developing a	LEO, LCC, EI	Short

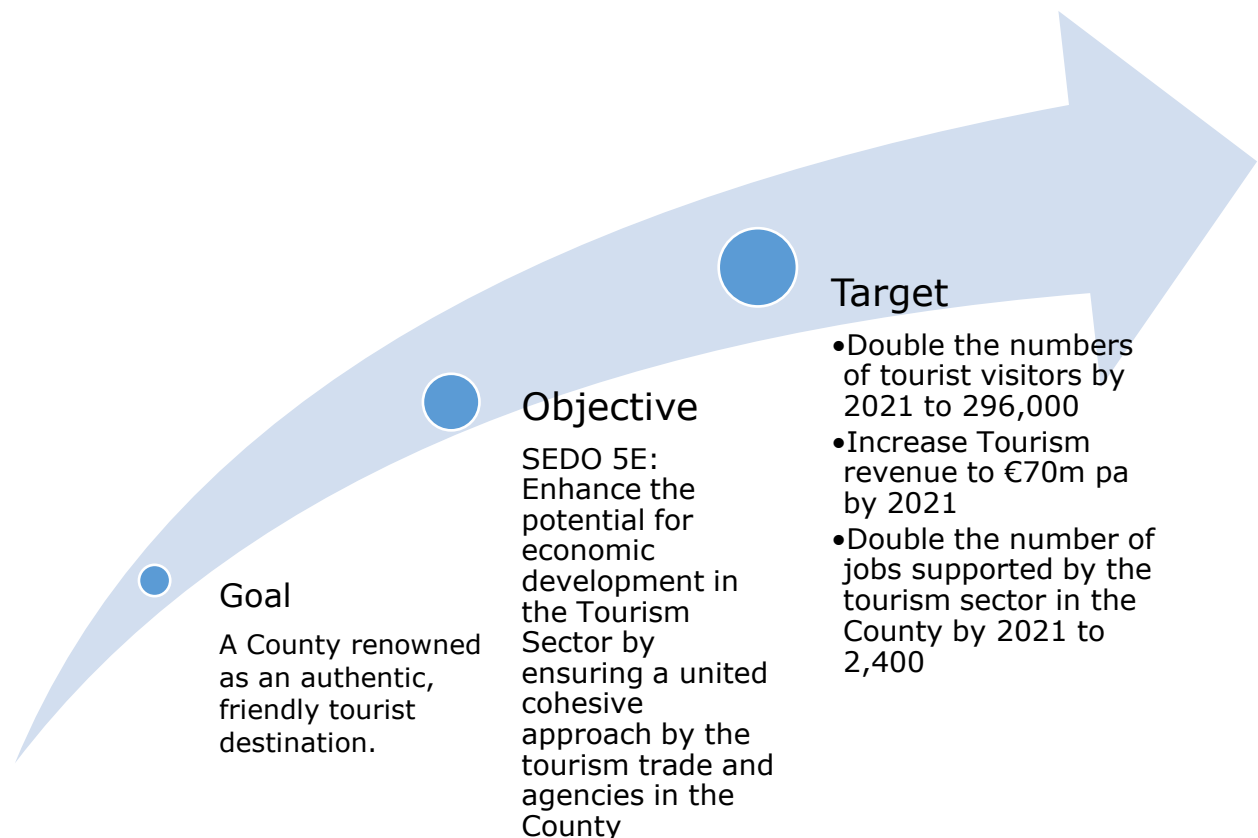
		creative "hive" model in the North of the County		- Long
		A9: Build on the success of the Harnessing Creativity initiative linking businesses and artists	LEO, USEFE	Short - Med
		A10: Promote the availability of investment funds to support the creative sector e.g. WDC, Leitrim Enterprise Fund, Microfinance Ireland	LEO	Short - Med

E: Tourism

Context/Rationale

Tourism is one of the County's most important sectors and currently supports in the region of 1,200 jobs. It has the potential to play a pivotal role in the economic development of the Leitrim. The LECP's tourism section is based on "A Growth Strategy for Tourism in Leitrim 2015 – 2021, produced by the Leitrim Tourism Growth Alliance (LGTA).

SEDO 5 (e): Enhance the potential for economic development in the Tourism Sector by ensuring a united cohesive approach by the tourism trade and tourism agencies in the County



SEDO 5 (E)	Target	Action	Enabler	Time
Enhance the potential for economic development in the Tourism Sector by ensuring a united cohesive approach by the tourism trade and agencies in the county	T1:Double the numbers of tourist visitors by 2021 to 296,000	A1:Develop a clear focus on market segments that have the best fit with Leitrim	Leitrim Tourism, Trade, LTGA, Stakeholders etc	Short - Med
	T2: Increase Tourism revenue to €70m pa by 2021	A2:Identify infrastructure requirements for key selling points	Leitrim Tourism, Trade, LTGA, Stakeholders etc	Med-Long
	T3:Double the number of jobs supported by the tourism sector in the County by 2021 to 2,400	A3:Develop experiences around key selling points and products with market leading potential: lake-lands, Blueway, cruising, landscape, northern glens, angling, Wild Atlantic Way, eco-tourism, land and water activities, culture, festivals and diaspora-related activities	Leitrim Tourism, Trade, LTGA, Stakeholders etc	Long
		A4:Develop a systematic programme of communications and sharing of information	Leitrim Tourism, Trade, LTGA, Stakeholders etc	Short - Med
		A5:Make it easier for customers to buy through cross-platform marketing communications	Leitrim Tourism, Trade, LTGA, Stakeholders etc	Short - Med

Economic Theme 6: Women in Business

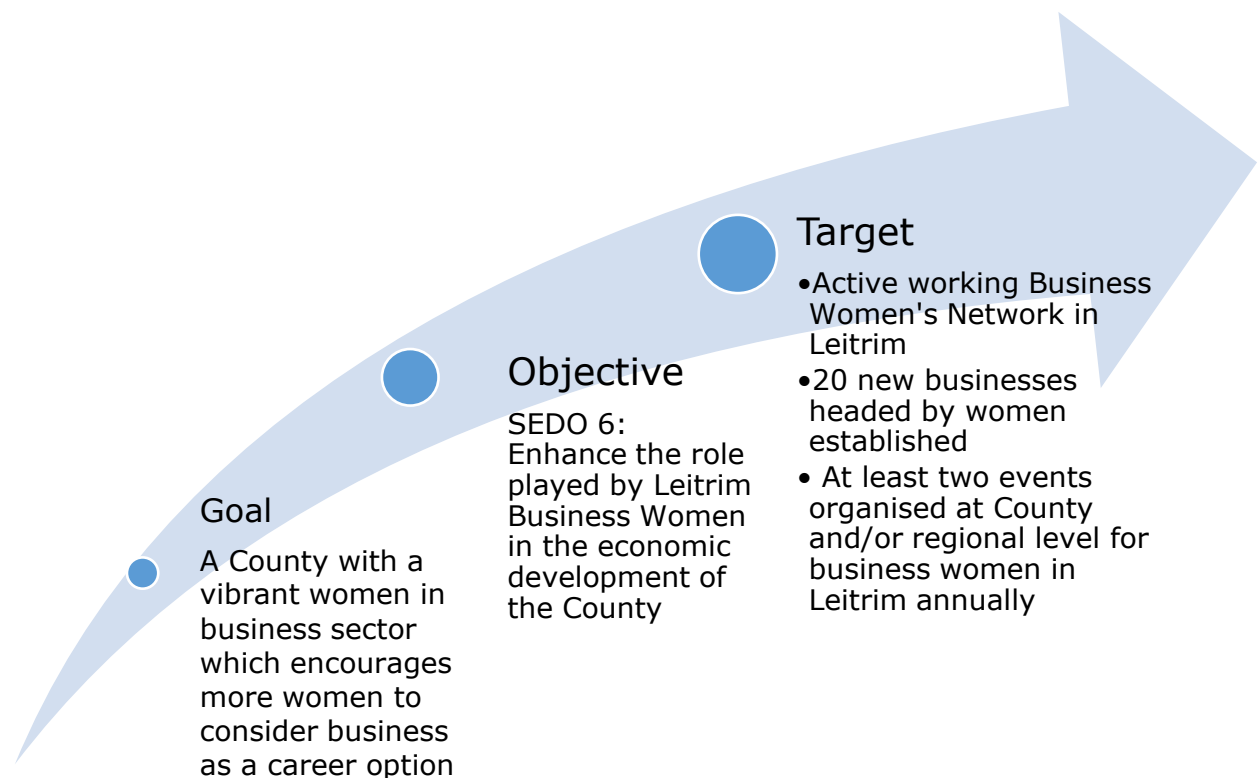
Context/Rationale

In Leitrim as elsewhere women are more likely than men to migrate away for work and, if they remain at home, are less likely to be economically active. Among the other issues identified here have been:

- No Business Women's Network in place such as those that exist in some neighbouring counties
- Women have to be all things in their businesses as there are shared sales or marketing systems in place
- Many women have strong family or care commitments to balance with their business lives

SEDO 6:

Enhance the role played by Leitrim Business Women in the economic development of the County



SEDO 6	Target	Action	Enabler	Time
Enhance the role played by Leitrim Business Women in the economic development of the County	T1: Active working Business Women's Network in Leitrim	A1. Establish a Business Women in Leitrim Network through use of social media.	WIBL, LCC	Short
	T2: 20 new businesses headed by women established	A2. Hold at least two events for Leitrim Business Women Annually which may be linked into the wider region	LCC, LEO, USEFE, WIBL	Short - Med
	T3: At least two events organised at County and/or regional level for business women in Leitrim annually	A3. Identify the main obstacles to women setting up their own business in Leitrim	LCC, LEO, USEFE, WIBL, SICAP	Short - Med
		A4. Look at how obstacles can be removed/mitigated	LCC, LEO, USEFE, WIBL, SICAP	Short - Med
		A5. Showcase successful business women in Leitrim via www.leitrim.ie and regional and national outlets	LCC, LEO, USEFE, WIBL	Short - Med
		A6. Provide specific training for the business needs of this sector	LEO, RDP, USEFE, SICAP	Short - Med

6. The LECP Community Element

Background and Rationale

Departmental Guidance (Source: DECLG Guidelines, January 2015, Part 3) sets out how the Community elements of the LECP should focus on relevant social and economic issues which can be addressed at a community level, which can involve community engagement or participation and which address the specific needs of communities. The underpinning aims are to:

- Promote and mainstream equality (addressing a number of horizontal priorities such as Sustainability, Equality, Poverty, Rurality, Age and Disability)
- Develop and implement sustainable objectives
- Maximise returns from available resources and reduce duplication
- Ensure meaningful participation by communities in the planning process, and consultation and engagement with communities generally
- Utilise community development principles in the LECP development process specifically and the work of LCDCs generally
- Set the local context for mainstream funding programmes such as local development/social inclusion programmes, community services programmes, etc.

The Plan is to put forward Actions to address identified areas of priority and have regard to:

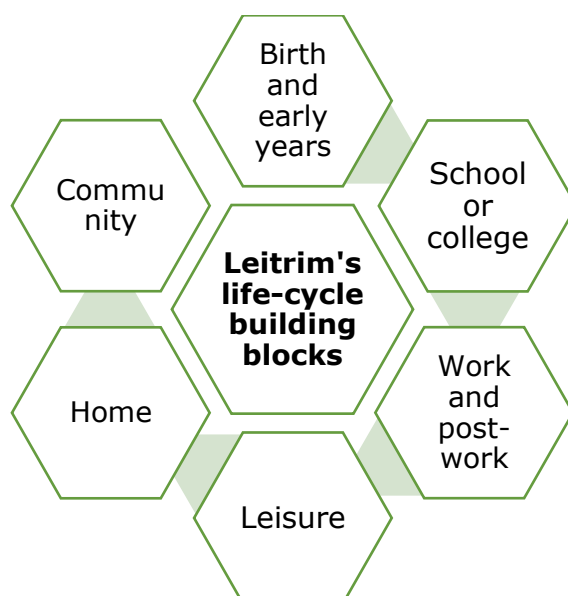
- Equality
- Sustainability
- Maximising resources
- Meaningful participation, consultation and engagement
- Community development principles
- Setting a local context for mainstream funding programmes

The Leitrim LCDC used this Guidance to shape both its planning process and the content of the LECP's underpinning County Profile. This has ensured:

- The Community elements of the LECP accurately reflect Government Guidance
- Local communities and key stakeholders have been consulted
- The Plan's content is evidence-based

A Life-Cycle Approach

The idea has been to plan for Leitrim and its people on the basis of an integrated life-cycle model. The intended outcomes are that more people are born here and stay here, enjoying a lifestyle that's positive, secure, prosperous and inclusive right throughout the life cycle.



The Plan is of necessity based on a robust assessment of Leitrim’s needs, gaps and deficits. Allied to that however is a firm appreciation of the County’s many consistent strengths and assets, including its community and social structures. The Plan stakeholders bring a total commitment to the County, strong track records to date in achievement/delivery and a firm belief that more can and will be done to secure a strong and positive future.

The LECP Target Groups

The Plan target groups (as identified in the County Profile and also as set out under Community Theme 3 below) are addressed by the various Community Themes as follows:

Target Group Beneficiaries

Target Groups	Themes Addressing the Target Groups			
	T1	T2	T3	T4
Migrants	■	■		■
Lone parents	■	■		■
People living alone	■	■		■
Unemployed people		■	■	
Under-employed people		■	■	
Women		■	■	■
Children and young people		■		■
People with disabilities		■		■
People with low educational attainment		■		
People with literacy/numeracy issues		■		
Travellers	■	■	■	■
Marginalised areas	■	■	■	■
Low income farm households	■	■	■	■

The Community Elements of the Leitrim LCEP

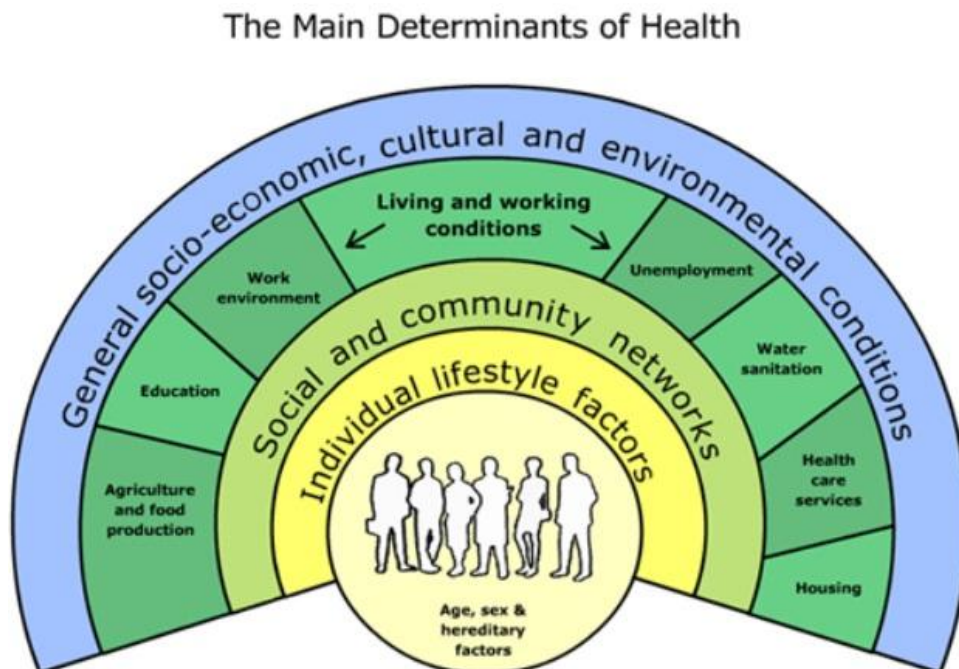
Each Sustainable Community Objective (SCO) is also worked through in turn below using the Goal-Objective-Target-Result/Action sequence. Enablers are also identified and a Timescale (Short, Medium or Long) attached to each Action.

Community Theme 1: Living and Well-Being in Leitrim

Context/Rationale

Leitrim’s rurality and largely-dispersed population are seen as ‘positives’ rather than ‘negatives’ in that they sustain a particular community spirit, preserve a number of cultural traditions and provide a stewardship for many of Leitrim’s assets. They do however present particular challenges in terms of service delivery. With personal lifestyle now accepted as a major determinant of health and well-being, the isolation, loneliness and marginalisation experienced by the County’s significant numbers of people living alone in turn underpin a number of mental health issues. These include suicide and self-harm.

The growing acceptance that health and well-being are shaped by a number of determinants means that increasingly the focus is shifting from ‘cure’ to ‘prevention.’ The model which the LCEP subscribes to is the now-standard one set out below:



Many of Leitrim’s current groups, organisations and activities play major roles here and have the potential to contribute much more.

The County’s reported crime figures are low but there is a growing fear of crime locally, accentuated by the closure of Garda stations.

The ageing population will generate growing care needs, regardless of whether they live independently or in supported provision. Although health and social care is now the County's largest employment sector, Leitrim has no 'in-County' acute hospital/tertiary care provision and patients/users have to travel significant distances elsewhere. Childcare provision across the County is also under increasing pressure.

Leitrim enjoys very strong heritage assets, both natural – water, forests and hills/mountains - and man-made. It also has well-rooted communities and a very strong attachment-to-place. Running parallel with this is a vigorous local culture-and-arts sector which is multi-focused and multi-layered. A significant critical mass now exists in the County with, for example, creative industries providing just over one job in every twenty-five in Leitrim. Sport is also important across the County with a thriving organisational infrastructure and high levels of participation but simultaneously with an under-provision of facilities.

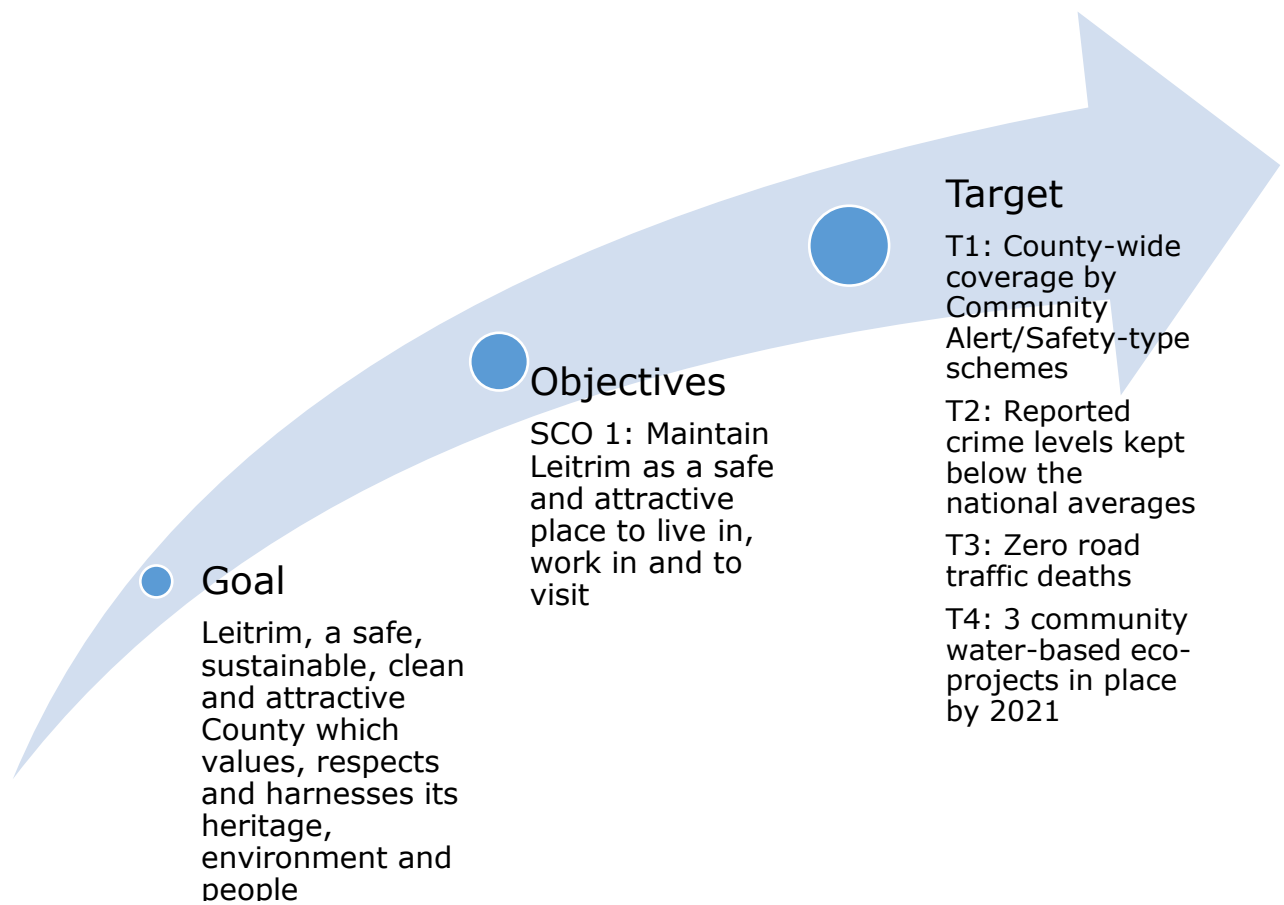
There is a strong, committed and tried-and-tested community infrastructure (including many good buildings/facilities) in place. At the same time many of Leitrim's smaller towns and villages are experiencing issues related to the ongoing closures/removal of Garda, Post Offices, schools and shops. The County also includes high housing vacancy rates.

Leitrim's geography and low population densities mean that many people/communities face transport/accessibility issues. Broadband and ICT can tackle the 'tyranny of distance' and simultaneously help reduce the generation of 'greenhouse gases'. Modern technological options need to be taken up to address recent and current gaps in provision.

Finally, climate change will continue to have an impact on life, life-styles and well-being in Leitrim. Steps need to be taken to reduce energy use generally, to increase the supply and use of energy from renewable sources and to ensure the County's infrastructure is fit-for-purpose (ie resilient) in the face of more extreme weather patterns and consequences such as flooding.

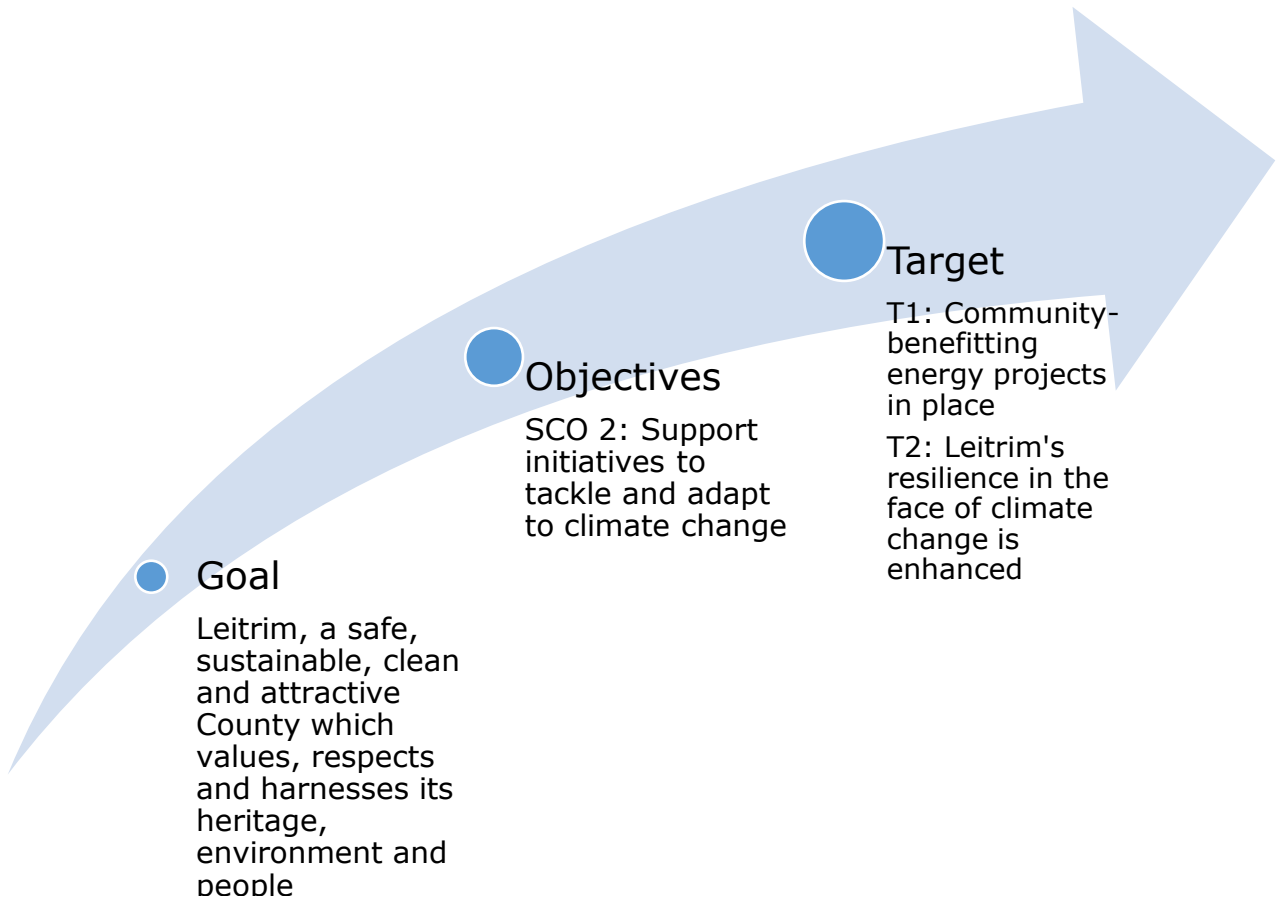
SCO1:

Maintain Leitrim as a safe, healthy and attractive place to live in, work in and to visit



Objective	Target	Action	Enabler	Time
SCO 1: Maintain Leitrim as a safe and attractive place to live in, work in and to visit	T1: County-wide coverage by Community Alert/Safety-type schemes	A1: Work to ensure ongoing personal and community safety through community alert/safety schemes	JPC	Short
	T2: Reported violent crime, burglary and criminal damage levels kept below the national averages	A2: Seek 'Purple Flag' status for the County town and share its learning with other Leitrim towns and villages	LCC, Garda, Town Businesses	Short
	T3: Zero road traffic deaths	A3: Develop and support initiatives which maintain and harness Leitrim's heritage, habitat, environmental, water and air quality, cultural and arts assets	LCC, RDP	Ongoing
	T4: 3 community water-based eco-projects in place by 2021	A4: Promote Leitrim's unique beauty, habitats, heritage and environment so as to maximise opportunities for learning and enjoyment	LCC, RDP	Ongoing

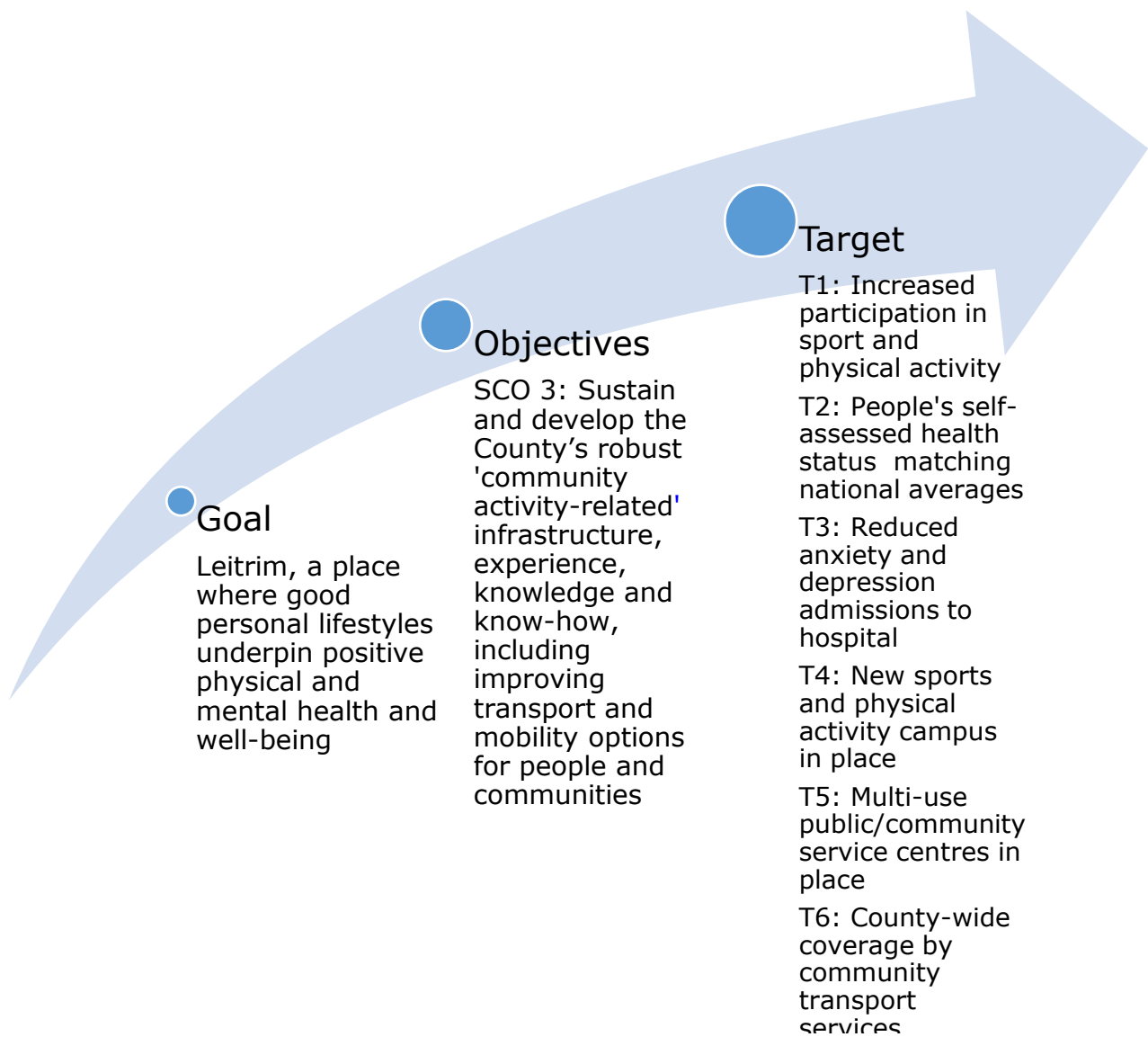
SCO2:
Support initiatives to tackle climate change



Objective	Target	Action	Enabler	Time
SCO2: Support initiatives to tackle and adapt to climate change	T1: Community-benefitting energy projects in place	A1: Build on existing successful models re securing local community benefit from alternative energy projects	RDP	Ongoing
		A2: Roll out the learning from the 'Mohill Green Town' initiative across the County	RDP, SEAI, LCC	Ongoing
		A3: Ensure that proposed energy projects are benchmarked against best practice, are consistent with the County's Tourism and Recreation Strategy, protect and respect Leitrim's unique habitat, culture, environment and landscape as well as those communities impacted on by the projects and that 'new' renewables projects don't merely displace existing renewables projects	All	Ongoing
	T2: Leitrim's resilience in the face of climate change is enhanced	A4: Ensure physical planning and all new infrastructure and built fabric developments reflect and respect changing weather patterns and their consequences such as storms and flooding	LCC	Ongoing

SCO3:

Sustain and develop the County's robust 'community activity-related' infrastructure, experience, knowledge and know-how, including improving the transport and mobility options for people and communities



Objective	Target	Action	Enabler	Time
SCO 3: Sustain and develop the County's robust 'community activity-related' infrastructure, experience, knowledge and know-how, including improving transport and mobility options for people and communities	T1: Increased participation in sport, recreation and physical and social/community activities	A1: Identify locations where additional community facilities and/or increased social interaction and other service provision are needed	SICAP LDC	Ongoing
	T2: People's self-assessed health status matching national averages	A2: Develop participation opportunities and support groups to develop facilities for a range of sport, physical, social and recreation opportunities	LSP, RDP, SCG, LDC	Ongoing - Long
	T3: Reduced anxiety and depression admissions to hospital	A3: Develop housing and support models across the Municipal Districts to help vulnerable people (older people, people with disabilities and people with chronic health/well-being conditions) live independently and safely	HSE, LCC HAs	Short
	T4: New sports and physical activity campus in place	A4: Support the provision of affordable child care	LCCC LDC	Short
	T5: Multi-use public/community service centres in place	A5: Build on existing successful models re promoting positive physical and mental well-being in areas/communities affected by isolation and rurality	HSE, LSP LDC	Ongoing
		A6: Develop befriending initiatives to support carers and vulnerable groups	SICAP, LDC, HSE	Short
		A7: Extend outreach provision of health and well-being services	HSE	Short
		A8: Build on and expand existing successful models re building local	RDP, SCP LDC	Medium

		social and physical capital and delivering services and supports at the local community level		
	T6: County-wide coverage by community transport services	A9: Maintain and develop a range of community transport options, eg direct provision, contracted provision, car-sharing and voluntary driver schemes	TCU	Medium
		A10: Maintain and develop linkages to national transport and car-sharing schemes to access services, particularly health services	TCU	Medium

Community Theme 2: Learning and Training Leitrim

Context/Rationale

Leitrim produces a well-educated population but one that is often seen as 'educated to leave'. With no Third Level facility located within the County and limited local delivery of further education and training, people have to leave Leitrim to access these opportunities. Broadband difficulties meanwhile limit many people's options in the areas of distance or e-learning.

In terms of educational achievement Leitrim performs very close to the national averages but literacy and numeracy issues persist and are not just limited to older age groups whose formal education had ended early.

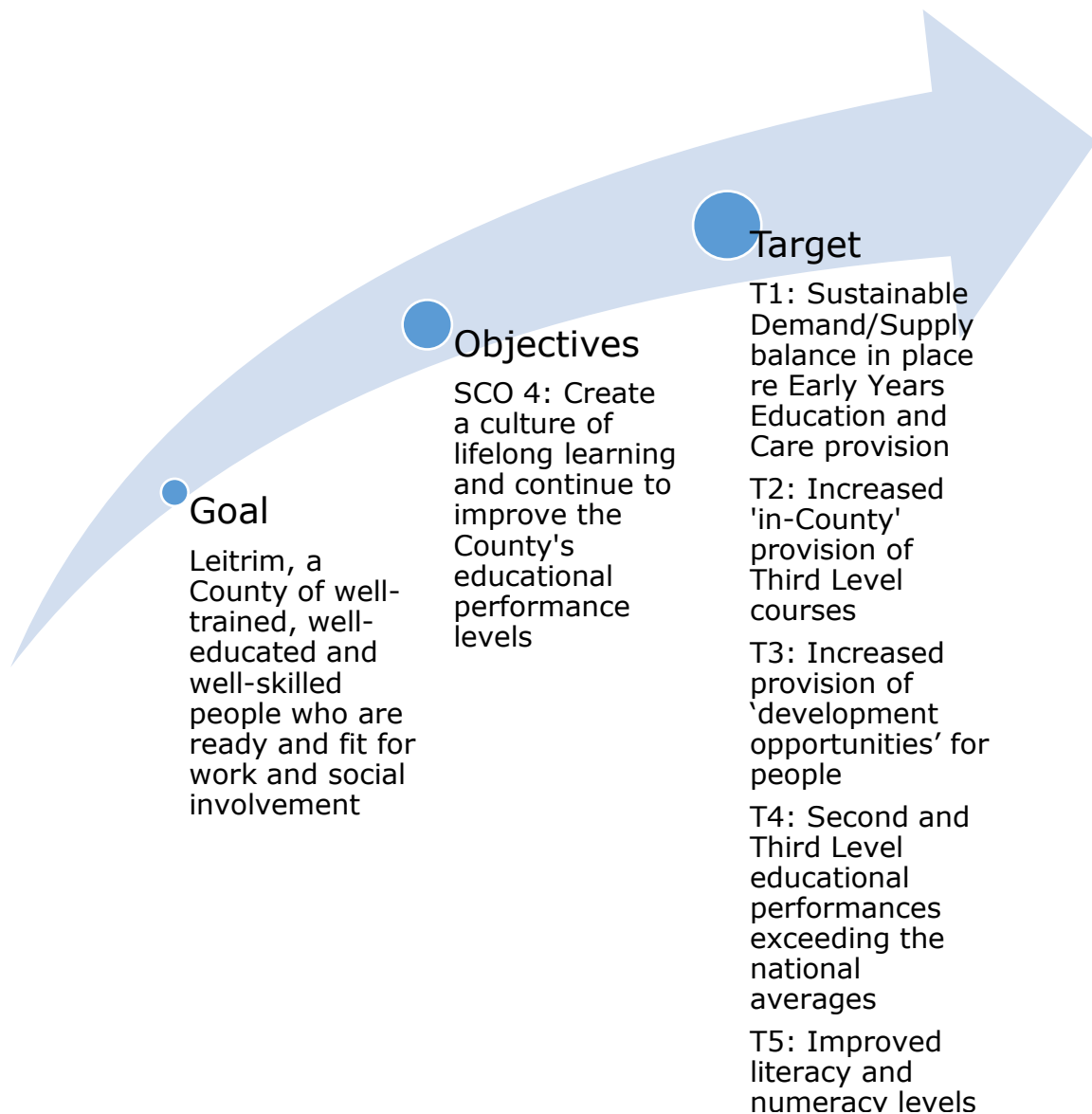
The education sector's physical infrastructure is an important part of the County's fabric and is a resource that could be used in new and additional ways to help deliver life-long learning.

Economic changes – for example a major decline in the construction industry – mean many people require re-training and up-skilling. One of the EU 2020 targets (see Section 2 above of the LECP) is to have at least 40% of 30-34 year olds completing Third Level education. The Educational Attainment Thematic Report 2011 identified that people aged 25-to-64 with at best a Primary Education only have an unemployment rate of 24% whilst those of their peers with a Tertiary Education have an unemployment rate of only 7%.

The latest Skills Bulletin from the Expert Group on Future Skills Needs (July 2013), indicates shortages in a number of areas, particularly biopharma, pharma-chem scientists, professional and technical precision engineers, ICT software developers, project managers, security experts, business and finance professionals, some healthcare professionals and specialist sales and customer service staff in online and contact centres. These profiled shortages need to be met through education and training opportunities for those in the education sector and through labour activation programmes for those who are unemployed.

SCO 4:

Create a culture of lifelong learning and continue to improve the County's educational performance levels

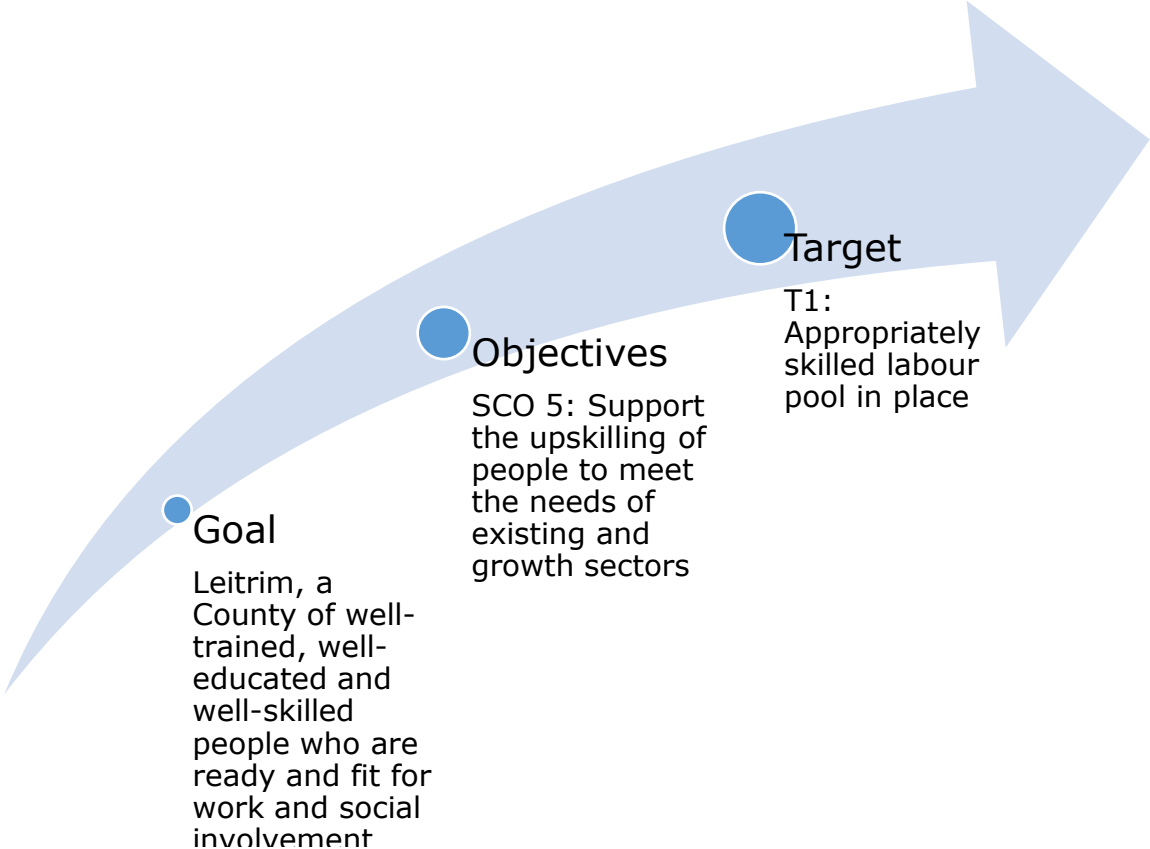


Objective	Target	Action	Enabler	Time
SCO 4: Create a culture of lifelong learning and continue to improve the County's educational performance levels	T1: Sustainable Demand/Supply balance in place re Early Years Education and Care provision	A1: Sustain existing provision and meet identified gaps	CCC	Ongoing
	T2: Increased 'in-County' provision of Third Level courses	A2: Support Third Level Colleges and institutions to deliver significant outreach <u>within</u> Leitrim through the provision of local marketing and facilities	ETB, LEO LCC	Short - Medium
		A3: Use existing educational provision/infrastructure to develop and deliver life-long learning	ETB, Teagasc	Short
		A4: Scope an integrated Leitrim Community Education Centre to support the needs of all learners from early school leavers through to Third Level	ETB, RDP LEO	Short
	T3: Increased provision of 'development opportunities' for people	A5: Implement initiatives which encourage people of all abilities to continue their education and learning past Second Level	ETB SICAP	Ongoing
		A6: Identify gaps in and opportunities for education and learning for people with special needs in Leitrim	ETB, NLN SICAP	Short
	T4: Second and Third Level educational performances exceeding the national averages	A7: Use existing educational provision/infrastructure to develop and deliver life-long learning	ETB, Teagasc	Ongoing
		A8: Support initiatives which encourage	ETB	Short

		pupils of all abilities to continue their education	SICAP	
	T5: Improved literacy and numeracy levels	A9: Include literacy and numeracy modules in training as appropriate	ETB, LCC SICAP, RDP PEACE	Short

SCO 5:

Support the upskilling of people to meet the needs of existing and growth sectors



Objective	Target	Action	Enabler	Time
SCO 5: Support the upskilling of people to meet the needs of existing and growth sectors	T6: Appropriately skilled labour pool in place	A1: Support staged build-ups to people's entry and/or return to work, from whatever position they find themselves in	DSP, SICAP LDC	Short
		A2: Support training and skills development for existing and growth sectors	LEO, RDP SICAP, LDC	Short
		A3: Carry out an annual skills audit with local businesses	LCC, LEO	Ongoing
		A4: Develop innovative ways of linking Second Level students with employers and cultural/sporting organisations	ETB, DE SICAP	Short
		A5: Develop supports for people with disabilities and/or mental health issues	NLN, SICAP, Response NW	Ongoing

Community Theme 3: Working and Growing Leitrim

Context/Rationale

Leitrim is a place of economic variety with strong public, private and community sectors. Economic activity rates however lag slightly behind the national averages whilst economic output lags considerably behind. The County has a strong entrepreneurial spirit and whilst it is largely a place of micro-businesses it is also home to a number of major private sector employers.

Many people however have to leave Leitrim for work, on both a daily and more long-term basis.

The public sector has grown significantly in the past decade and health/social care is now a very significant source of jobs, particularly for women.

Farming remains important – as both an economic activity and a social/community anchor - but it is restricted by local land quality and underemployment is a growing issue in this sector. Farming however does instil an entrepreneurial culture in people and communities and can provide a business and work-readiness grounding for people interested in taking up new work and business opportunities.

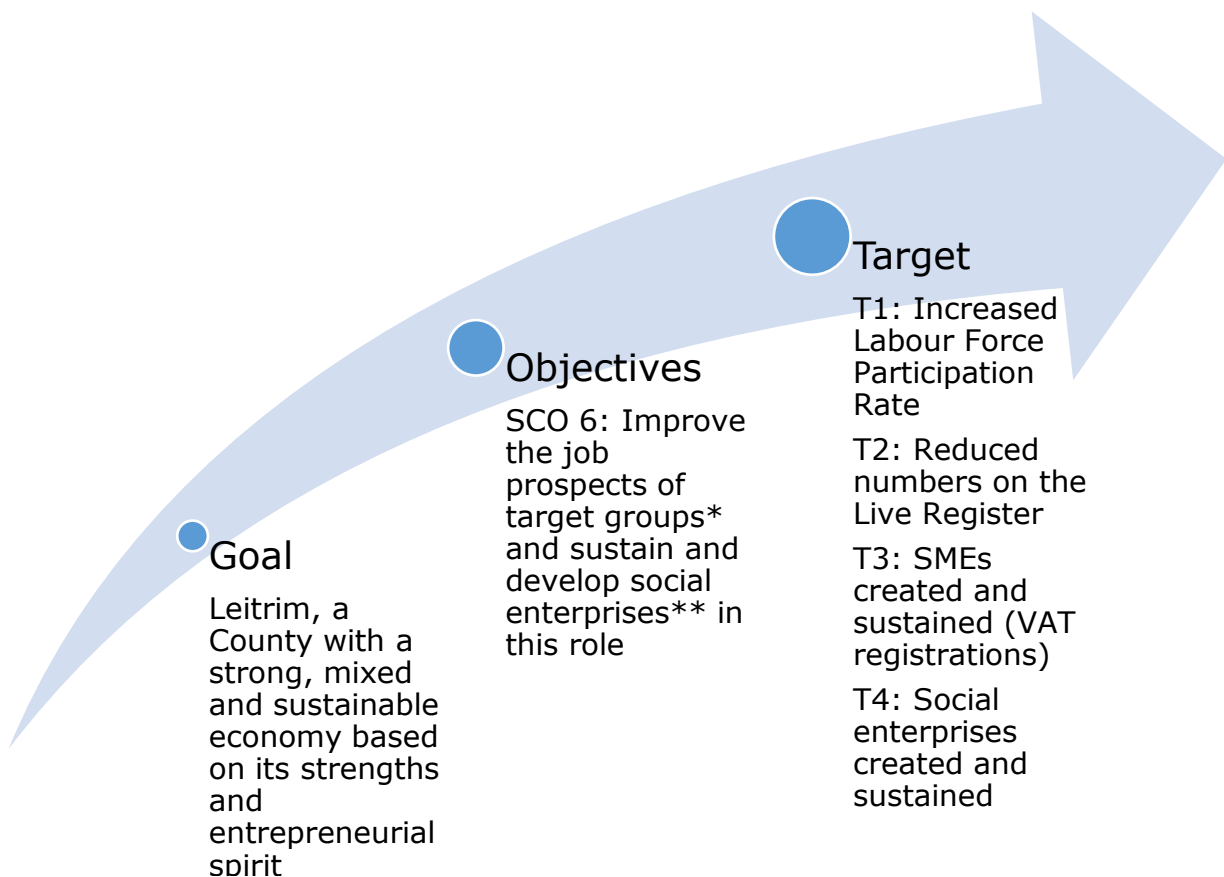
Overall unemployment levels continue to fall but remain significant and the labour force participation rate is slightly below the national average.

The County is home to a vibrant and growing creative industries sector.

The various parts of the community sector generate large amounts of social, physical and economic capital, the vast majority of which is not supported by the public purse in cash terms.

SCO 6:

Improve the job prospects of target groups and sustain and develop social enterprises in this role



** Key target groups are seen to include: People with disabilities, older people, women, young people, people living alone, Travellers/Roma, people with low educational attainment, people out of work or under-employed, 'New Leitrim' people and communities and marginalised people and communities. These target groups reflect those identified in Departmental Community Plan Guidance, the Social Inclusion and Community Activation Programme (SICAP) and the National Action Plan for Social Inclusion 2007-16.*

*** A social enterprise is deemed to be a non-profit-taking, volunteer-based and driven body, working to a business model within a clear and transparent governance framework and set of rules, with a robust user involvement and which reinvests any financial surpluses in its core business activities*

The Actions required to achieve these are added in below:

Objective	Target	Action	Enabler	Time
SCO 6: Improve the job prospects of target groups and sustain and develop social enterprises in this role	T1: Increased Labour Force Participation Rate	A1: Work at the regional level to increase employment opportunities for people living in Leitrim	LCC, USEFE	Short - Medium
	T2: Reduced numbers on the Live Register	A2: Participate in USEFE (Upper Shannon Erne Future Economy) to develop sectoral projects in the region	BNM, LCC, USEFE	Ongoing
		A3: Maintain and enhance existing 'start-and-grow' business supports	DSP, LEO RDP, SICAP LDC	Ongoing
		A4: Build links/networks between businesses, schools, colleges and communities to support job creation	LEO	Short
		A5: Support farm families, small-holders and others to identify and develop income generation options on and off the farm	RDP, LDC SICAP, Teagasc	Short
		A6: Support job activation initiatives which help 'job-excluded' people to return to, enter and/or stay in work	Gateway TUS, RSS Social Employment	Ongoing
	T3: SMEs created and sustained (VAT registrations)	A3: Maintain and enhance existing 'start-and-grow' business supports	LEO, RDP SICAP	Ongoing
	T4: Social enterprises created and sustained	A7: Support the development of a wide range of social enterprises to: <ul style="list-style-type: none"> Sustain and anchor communities Provide and 'activate for' jobs 	RDP, SICAP	Short

Community Theme 4: Inclusive and Welcoming Leitrim

Context/Rationale

Leitrim's geography and its deficits in terms of some core public services such as acute health care and Third Level education, as well as people's difficulties in accessing education, work and social opportunities, all combine to heighten the risk of social exclusion. Social exclusion is about those things – usually a combination of a lack of money, barriers (both physical and attitudinal) and low levels of knowledge/information – which prevent people and communities from engaging in 'mainstream' life.

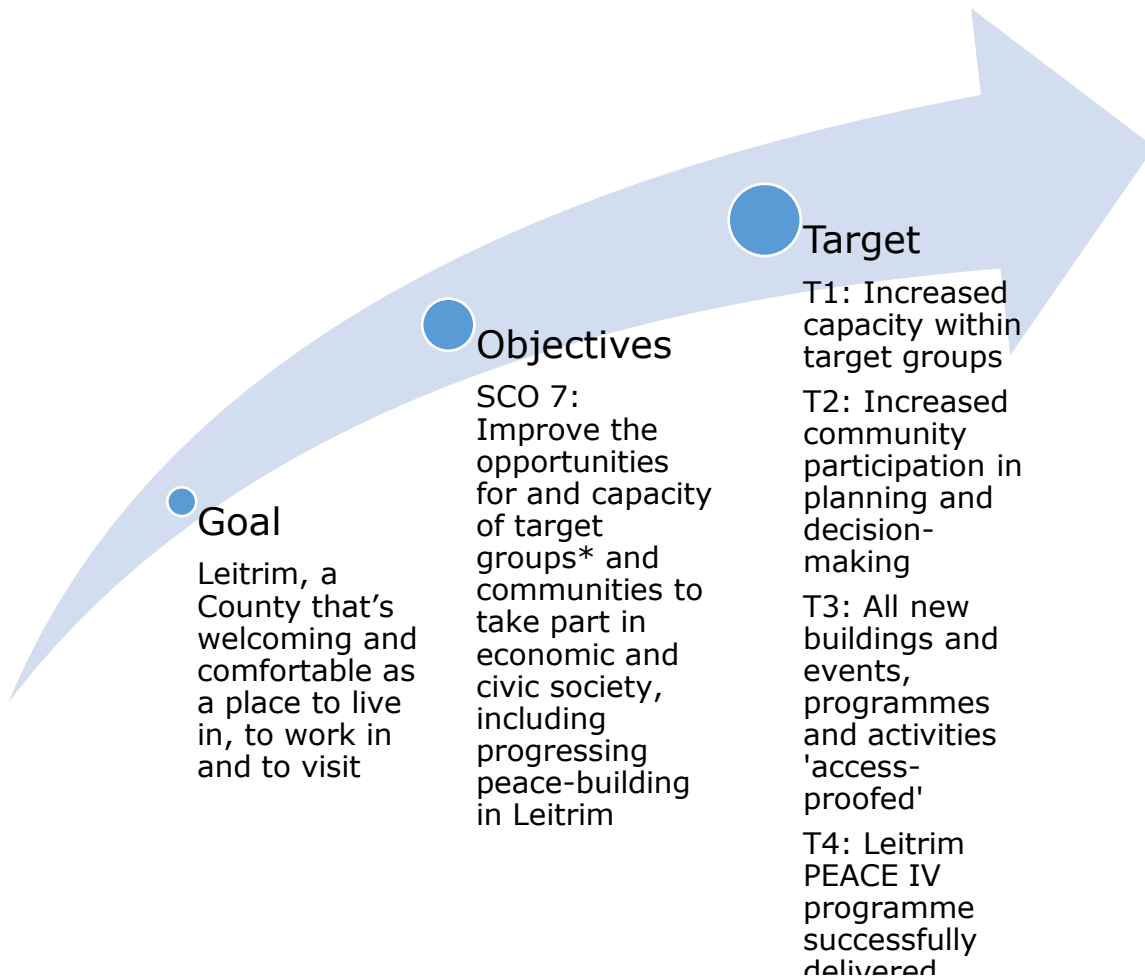
A particular concern in Leitrim is the large number of people living alone. The past, current and ongoing importance of locally-developed and locally-delivered social and community activities in addressing this issue cannot be over-stated.

Low incomes are another concern as are the difficulties many people have with literacy and numeracy – which are increasingly important in terms of people's ability to participate to best advantage in modern day living.

Leitrim is also a County of social and cultural variety, whose diverse needs cannot be met by 'one-size-fits-all' solutions.

SCO 7:

Improve the opportunities for and capacity of target groups and communities to take part in economic and civic society, including progressing peace-building in Leitrim



** Key target groups are seen to include: People with disabilities, older people, women, young people, people living alone, Travellers/Roma, people with low educational attainment, people out of work or under-employed, 'New Leitrim' people and communities and marginalised people and communities. These target groups reflect those identified in Departmental Community Plan Guidance, the Social Inclusion and Community Activation Programme (SICAP) and the National Action Plan for Social Inclusion 2007-16.*

The Actions required to achieve these are set out below:

Objective	Target	Action	Enabler	Time
SCO 7: Improve the opportunities for and capacity of target groups and communities to take part in economic and civic society, including progressing peace-building in Leitrim	T1: Increased capacity within target groups	A1: Support existing structures and networks which address exclusion	RDP, LDC SICAP	Ongoing
		A2: Support new capacity-building initiatives	RDP, LDC SICAP LCC	Ongoing
	T2: Increased community participation in planning and decision-making	A3: Promote, through community development approaches, the participation of all in public and community planning and decision-making processes	LCC SICAP PPN LDC	Ongoing
		A4: Develop linkages with neighbouring Counties and agencies to develop projects to enhance communities	RDP USEFE	Medium
	T3: All new buildings and events, programmes and activities 'access-proofed'	A5: Address barriers faced by target groups/communities in accessing social, economic, educational and cultural activities	RDP SICAP LDC	Short
	T4: Leitrim PEACE IV programme successfully delivered	A6: Support peace-building initiatives	LPP	Ongoing

7. Strategic and Implementation Issues

Leading Leitrim: A Strategic, Overarching Theme

In Section 4 above it was pointed out that a final overarching Theme, Leading Leitrim, had been identified as necessary to maintain a strategic focus and help tie the Economic and Community Elements of the LECP together. The Theme is developed below, using the same logical sequence model as is used elsewhere in the LECP.

Strategic Theme 1: Leading Leitrim

Context/Rationale

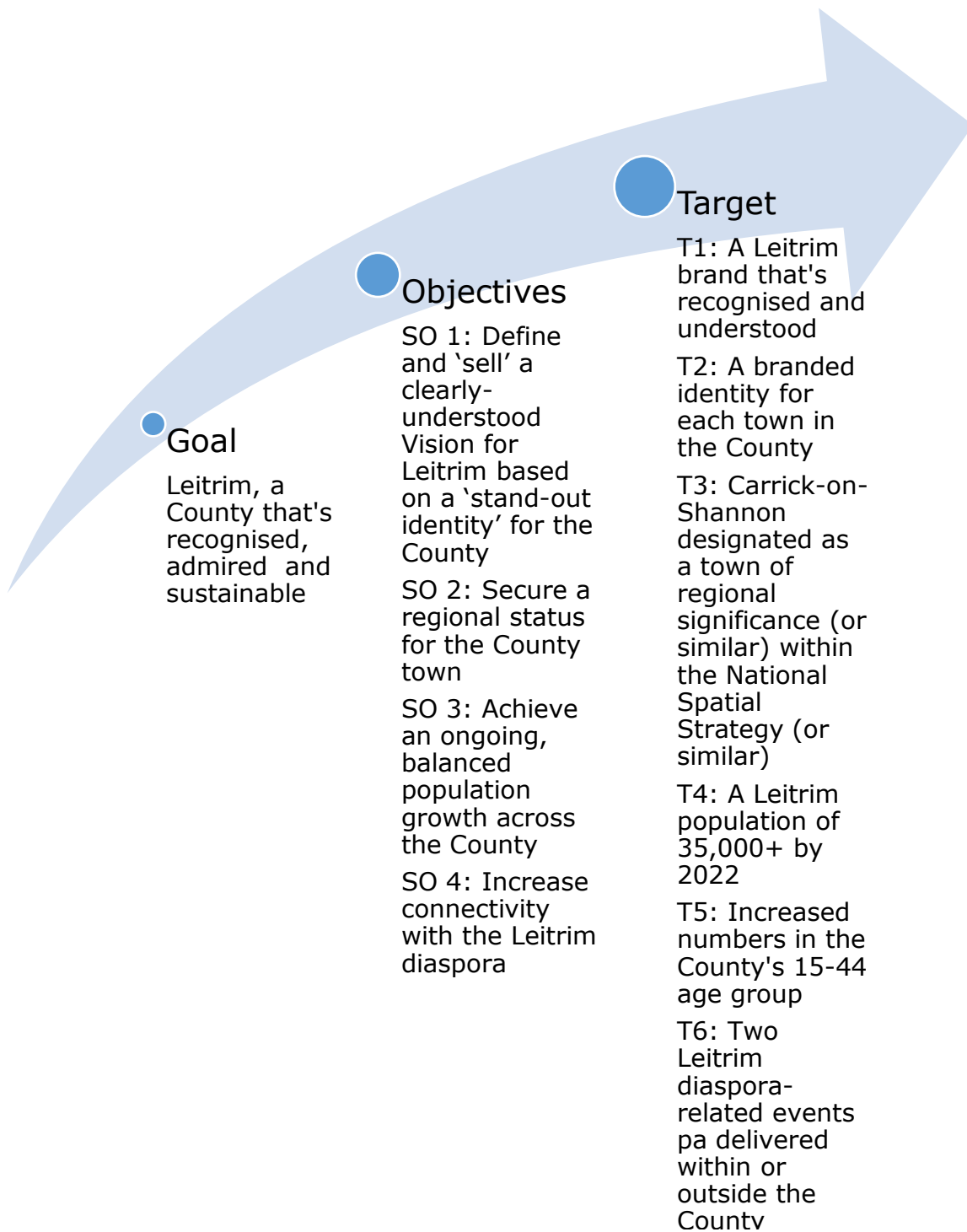
Leitrim is currently enjoying a significant population growth that is projected to continue over the LECP plan period. It is important that the County's growth is 'balanced' – in social, economic, environmental and geographic terms. Leitrim remains Ireland's smallest County in population terms and will hold this position for the foreseeable future. As a consequence it suffers from not having the profile nor the economies of scale that a larger critical mass would bring.

Many major agencies work at levels above the County level and therefore don't/can't plan on a County basis. This is often very necessary to make strategic progress and to reflect the fact that there is very strong economic and social interaction between Leitrim and its surrounding Counties on a daily basis. There is nonetheless an ongoing risk that by being treated as part of larger regions, Leitrim can get subsumed and marginalised.

Leitrim's smaller scale also means its resources are limited and it's therefore vital that as a County it 'punches above its weight'. Civic society in the County needs to be geared up to help with this work.

The tradition of 'leaving Leitrim' has created a substantial Leitrim diaspora that can now be turned to the County's advantage.

Strategically Steering Leitrim



Objective	Target	Action	Enabler	Time
SO 1: Define and 'sell' a clearly-understood Vision for Leitrim based on a 'stand-out identity' for the County	T1: A Leitrim brand that's recognised and understood	A1: Develop and promote an all-inclusive brand for Leitrim	LCC RDP	Short
	T2: A branded identity for each town in the County	A2: Assign at least one attribute of the County's brand to each of its main towns and villages	LCC RDP	Medium
		A3: Promote Ballinamore and Manorhamilton as the core urban drivers of their Municipal Districts	LCC RDP	Medium
SO 2: Secure a regional status for the County town	T3: Carrick-on-Shannon designated as a 'Hub' (or similar) within the National Spatial Strategy (or similar)	A4: Promote Carrick-on-Shannon as an urban centre of regional significance	LCC RDP SCP EI IDA	Ongoing
SO 3: Achieve an ongoing, balanced population growth across the County	T4: A Leitrim population of 35,000+ by 2022 T5: Increased numbers in the County's 15-44 age group	All Actions in the LECP	All partners	Ongoing
SO 4: Increase connectivity with the Leitrim diaspora	T6: Two Leitrim diaspora-related events pa delivered within or outside the County	A5: Develop integrated Leitrim and regional diaspora-focused initiatives across the business, sport, community, cultural and arts sectors	LCC IG LEO LSP RDP USEFE	Ongoing

The 'Leitrim Dash-Board': Strategic Indicators and Targets

A number of indicators and targets have been extracted from the Plan to form a high level 'dash-board' which will show at-a-glance how Leitrim as a County is performing. They are set out below:

Indicator	Baseline	Target
Population	County population of 31,798 in 2011	A County population of over 35,000 by 2022
	38% of population aged 15-44 in 2011	42% aged 15-44 by 2021 (national average was 44% in 2011)
Health and well-being	87% believed their health to be Good or Very Good in 2011	National average (which was 88% in 2011) reached or bettered by 2021
	Anxiety/depression hospital admissions rate of 2.7 per 1,000 people in 2009	National rate (2.3 per 1,000 in 2009) reached or bettered by 2021
	Suicide rate of 14.3 per 100,000 population between 2007 and 2012	A level below the national rate (which was 11.5 per 100,000 between 2007 and 2012) reached by 2021
Community Activity		30 groups engaged in SICAP activity
		10 community festivals continuing for at least three years
	1,000 participants in LSP Women in Sport programmes 2010-14	1,100 participants in LSP Women in Sport programmes 2014-17
	21 Primary Schools and 1,924 participants in Sports Hall Athletics School Competition	20 Schools and 2,500 children participating pa 5 Schools and 150 children participating pa in a new Post-Primary Schools programme
	6 Post-Primary Schools and 684 participants in the Girls Active Programme	5/6 Schools pa and 750 participants over 4 years
	30 Workshops rolling out Ethics/Good Practice for Children's Sports training to 395 club participants	30 Workshops involving 400 participants delivered
	24 Primary Schools, 524 parents and 839 pupils engaged in Ag Sugradh le Cheile programme	Delivered to 550 parents and 850 pupils in new, smaller Schools
	Arts/culture	TBC
Community safety	Recorded violent crime rate of 308 per 100,000 population in 2012	Held at 75% or below of the national rate (which was 404 per 100,000 in 2012)
	Recorded burglary rate of 408	Held at 65% or below of the

	per 100,000 population in 2012-13	national rate (which was 613 per 100,000 in 2012-13)
	Zero road traffic deaths in 2012	Maintain zero road traffic deaths
	Concerns re night-time anti-social behaviour	'Purple Flag' status achieved for Carrick-on-Shannon
Education and training	18% of population in 2011 had not progressed beyond Primary Education level	National average (which was 15% in 2011) reached or exceeded by 2021
	20% of the Over 15 population in 2011 whose education had ceased had attained a Third Level qualification	National average (which was 25% in 2011) reached or exceeded by 2021
Working	Labour Force Participation rate of 60% in 2011	National rate (which was 62% in 2011) equalled or bettered by 2021
	2,989 people on the Live Register in May 2014	Numbers reduced
	8,042 jobs in the County in 2011	1,500 new jobs created by 2021
	350/400 jobs in the sector in 2009	1,000 jobs in the creative sector by 2021
	N/A	20 new businesses headed by women in place by 2021
Tourism	144,000 visitors pa currently	Visitor numbers doubled to 296,000 pa by 2021
Business growth	N/A	10 new food businesses and five new service/manufacturing businesses employing >20 people in place by 2021
Towns and villages	N/A	20 new town/village centre shops in place by 2021
Climate change	1,363 homes improved via Warmer Homes scheme between 2006 and 2014	Energy efficiency of 150 homes improved pa
	???	30% increase in jobs in renewable energy by 2021
	???	Three public buildings heated from renewable sources by 2021
Inclusion	community groups/organisations registered with Leitrim County Council in 2014	Number of groups maintained or increased

An Integrated Approach to Implementation

Whilst the LECP is made up from Economic and Community elements it is essential that analysis, thinking, planning and, sometimes, delivery are shared across the two strands. The Table below shows the strategic connectivity Strategic Economic Development Objectives (SEDOs) and Sustainable Community Objectives (SCOs), i.e. the shaded areas show where there is a particular commonality of purpose between SEDOs and SCOs:

SEDOs	SCOs						
	1	2	3	4	5	6	7
1	Shaded				Shaded	Shaded	
2	Shaded				Shaded	Shaded	
3	Shaded				Shaded	Shaded	
4	Shaded		Shaded			Shaded	
5A	Shaded	Shaded					
5B	Shaded	Shaded			Shaded	Shaded	
5C	Shaded				Shaded	Shaded	Shaded
5D	Shaded		Shaded		Shaded	Shaded	
5E	Shaded	Shaded	Shaded				
6	Shaded					Shaded	Shaded

Implementing the Themes

The key implementers by Theme are likely to be:

Economic Theme	Key Implementers
E1: Leitrim and its Region	LCC, DECLG, DCMNR, Interreg, USEFE, Neighbouring local authorities, IDA, EI, local colleges
E2: Job Creation	LCC, DECLG, DCMNR, Interreg, Town Business Groups, RDP, Leitrim Diaspora, DJEI. DARD, Estate Agents, Dept. of the Taoiseach, The Dock, Leitrim Sports Partnership, Leitrim Age Friendly Alliance, Local Colleges
E3: Business Growth	LCC, DECLG, DCMNR, Interreg, LEO, Third Level Institutions, RDP, SICAP, ESB, Bord na Mona, neighbouring Local Authorities, regional businesses, Dock Arts Centre, Leitrim Sports Partnership, Leitrim Tourism
E4: Towns and Villages	LCC, LEO, LCC, DTST, RDP, Town Business Groups

E5: Sectoral Economic Development	LCC, LEO, LDC, SEAI, Teagasc, Green Economy Business, USEFE, BNM, ESB, EI, An Bord Bia, Food Producers, Food Hub, Failte Ireland, Waterways Ireland, Restaurants, High Level Advisory Group, the HIVE, Schools, Town Business Groups, Leitrim Tourism, Trade, LTGA, Stakeholders etc
E6: Women in Business	LCC, LEO, USEFE, Women in Business in Leitrim, SICAP, RDP

Community Theme	Key Implementers
C1: Living and Well-Being	County Childcare Committee, Disability groups, HSE, Leitrim County Council, Leitrim Development Company, National Learning Network, North Leitrim Men’s Group, North Leitrim Women’s Group, Transport Coordination Unit
C2: Learning and Training	Department of Social Protection, Education and Training Board, Leitrim County Council/LEO, Leitrim Development Company, National Learning Network, Teagasc
C3: Working and Growing	County Childcare Committee, Department of Social Protection, Leitrim County Council/LEO, Leitrim Development Company
C4: Inclusion	Department of Social Protection, Education and Training Board, HSE, Leitrim County Council/Sports Partnership, Leitrim Development Company, PEACE

Implementing the Economic Elements

The Leitrim Economic Plan framework outlined in the section above is at a high level and is intended to act as a broad framework to guide plans for economic development in the County from different sources and agencies as outlined in the Local Government Reform Act, 2014.

An Annual Action Plan will be required to ensure its implementation and this will be developed by the Sectoral Groups established to address each of the sector headings above. The Sectoral Groups will be comprised of the relevant businesses in each sector with an interest in progressing the actions they identified in the focus groups plus a relevant agency person who will lead the development of the Group and organise meetings to ensure the Annual Action Plan is developed, implemented and monitored.

The Annual Action Plan will be developed based on a project management approach using a Work Breakdown Structure which will identify:

- The High Level Deliverables to be achieved

- The tasks required to achieve it
- The resource responsible for completing the task
- The timeframe for the task to be achieved
- The risks and issues impacting on achieving the goals set.

Proofing

A basic Proofing Matrix is put forward which can be used to test the impact of the Plan’s contents. The Matrix reflects core legislative equality requirements and the thrust of Departmental Guidance re the overall LCDC and LCEP planning process.

The Proofing Criteria ... and What They Look At			
Equality	Sustainability	Inclusion	Strategic Fit
The ‘nine grounds’: <ul style="list-style-type: none"> • Gender • Marital Status • Family Status • Sexual Orientation • Religious Belief • Age • Disability • Race • Membership of the Traveller community 	Any negative Social, Economic or Environmental consequences <u>and</u> the value for money achieved	Impacts on target groups and ‘spatial equity’ across the County	Delivery of stated government priorities, contribution to ‘joined-up’ working <u>and</u> avoidance of duplication

LCDC Working Principles

In taking forward its work the Leitrim LCDC will work to these core Principles:

- A shared commitment to the betterment of Leitrim and its people
- Being evidence-based in all that we do
- Being transparent and accountable in our work
- Openness in terms of encouraging and facilitating people across the County to participate in planning and decision-making
- Communicating with people and communities
- Aiming to achieve high quality standards
- Monitoring, reviewing and re-visiting and applying any learning that may emerge

Appendix I

The Contributions of Key Implementers/Enablers

Implementer/Enabler	Contribution to Leitrim
Breifnif Family Resource Centre	<ul style="list-style-type: none"> • Pre-school, crèche, after-school, Mums/Babies and community play • Services/supports for women, older people, lone parents, people with disabilities, residents groups, migrants and people with addictions • Allotment, IT/ICT, shop and composting projects • Youth café
County Childcare Committee	<ul style="list-style-type: none"> • Child-care • Parent/parenting support • Pre-school, Early Years and after-school • Summer schemes
Education and Training Board	<ul style="list-style-type: none"> • Adult education • Grants and scholarships • Second Level education • Vocational training • Youth work
Foroige	<ul style="list-style-type: none"> • Capacity building/personal development • Youth cafes/Clubs, diversion and mentoring
HSE (Health Service Executive)	<ul style="list-style-type: none"> • Child, family and older people's services • Dental services • Disability services • Community/domiciliary services • GPs • Mental health • Primary and secondary care and therapies • Public health and health promotion • Social inclusion
Housing Associations	<ul style="list-style-type: none"> • Provision and management of social housing for rent
Irish Wheelchair Association	<ul style="list-style-type: none"> • Services for people with limited mobility
Joint Policing Committee	<ul style="list-style-type: none"> • Forum to discuss local crime and security issues • Advice to Garda and County Council
Leitrim Age-Friendly Alliance	<ul style="list-style-type: none"> • Inter-agency working to promote older people's health and well-being
Leitrim Association of People with Disabilities	<ul style="list-style-type: none"> • Enhanced home care for Over 65s • Training Courses • Social and support groups • Accessible venue for meetings and events • Personal assistant services
Leitrim County Council	<ul style="list-style-type: none"> • Arts • Civic leadership • Community and Economic development • Fire/emergency • Housing • LEO

	<ul style="list-style-type: none"> • PEACE programme • Planning and building regulations • Policing/safety • Roads • Sports Partnership and play provision • Tourism • Veterinary • Waste management and environment • Water
Leitrim Development Company	<ul style="list-style-type: none"> • Child care • Community development and support, eg Warm Homes • Enterprise support • Jobs Club • Rural development (including LEADER and Social Scheme) • Traveller programmes/supports • Unemployment programmes/supports, egTús • Youth supports
Leitrim PEACE Partnership	<ul style="list-style-type: none"> • Development and delivery of EU PEACE programmes in/beyond Leitrim
Leitrim Sports Partnership	<ul style="list-style-type: none"> • Inter-agency focus on increasing the numbers involved in sport and physical activity
Local Enterprise Office (LEO)	<ul style="list-style-type: none"> • Support, advice, training, mentoring, signposting and information for micro-business (under 10 employees)
MABS (Money Advice and Budgeting Service)	<ul style="list-style-type: none"> • Personal and family financial advice, guidance and mentoring
Mohill Family Resource Centre	<ul style="list-style-type: none"> • Counselling service, separation/bereavement support and Art therapy • Parent/Toddler Groups • Youth Club/Youth Cafe • Spaces for voluntary/community activities • Family support • Outreach
National Learning Network	<ul style="list-style-type: none"> • Work-related skills and training • Employer placements • Social and personal skills development
North Connaught Youth Services	<ul style="list-style-type: none"> • Exchanges • Health/well-being/personal development • Information • Play schemes • Youth diversion and support • (800 Leitrim 7-18 year-olds pa)
North Leitrim Men's Group	<ul style="list-style-type: none"> • Skills development and personal/community supports to single rural men aged 35-65
North Leitrim Women's Centre	<ul style="list-style-type: none"> • Holistic provision of information, education, training, healthcare screening, well-being services and social networking for and by women
Public Participation Network	<ul style="list-style-type: none"> • Community representation and participation in Council's decision-making • Proofing of policies and plans
Rural Development	<ul style="list-style-type: none"> • Knowledge transfer

Programme	<ul style="list-style-type: none"> • Bio-energy • Agricultural modernisation • Traditional farm buildings • Environmental enhancement • Organic farming • Innovation and collaboration <p>Under the LEADER element:</p> <ul style="list-style-type: none"> • Rural Economic Development / Enterprise Development and Job Creation (Rural tourism, enterprise development and rural towns) • Community capacity-building and animation • Rural environment
St Ciaran's , Carrick-on-Shannon	<ul style="list-style-type: none"> • Day care • (Primary) Health services • Pre-school • (All for people with an intellectual disability)
SICAP (Social Inclusion and Community Activation programme 2015 – 2017)	<ul style="list-style-type: none"> • Support/resource disadvantaged communities/target groups to help identify and address social exclusion. • Engage/support educationally disadvantaged individuals/target groups to participate in and progress through life-long learning opportunities • Support long-term unemployed/target groups/unemployed young people to improve work readiness and access employment/self-employment/social entrepreneurship
(Department for) Social Protection	<p>Supports and benefits for:</p> <ul style="list-style-type: none"> • Jobseekers/unemployed • Employers/self-employed • Children and families • Retired and older people • People who are ill, disabled and/or bereaved
Teagasc	<p>Support for science-based innovation in the agri-food sector and broader bio-economy via:</p> <ul style="list-style-type: none"> • Research • Advice • Training and education
Transport Co-Ordination Unit	<ul style="list-style-type: none"> • Provision and coordination of rural community transport

Appendix II:

Sample of Local Authority Partnership Projects

Listed and described below are a number of Local Authority Partnership projects in Economic Development carried out in the past six years under the headings for likely Objectives and Actions as set out in DECLG Guidance, January 2015.

Objective 1: Attracting substantial investment and new enterprise

Action 1.1: Promotion of competitiveness and a favourable business environment, including regulation and efficient public services

Leitrim One Call to Success

The Leitrim – One call to Success initiative provides a single number, email address and website where people who wanted to know more about training, services for people who are recently unemployed or people wishing to set up a new business could see at a glance what was offered by the key providers in Leitrim. This also involved a referral service so that an agency receiving a call which was more appropriate to another agency would refer this and capture the information on a shared enquiries system. As part of this process, costs comparison on key business costs was also prepared giving outline costs on rent/purchase of business premises, hospitality and printing costs etc.

National Campaign on Commercial Rural Renewal Incentive Scheme (CRRS)

Leitrim, as the only county fully included in the CRRS which provided significant additional reliefs for businesses setting up in the County. A specific information sheet with calculations of relief for different businesses was prepared as well as a list of properties with available relief. This was followed up a national radio add campaign and national newspaper and Business and Finance magazine editorials and adds which raised the profile of business premises available.

Action 1.2: Development of strong 'place-related' economic activities

Leitrim – A New Life

In 2007, Leitrim County Council organized a national expo and seminar in Croke Park, Dublin under the branding of Leitrim – A New Life. This involved having 40 plus exhibitors ranging from support agencies to businesses in the County showcasing what the economic and tourism offering was in Leitrim. A strong focus of this initiative was to encourage relocation of people and business from the more heavily congested East coast back to Leitrim through highlighting the opportunities for jobs, investment and quality of life.

Coinciding with this, a national PR campaign was run which included articles in the Irish Times, Irish independent, Irish Examiner, Daily and Sunday Mirror, Metro and

Business and Finance. Which showcased initiatives taking place in Leitrim, businesses successfully operating here and people who had moved to the county for work and family life.

In 2008, 3 DVDs on Leitrim – Quality of Life, Business in Leitrim and an overall dvd on business and quality of life were compiled as well as brochures on the county as a whole and the 6 main towns under the Peace Programme.

Ambassadors' Visit to Leitrim

A total of 14 countries were represented on the Ambassadors Itinerary of Leitrim which was a unique initiative to highlight to ambassadors from a range of countries what was on offer outside of the capital city, with many of the embassies voicing the view that this was the first time they had been invited to an area outside of Dublin. The itinerary included visits to various businesses in different sectors as well as tourist attractions leading to the building up of links between businesses and staff in the embassies to develop trade opportunities and highlight the area as a location for enterprise.

Action 1.3: Attracting substantial investment and new enterprise

Promotion of the County

The Local Authority has been very active in promoting the county through a range of initiatives including:

- National PR campaigns
- National Expo and Seminars
- Link with Leitrim Diaspora through Dublin – Based events
- DVD and brochures.

Diaspora Events

Leitrim County Council formed a partnership with Connect Ireland through the Diaspora group of the Upper Shannon Erne Future Economy Initiative. One of the key actions here was to facilitate the linkage of the four local authorities of Leitrim, cavan, Roscommon and Longford with the four GAA County Committees under the banner of Play Your Part – which involved reaching out to connections of GAA clubs across the region.

Objective 2: Sustaining/expanding existing enterprise

Action 2.1: Using “mainstream” local authority functions to help underpin economic activity generally

Training on Procurement for Local Business

Figures provided by DECLG indicate that local government accounts for €6.3 billion between capital (€1.9 billion) and current (€4.4 billion) expenditure in the economy in 2013. In order to support local business to access public contracts, two procurement seminars have been held in the last 3 years with local business including the most recent one in 2015 through the LEO.

Advice on Planning

The local authority also encourage pre-planning meetings with potential business or existing businesses considering relocation or expansion in order to ensure an efficient planning process. The planning Department has also participated in Training and Education events organized by the Local Authority in conjunction with other local agencies.

Action 2.2: Measures, including those emerging from the report of the Commission for the Economic Development of Rural Areas (CEDRA), to address rural issues

First Point of Contact

One of the recommendations of the CEDRA report is that co-ordination of enterprise support should rest with one service provider. Three years ago Leitrim County Council, in conjunction with the Economic Development Working Group, established the Leitrim – One Call to Success initiative which as detailed earlier provided one point of contact for enterprise support queries. Leitrim County Council has now established the LEO within its main offices so as to allow one central point of contact for all business enquiries from both existing and new business.

LCDC

Leitrim was one of ten pilot areas for the establishment of the Local, Community Development Committees and was one of the first counties to begin the process of public consultation with communities in the formulation of the Local, Economic and Community Plan.

Objective 3: Improving the quality and diversity of employment

Action 3.1: Co-ordinated local support for economic development agencies

Economic Development Group

The Economic Development Working Group of the County Development Board operated as a forum for ensuring strong interaction and collaboration between local economic development agencies and ensured the delivery of a range of projects e.g. the Leitrim Third Level initiative.

Leitrim Third Level

The Leitrim Third Level initiative involved the delivery of various third level courses from colleges such as Athlone IT, NUI Maynooth, IT Blanchardstown, South West College and UCC in the council offices. Support for branding and set up was provided by Enterprise Ireland and on-going marketing support came from the County Enterprise Board and Leitrim County Council. Approximately 400 people studied a range of courses through this initiative from MBA to Diploma in Food Science, Accountancy Technician and Certificate in Front Line Management as well

as more leisure related courses. Surveys were carried out with local employers to identify the type of courses required and this were accessed through collaboration with a range of colleges.

Action 3.2: Identifying and addressing possible risks to local employment

Education and Training Expo

Three Education and Training Expos were organized by Leitrim County Council in conjunction with the ETB (previously VEC) and Dept. of Social Welfare. These events involved offering people who were unemployed, part-time employed or those concerned with the need to upskill to meet with all local education providers and colleges under one roof. In addition to the Expo, seminars ran alongside it covering CV and interview skills, business start-up and motivational speakers as well as stands from support agencies.

Self-Employed Fora

Three Self-Employed Fora were organized to provide a support mechanism to small business who make up a significant portion of employers in lei trim. This included speakers on relevant topics as well as ensuring the presence of various enterprise support agencies and was run with the assistance of the Economic Development Working Group.

Action 3.3: Measures related to labour market activation

Leitrim County council is directly involved in labour market activation programmes including Community Employment Schemes, Gateway and Jobsbridge as well as working with colleges to provide placement opportunities.

Objective 5: Strengthening the economic fabric of smaller towns/villages

Action 5.1: Enhancement of the area's physical, social, environmental, or cultural character and quality

Development of Tourism and Cultural Assets

A range of tourism assets have been developed by Leitrim County Council over the last number of years including car parking and access improvements at Glencar Waterfalls, the development of a multi-purpose recreational facility in Drumshanbo, the development of Farnaght Limekiln, walking and cycling routes.

The development of the Dock Arts Centre was one of the most significant cultural projects in the county for many years and in addition to this, artists' studios have recently been developed in Drumshanbo. Also, through the Arts section of the Local Authority, support has been given to assist in the development of a Community Art Gallery in Ballinamore as well as support for the Sculpture Centre in Manorhamilton

and the Cornmill in Carrigallen – all of which add to the enhancement of the quality of life offering in the county.

The development of the boardwalk and cycling lanes in Carrick on Shannon have added to the local attributes which are of benefit both to the resident and visitor and have increased the profile of the county for people travelling on the main Dublin-Sligo Route.

Playgrounds and Sports facilities

Leitrim has the highest number of playgrounds per capita in Ireland as a result of the direct work of Leitrim County Council in securing funding to ensure the county is best served with such facilities for young families.

In terms of sports facilities, astro-turf pitches have been developed in Mohill and Kinlough as well as provision of lighting for the tennis courts in Carrick on Shannon. One of the most significant sports projects has been the development of Lough Rinn Rowing Centre in Mohill which will be used by rowing clubs across the island of Ireland bring additional revenue into the county.

Action 5.2: Economic development measures within the community/local development programmes

Floral Pride and Entente Florale

The Floral Pride competition was set up to provide an incentive for towns and villages to help improve the appearance of their areas and involved both workshops and prize money for villages and towns. In addition, both Dromod and Carrick on Shannon were national nominees in the prestigious European Entente Florale Competition which involved significant infrastructural works as well as support in preparing for adjudication and marketing their involvement in the competition.

Community Grants

Grants for festivals and events have been provided to various projects in the different towns and villages ranging from music to art to sports related events in order to stimulate local areas to promote their area and encourage tourism.

Objective 6: Community/local development programmes and micro-enterprise support

Action 6.1: Measures to attract national and EU investment in the delivery of the strategy

EU Funding

Leitrim County Council has been heavily involved in sourcing funding from both Interreg and Peace to build on the assets of the county to deliver a more attractive region for investment and quality of life. Many of the projects mentioned earlier have been provided with the assistance of EU funding including: the multi-purpose

recreational facility, Farnaght LimeKiln, promotional DVDs and brochures for economic development as well as artists' studios and walking routes.

Action 6.2: Support for micro-enterprises locally

LEO

The LEO acts as a first point of contact in stimulating micro enterprise activity by providing information and advice, mentoring and financial support.

Business Website

The Leitrim portal site www.leitrim.ie offers an opportunity for businesses to access information on a range of supports as well as details of local amenities, schools etc. It also includes the Leitrim business directory and showcases different businesses operating in the county.

Objective 7: Aspects of relevant national, regional, sub-regional and city/county level plans and strategies

Action 7.1: Support for shifts towards low-carbon and climate resilient economic activity

Refit of local authority housing and energy awareness open days were organized in Mohill through a joint collaboration between the Environment Dept. of Leitrim County Council and the LEO.