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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:
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:
  o Renewable Energy
  o Agriculture and Food
  o Services and Manufacturing
  o Town Centre Development
  o Creative Sector
  o Female Entrepreneurship
  o 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

- **Vision**: A qualitative statement of the broad direction which economic development of Leitrim should take and of the desired destination

- **Goal**: A concrete manifestation of the Vision e.g. 'eliminate involuntary out-migration' or 'provide a job for anyone living in the County'

- **Sustainable Development Objective/SEDO**: A specific action on a thematic/sectoral basis e.g. 'create a certain level of employment' or 'improve employment quality'

- **Target**: A quantified statement of what is to be achieved and when e.g. 'x% increase in employment' or 'x% growth in training'

- **Action**: Quantified/qualitative statement of a specific action to be carried out by a specified date e.g. 'develop an enterprise centre by 2020'
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
- Publicly-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:
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:

<table>
<thead>
<tr>
<th>Europe 2020 Target</th>
<th>LECP Themes:</th>
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<tbody>
<tr>
<td></td>
<td>Economic</td>
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<td></td>
<td>E1</td>
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<tr>
<td>1. 69% of 20-64 year-olds employed</td>
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<td>2. 2% of GDP invested in R&amp;D</td>
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<td>3. Emissions/renewables / energy consumption</td>
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<td>4. Educational performance improved</td>
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<td>5. Reduction in consistent poverty</td>
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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 heritage
- 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 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 LECPs to include a SWOT Analysis. The Leitrim SWOT is compiled on this basis:
The County SWOT 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**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing and diverse population</td>
<td>Small ‘critical mass’ of population</td>
</tr>
<tr>
<td>Robust child/youth population: large cohort of Under 16s</td>
<td>Lower-than-average 15-64 cohort (the economically productive age groups)</td>
</tr>
<tr>
<td>Strong birth rates and strong immigration</td>
<td>Ongoing emigration (especially youth) and out-bound commuting (especially from rural Leitrim)</td>
</tr>
<tr>
<td>Strong entrepreneurial spirit and culture of self-employment</td>
<td>Poorer roads/transport within the County</td>
</tr>
<tr>
<td>Central, strategic location in Ireland and in the North-West</td>
<td>Low density populations making service delivery difficult</td>
</tr>
<tr>
<td>Strong intra-regional flows of people and business</td>
<td>Large proportions of people living alone</td>
</tr>
<tr>
<td>Network of attractive towns and villages</td>
<td>Town and village centres struggling</td>
</tr>
<tr>
<td>Community transport/social car schemes</td>
<td>Poor quality land</td>
</tr>
<tr>
<td>Relatively new housing stock</td>
<td>Low manufacturing/industry base</td>
</tr>
<tr>
<td>Strong community groups/structures</td>
<td>Below national average economic output</td>
</tr>
<tr>
<td>Low levels of crime</td>
<td>High dependency ratios (% of Under 15s and Over 65s)</td>
</tr>
<tr>
<td>Strong attachment-to-place</td>
<td>No Third Level education facility in the County</td>
</tr>
<tr>
<td>Strong sports presence</td>
<td>High rates of mental illness and high suicide/self-harm rates</td>
</tr>
<tr>
<td>Natural beauty and outstanding environment</td>
<td></td>
</tr>
<tr>
<td>‘Broad and deep’ archaeology</td>
<td></td>
</tr>
</tbody>
</table>
- 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
- 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

### Opportunities

- 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

### Threats

- 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

<table>
<thead>
<tr>
<th>Theme</th>
<th>Which is About ...</th>
</tr>
</thead>
</table>
| E1: Leitrim and its Region | • 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 | • Providing the necessary sites and spaces  
• Developing infrastructure  
• Attracting investment  
• Stimulating local, indigenous success  
• Marketing Leitrim |
| E3: Business Growth | • 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 | • 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 | 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 | Supporting women in business  
|                      | Supporting women to enter business  

## Community Themes

<table>
<thead>
<tr>
<th>Theme</th>
<th>Which is About …</th>
</tr>
</thead>
</table>
| C1: Living and Well-Being      | 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      | 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        | 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                  | Maximising the attractiveness of key locations as places to live, visit, work or transact business  

These are then tied together under this overarching LECP Theme

<table>
<thead>
<tr>
<th>Theme</th>
<th>Which is About ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading Leitrim</td>
<td>• Creating and working to a vision for the County</td>
</tr>
<tr>
<td></td>
<td>• ‘Making the Leitrim case’</td>
</tr>
<tr>
<td></td>
<td>• Improving the County’s visibility</td>
</tr>
<tr>
<td></td>
<td>• Securing implementation of the locational or place-specific aspects of relevant</td>
</tr>
<tr>
<td></td>
<td>national, regional and county level planning frameworks and strategies</td>
</tr>
<tr>
<td></td>
<td>• Improving the level and quality of community identity, solidarity and civic</td>
</tr>
<tr>
<td></td>
<td>participation</td>
</tr>
</tbody>
</table>

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)

SCO1:
Maintain Leitrim as a safe and attractive place to live in, work in and to visit

SCO2:
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
<table>
<thead>
<tr>
<th>SEDO 1</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>T1: Increase of 1,500 jobs by 2021 in Leitrim and for Leitrim residents working in the region</td>
<td>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</td>
<td>LCC, DECLG, DCENR, Interreg, USEFE, NLAs</td>
<td>Short - Long</td>
</tr>
<tr>
<td>T2: Top class broadband speed and quality</td>
<td>A2: Detailed survey of regional businesses to identify current gaps and ensure these are addressed by National Broadband Scheme</td>
<td>USEFE</td>
<td>Short - Med</td>
<td></td>
</tr>
<tr>
<td>T3: 3 new international businesses located in Leitrim through Connect Ireland Initiative</td>
<td>A3: Work on regional basis to increase flights to and from Ireland West Airport to reflect the needs of business travellers</td>
<td>LCC, NLAs, IDA, EI</td>
<td>Short - Med</td>
<td></td>
</tr>
<tr>
<td>T4: Strong regional businesses providing employment to Leitrim residents</td>
<td>A4: Progress sectoral work on a regional basis through the Upper Shannon Erne Initiative and other regional initiatives with N. Ireland</td>
<td>USEFE, ICBAN, NLAs</td>
<td>Short - Med</td>
<td></td>
</tr>
<tr>
<td>T5: Develop innovative ways of maintaining the link between college students and their home areas through college placements, R&amp;D placements with local business and other initiatives</td>
<td>A5: Develop innovative ways of maintaining the link between college students and their home areas through college placements, R&amp;D placements with local business and other initiatives</td>
<td>LCC, Local Colleges</td>
<td>Short - Med</td>
<td></td>
</tr>
<tr>
<td>A6: Identify all opportunities for Leitrim and residents of Leitrim to access job creation opportunities whilst living in their chosen part of Leitrim</td>
<td>USEFE</td>
<td>Short - Med</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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, variusly:

- 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

Goal
A County that’s an attractive, innovative location for investment from different sectors

Objective
SEDO 2: Facilitate an environment whereby new sustainable jobs are created across a variety of sectors within the County and region 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
<table>
<thead>
<tr>
<th>SEDO 2</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate an environment whereby new sustainable jobs are created across a variety of sectors with the county and region in new business</td>
<td>T1: Increase of 1,000 jobs by 2021 across new and existing businesses</td>
<td>A1: Promote competitiveness and a favourable business environment, emphasising quality services and infrastructure</td>
<td>LCC, DECLG, DCENR, Interreg</td>
<td>Short - Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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 <a href="http://www.leitrim.ie">www.leitrim.ie</a> that is innovatively marketed and an annual marketing plan</td>
<td>LCC, TBGs, RDP, Leitrim Diaspora</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Harness the potential of the Carrick Campus facility as a top class turnkey solution for a variety of sectors</td>
<td>LCC, IDA, EI, Local Business, Leitrim Diaspora</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Prepare and have ready a “sites development matrix” showing available infrastructure and services on all sites identified for economic development in the County</td>
<td>LCC, DECLG, DCENR, DJE</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Develop and have ready an inventory of all workspaces and properties in the County for enterprises of all types</td>
<td>LEO, Estate Agents, TBGs</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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</td>
<td>LCC, DoT, DAFM, DECLG</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Promote the importance of job creation across all aspects of the work of the Local Authority through</td>
<td>LCC</td>
<td>Short to Med</td>
</tr>
</tbody>
</table>
briefings with elected members and staff on the work of Economic Unit and LEO

<table>
<thead>
<tr>
<th>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</th>
<th>LCC, Dock Arts Centre, LSP, Leitrim Tourism LDC</th>
<th>Short - Long</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>LCC, Age Friendly Alliance, Third Level Research Facilities</td>
<td>Short – Med</td>
</tr>
<tr>
<td>A10: Examine establishing a Start-Up/Angel Investor fund for businesses locating in County Leitrim</td>
<td>LCC</td>
<td>Short - Med</td>
</tr>
</tbody>
</table>
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
<table>
<thead>
<tr>
<th>SEDO 3</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>T1: Increase of 1,000 jobs by 2021 across new and existing business</td>
<td>A1: Promote competitiveness and a favourable business environment, emphasising quality services and infrastructure</td>
<td>LCC, DECLG, DCMNR, Interreg</td>
<td>Short - Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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 <a href="http://www.leitrim.ie">www.leitrim.ie</a> site which is innovatively marketed, social media and on-line marketing</td>
<td>LCC</td>
<td>Short - Med</td>
</tr>
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<td>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</td>
<td>LCC, LEO, TLIs, RDP, SICAP, Community Centres, Solas, DSP, LDC</td>
<td>Short - Med</td>
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<td>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</td>
<td>LCC</td>
<td>Short to Med</td>
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<td>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</td>
<td>LCC, ESB, BnaM, NLAs, regional businesses</td>
<td>Short to Med</td>
</tr>
<tr>
<td></td>
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<td>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</td>
<td>LCC, IT Sligo, AIT, NUIG, South West</td>
<td>Short to Med</td>
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<tr>
<td>and work in the County</td>
<td>College</td>
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<tr>
<td>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</td>
<td>LCC, Dock Arts Centre, LSP, Leitrim Tourism LDC</td>
<td>Short - Long</td>
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</tbody>
</table>
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

Goal
A County of vibrant town and village centers which are attractive to visit and shop in

Objective
SEDO 4:
Strengthen the fabric of our towns and villages by developing strong ‘place-related’ economic activities and supporting community development initiatives to build on an area’s particular strengths

Target
• Creation of 80 new jobs in town centre shops by 2020
• 20 new shops opening in town centres by 2020
• Each town with an active Business Group and a regularly updated web presence
• Each town known for a specific theme and linked to local attractions
<table>
<thead>
<tr>
<th>Targets</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
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</tr>
<tr>
<td>T1. Creation of 80 new jobs in town centre shops by 2020</td>
<td>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</td>
<td>LCC, RDP, TBGs</td>
<td>Short to Med</td>
</tr>
<tr>
<td>T2. 20 new shops opening in town centres by 2020</td>
<td>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</td>
<td>LCC, LEO</td>
<td>Short - Med</td>
</tr>
<tr>
<td>T3. Each town with an active Business Group with regularly updated web presence</td>
<td>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</td>
<td>LCC, DTST, RDP.</td>
<td>Med - Long</td>
</tr>
<tr>
<td>T4. Each town known for a specific theme and linked to local attractions</td>
<td>A4: Identify strategic sites in town centres to enhance their development potential</td>
<td>LCC, LEO</td>
<td>Short - Med</td>
</tr>
<tr>
<td>T5. Each town known for a specific theme and linked to local attractions</td>
<td>A5: Develop a Town Centre Incentive scheme to encourage new business into town centres and to revitalise unused premises</td>
<td>LCC, TBGs</td>
<td>Short - Med</td>
</tr>
<tr>
<td>T6. Each town known for a specific theme and linked to local attractions</td>
<td>A6: Develop a project whereby artists can be based in vacant premises at nominal rent</td>
<td>LCC, TBGs, Local Business</td>
<td>Short to Med</td>
</tr>
<tr>
<td>T7. Each town known for a specific theme and linked to local attractions</td>
<td>A7: Arrange tailored marketing and sales training for town centre businesses</td>
<td>LEO</td>
<td>Short to Med</td>
</tr>
<tr>
<td>T8. Each town known for a specific theme and linked to local attractions</td>
<td>A8: Develop unique signage scheme for towns</td>
<td>LCC, TBGs,</td>
<td>Short -</td>
</tr>
<tr>
<td>Incorporating parking availability and highlighting unique aspects of the town</td>
<td>RDP</td>
<td>Long</td>
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<tr>
<td><strong>A9:</strong> Facilitate the development of an app for the main towns in the County</td>
<td>TBGs, LCC, TLIs, RDP</td>
<td>Short – Med</td>
<td></td>
</tr>
<tr>
<td><strong>A10:</strong> Work with the County town to achieve Purple Flag Status for its evening and nighttime economy</td>
<td>LCC, Town Businesses</td>
<td>Short</td>
<td></td>
</tr>
</tbody>
</table>
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

Goal
An exemplar County for addressing climate change

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

Target
• 3 public buildings using renewable technology for heating by 2020
• An additional 20% of small forests being thinned annually
• 30% increase in people employed in the renewable energy sector in Leitrim by 2020
• Energy supply/infrastructure to meet any inward investment opportunities
<table>
<thead>
<tr>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>T1: 3 public buildings using renewable technology for heating by 2020</td>
<td>A1: Develop a multi-agency group to oversee the development of renewable energy in Leitrim</td>
<td>LCC, LEO, LDC, SEAI, Teagasc, GEBs</td>
</tr>
<tr>
<td>T2: An additional 20% of small forests being thinned annually</td>
<td>A2: Encourage the development and diffusion of innovative energy efficiency models among public as well as private sector employers in the county</td>
<td>LCC, LEO, LDC, SEAI, Teagasc, GEBs</td>
<td>Med-Long</td>
</tr>
<tr>
<td>T3: 30% increase in people employed in the renewable energy sector in Leitrim by 2020</td>
<td>A2: Convert a number of Local Authority buildings as exemplar renewable energy buildings</td>
<td>LCC, SEAI, DECLG</td>
<td>Long</td>
</tr>
<tr>
<td>A3: Support opportunities for enterprise development and expansion of innovative companies involved in developing and supporting eco-construction</td>
<td>A3: Support opportunities for enterprise development and expansion of innovative companies involved in developing and supporting eco-construction</td>
<td>LEO, RDP</td>
<td>Short/Med</td>
</tr>
<tr>
<td>A4: Facilitate greater knowledge sharing on biomass potential through the USEFE initiative</td>
<td>A4: Facilitate greater knowledge sharing on biomass potential through the USEFE initiative</td>
<td>LCC, USEFE, BNM, ESB, GEBs</td>
<td>Short/Med</td>
</tr>
<tr>
<td>A5: Investigate and implement new models of extraction of timber from small forest holdings</td>
<td>A5: Investigate and implement new models of extraction of timber from small forest holdings</td>
<td>LEO, GEBs</td>
<td>Short/Med</td>
</tr>
<tr>
<td>A6: Develop training programmes to meet the needs of the growth in renewable energy</td>
<td>A6: Develop training programmes to meet the needs of the growth in renewable energy</td>
<td>LEO, LDC, SEAI, Teagasc, GEBs</td>
<td>Short/Med</td>
</tr>
<tr>
<td>A7: Educate school children, business and community on benefits of renewable technologies</td>
<td>A7: Educate school children, business and community on benefits of renewable technologies</td>
<td>LEO, LDC, SEAI, Teagasc</td>
<td>Short/Long</td>
</tr>
</tbody>
</table>
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

Goal

A vibrant rural economy driven by value-added agriculture and food

Objective

SEDO 5B: 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

Targets

- 100% increase in numbers employed in the food sector in Leitrim by 2020
- 10 additional food businesses established by 2021
- 20% increase in farmers involved in value-added agriculture by 2021
<table>
<thead>
<tr>
<th>SEDO 5 (B)</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>T1. 100% increase in numbers employed in food sector in county by 2020</td>
<td>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</td>
<td>RDP, Interreg, LEO, LCC, Private sector</td>
<td>Med-Long</td>
</tr>
<tr>
<td></td>
<td>T2: 10 additional food businesses established by 2021</td>
<td>A2: Develop model of mentoring for food producers to assist with issues around transport, equipment, training etc impacting on small food businesses</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T3: 20% increase in farmers involved in value-added agriculture by 2021</td>
<td>A3: Develop a Leitrim/Regional food website to assist with regulations, group marketing etc.</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers</td>
<td>Short-Med</td>
</tr>
<tr>
<td></td>
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<td>A4: Develop further food showcases, marketing and meet the buyer opportunities both within the County and at major national events</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers</td>
<td>Short-Med</td>
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<td>A5: Maximise the potential synergies between tourism and food sector particularly along the Blueway</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers, Failte, WI</td>
<td>Med-Long</td>
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<td>A6: Assist the restaurant trade in promoting the 30k Menu initiative which could be expanded to the USEFE County Towns</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers, Restaurants</td>
<td>Short-Med</td>
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<td></td>
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<td>A7. Engage with Bord Bia through the Food</td>
<td>LEO, Food</td>
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<td></td>
<td>Academy and Boxy Initiative to assist food businesses to grow and develop</td>
<td>Businesses, Bord Bia</td>
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<tr>
<td>A8:</td>
<td>Promote the County as part of the EU Nourish Healthy Regions Initiative</td>
<td>Food Hub, LCC, USEFE, Food Producers, Restaurants</td>
<td>Short - Med</td>
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</tr>
<tr>
<td>A9:</td>
<td>Develop and promote initiatives to support agricultural businesses e.g. Farmer markets, support to meet regulatory requirements, Organic farming</td>
<td>LEO, LCC, RDP, DSW</td>
<td>Short - Med</td>
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<tr>
<td>A10:</td>
<td>Highlight and support potential farm diversification initiatives e.g. added value food, energy etc</td>
<td>LEO, RDP</td>
<td>Med - Long</td>
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<tr>
<td>A11:</td>
<td>Recruit farmers for business development programmes using local farmer leaders</td>
<td>Teagasc</td>
<td>Short - Long</td>
<td></td>
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<tr>
<td>A12:</td>
<td>Maintain role in drainage of River Basin Districts and protection of Water Courses</td>
<td>LCC</td>
<td>Short - Long</td>
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</tbody>
</table>
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.

Goal
A County building on the positivity of existing companies to sell itself as a prime business location.

Objective
SEDO 5C: 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.

Target
- Creation of 200 new jobs in existing businesses by 2021.
- 5 new services and manufacturing businesses employing 20 plus people established by 2021.
- Leitrim known for specific sub-sectors e.g. Business Process Outsourcing, Knowledge Process Outsourcing and Medical Devices.
- Quarterly contact with Diaspora Database across the Globe.
<table>
<thead>
<tr>
<th>SEDO 5 (C)</th>
<th>Targets</th>
<th>Actions</th>
<th>Enabler</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>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</td>
<td>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</td>
<td>LCC, LEO</td>
<td>Short</td>
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<td>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</td>
<td>Short – to Med</td>
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<td>T3: Leitrim known for specific sub-sectors e.g. Business Process Outsourcing, Knowledge Process Outsourcing and Medical Devices</td>
<td>A3: Develop a range of property solutions such as expanded Hive Innovation Centre, North Leitrim</td>
<td>LCC, LEO, EI, IDA, RDP, Intereg</td>
<td>Med - Long</td>
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<td>A4: Encourage ready-to-go space to facilitate potential investment                                                                                                                                         LCC, LEO, EI</td>
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<td>A5. Work with business community in Carrick-on-Shannon and Manorhamilton to increase numbers connected to the MAN                                                                                           LCC, LEO, Town Business Groups</td>
<td>Short - Med</td>
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<td>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</td>
<td>Short - Med</td>
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<td>A8. Develop a shared sales and marketing services for manufacturing and services businesses in Leitrim                                                                                                    LEO, LCC, HIVE</td>
<td>Med - Long</td>
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<td>A9. Develop further the partnerships with                                                                                                                                                                  LCC, USEFE</td>
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</table>
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

| 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 | - Med |
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

Goal
A County with a vibrant creative sector driven by practitioners, activities and opportunities of the highest calibre

Objective
SEDO 5D: 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

Target
- Development of one annual event of international importance
- 1,000 FTE people employed in the creative sector in Leitrim
- Minimum 75% of citizens attending at least one professional arts event each year.
- Minimum of 20 Leitrim creative sector individuals/events which receive national or international notice annually.
<table>
<thead>
<tr>
<th>SEDO 5 (D)</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>T1: Development of one annual event of international importance</td>
<td>A1: Encourage a variety of earning opportunities for creative sector practitioners such as working with schools/community groups and developing collaborations with other sectors</td>
<td>LCC, LEO, Schools, Town Business Groups, DSP</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td>T2: 1,000 FTE people employed in the creative sector in Leitrim</td>
<td>A2: Develop a flexible ad-hoc training platform to meet the needs of a diverse community</td>
<td>LCC, LEO, DSP, SICAP, LDC</td>
<td>Med-Long</td>
</tr>
<tr>
<td></td>
<td>T3: Minimum 75% of citizens attending at least one professional arts event each year.</td>
<td>A3: Create networking opportunities and strategies for information sharing at a local, regional, national and international level</td>
<td>LCC, LEO, USEFE</td>
<td>Long</td>
</tr>
<tr>
<td></td>
<td>T4: Minimum of 20 Leitrim creative sector individuals/events which receive national or international notice annually</td>
<td>A4: Create opportunities for international artists to work in Leitrim</td>
<td>LCC, LEO, RDP</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Develop local, regional, national and international publicity strategies for the creative sector</td>
<td>LCC, LEO, USEFE</td>
<td>Short - Med</td>
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<td></td>
<td></td>
<td>A6: Develop a film festival in Leitrim of national/international appeal to assist in promoting Leitrim as a destination for filming</td>
<td>LEO, Film Businesses</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Ensure the development and promotion of digital content arts/design/creative materials in Leitrim</td>
<td>LEO, LCC</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8: Examine the possibility of developing a</td>
<td>LEO, LCC, EI</td>
<td>Short</td>
</tr>
<tr>
<td>Creative &quot;hive&quot; model in the North of the County</td>
<td>- Long</td>
<td></td>
<td></td>
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<td>-----------------------------------------------</td>
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</tr>
<tr>
<td>A9: Build on the success of the Harnessing Creativity initiative linking businesses and artists</td>
<td>LEO, USEFE</td>
<td>Short - Med</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A10: Promote the availability of investment funds to support the creative sector e.g. WDC, Leitrim Enterprise Fund, Microfinance Ireland</td>
<td>LEO</td>
<td>Short - Med</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

Goal

A County renowned as an authentic, friendly tourist destination.

Objective

SEDO 5E: 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

Target

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

Goal

A County with a vibrant women in business sector which encourages more women to consider business as a career option

Objective

SEDO 6:
Enhance the role played by Leitrim Business Women in the economic development of the County

Target

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

<table>
<thead>
<tr>
<th>Target Groups</th>
<th>Themes Addressing the Target Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Migrants</td>
<td>T1</td>
</tr>
<tr>
<td>Lone parents</td>
<td></td>
</tr>
<tr>
<td>People living alone</td>
<td></td>
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<tr>
<td>Unemployed people</td>
<td></td>
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<tr>
<td>Under-employed people</td>
<td></td>
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<tr>
<td>Women</td>
<td></td>
</tr>
<tr>
<td>Children and young people</td>
<td></td>
</tr>
<tr>
<td>People with disabilities</td>
<td></td>
</tr>
<tr>
<td>People with low educational attainment</td>
<td></td>
</tr>
<tr>
<td>People with literacy/numeracy issues</td>
<td></td>
</tr>
<tr>
<td>Travellers</td>
<td></td>
</tr>
<tr>
<td>Marginalised areas</td>
<td></td>
</tr>
<tr>
<td>Low income farm households</td>
<td></td>
</tr>
</tbody>
</table>
The Community Elements of the Leitrim LECP

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:

![The Main Determinants of Health](image)

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 asserts, 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

Goal
Leitrim, a safe, sustainable, clean and attractive County which values, respects and harnesses its heritage, environment and people

Objectives
SCO 1: Maintain Leitrim as a safe and attractive place to live in, work in and to visit

Target
T1: County-wide coverage by Community Alert/Safety-type schemes
T2: Reported crime levels kept below the national averages
T3: Zero road traffic deaths
T4: 3 community water-based eco-projects in place by 2021
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 1: Maintain Leitrim as a safe and attractive place to live in, work in and to visit</td>
<td>T1: County-wide coverage by Community Alert/Safety-type schemes</td>
<td>A1: Work to ensure ongoing personal and community safety through community alert/safety schemes</td>
<td>JPC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T2: Reported violent crime, burglary and criminal damage levels kept below the national averages</td>
<td>A2: Seek ‘Purple Flag’ status for the County town and share its learning with other Leitrim towns and villages</td>
<td>LCC, Garda, Town Businesses</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T3: Zero road traffic deaths</td>
<td>A3: Develop and support initiatives which maintain and harness Leitrim’s heritage, habitat, environmental, water and air quality, cultural and arts assets</td>
<td>LCC, RDP</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T4: 3 community water-based eco-projects in place by 2021</td>
<td>A4: Promote Leitrim’s unique beauty, habitats, heritage and environment so as to maximise opportunities for learning and enjoyment</td>
<td>LCC, RDP</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
SCO2: Support initiatives to tackle climate change

Goal
Leitrim, a safe, sustainable, clean and attractive County which values, respects and harnesses its heritage, environment and people

Objectives
SCO 2: Support initiatives to tackle and adapt to climate change

Target
T1: Community-benefitting energy projects in place
T2: Leitrim's resilience in the face of climate change is enhanced
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO2: Support initiatives to tackle and adapt to climate change</td>
<td>T1: Community-benefitting energy projects in place</td>
<td>A1: Build on existing successful models re securing local community benefit from alternative energy projects</td>
<td>RDP</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2: Roll out the learning from the ‘Mohill Green Town’ initiative across the County</td>
<td>RDP, SEAI, LCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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</td>
<td>All</td>
<td>Ongoing</td>
</tr>
<tr>
<td>T2: Leitrim’s resilience in the face of climate change is enhanced</td>
<td></td>
<td>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</td>
<td>LCC</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
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.

Goal
Leitrim, a place where good personal lifestyles underpin positive physical and mental health and well-being.

Objectives
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.

Target
T1: Increased participation in sport and physical activity.
T2: People's self-assessed health status matching national averages.
T3: Reduced anxiety and depression admissions to hospital.
T4: New sports and physical activity campus in place.
T5: Multi-use public/community service centres in place.
T6: County-wide coverage by community transport services.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>T1: Increased participation in sport, recreation and physical and social/community activities</td>
<td>A1: Identify locations where additional community facilities and/or increased social interaction and other service provision are needed</td>
<td>SICAP LDC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T2: People's self-assessed health status matching national averages</td>
<td>A2: Develop participation opportunities and support groups to develop facilities for a range of sport, physical, social and recreation opportunities</td>
<td>LSP, RDP, SCG, LDC</td>
<td>Ongoing – Long</td>
</tr>
<tr>
<td></td>
<td>T3: Reduced anxiety and depression admissions to hospital</td>
<td>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</td>
<td>HSE, LCC HAs</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T4: New sports and physical activity campus in place</td>
<td>A4: Support the provision of affordable child care</td>
<td>LCCC LDC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T5: Multi-use public/community service centres in place</td>
<td>A5: Build on existing successful models re promoting positive physical and mental well-being in areas/communities affected by isolation and rurality</td>
<td>HSE, LSP LDC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Develop befriending initiatives to support carers and vulnerable groups</td>
<td>SICAP, LDC, HSE</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Extend outreach provision of health and well-being services</td>
<td>HSE</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8: Build on and expand existing successful models re building local</td>
<td>RDP, SCP LDC</td>
<td>Medium</td>
</tr>
<tr>
<td>T6: County-wide coverage by community transport services</td>
<td>A9: Maintain and develop a range of community transport options, eg direct provision, contracted provision, car-sharing and voluntary driver schemes</td>
<td>TCU</td>
<td>Medium</td>
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<td></td>
<td>A10: Maintain and develop linkages to national transport and car-sharing schemes to access services, particularly health services</td>
<td>TCU</td>
<td>Medium</td>
<td></td>
</tr>
</tbody>
</table>
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

Goal
Leitrim, a County of well-trained, well-educated and well-skilled people who are ready and fit for work and social involvement

Objectives
SCO 4: Create a culture of lifelong learning and continue to improve the County's educational performance levels

Target
T1: Sustainable Demand/Supply balance in place for Early Years Education and Care provision
T2: Increased 'in-County' provision of Third Level courses
T3: Increased provision of ‘development opportunities’ for people
T4: Second and Third Level educational performances exceeding the national averages
T5: Improved literacy and numeracy levels
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 4: Create a culture of lifelong learning and continue to improve the County's educational performance levels</td>
<td>T1: Sustainable Demand/Supply balance in place re Early Years Education and Care provision</td>
<td>A1: Sustain existing provision and meet identified gaps</td>
<td>CCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T2: Increased 'in-County' provision of Third Level courses</td>
<td>A2: Support Third Level Colleges and institutions to deliver significant outreach within Leitrim through the provision of local marketing and facilities</td>
<td>ETB, LEO LCC</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Use existing educational provision/infrastructure to develop and deliver life-long learning</td>
<td>ETB, Teagasc</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Scope an integrated Leitrim Community Education Centre to support the needs of all learners from early school leavers through to Third Level</td>
<td>ETB, RDP LEO</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T3: Increased provision of 'development opportunities’ for people</td>
<td>A5: Implement initiatives which encourage people of all abilities to continue their education and learning past Second Level</td>
<td>ETB SICAP</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Identify gaps in and opportunities for education and learning for people with special needs in Leitrim</td>
<td>ETB, NLN SICAP</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T4: Second and Third Level educational performances exceeding the national averages</td>
<td>A7: Use existing educational provision/infrastructure to develop and deliver life-long learning</td>
<td>ETB, Teagasc</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8: Support initiatives which encourage</td>
<td>ETB</td>
<td>Short</td>
</tr>
<tr>
<td>T5: Improved literacy and numeracy levels</td>
<td>A9: Include literacy and numeracy modules in training as appropriate</td>
<td>ETB, LCC SICAP, RDP PEACE</td>
<td>Short</td>
<td></td>
</tr>
</tbody>
</table>
SCO 5: Support the upskilling of people to meet the needs of existing and growth sectors

Goal
Leitrim, a County of well-trained, well-educated and well-skilled people who are ready and fit for work and social involvement

Objectives
SCO 5: Support the upskilling of people to meet the needs of existing and growth sectors

Target
T1: Appropriately skilled labour pool in place
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>SCO 5: Support the upskilling of people to meet the needs of existing and growth sectors</td>
<td>T6: Appropriately skilled labour pool in place</td>
<td>A1: Support staged build-ups to people’s entry and/or return to work, from whatever position they find themselves in</td>
<td>DSP, SICAP LDC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2: Support training and skills development for existing and growth sectors</td>
<td>LEO, RDP SICAP, LDC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Carry out an annual skills audit with local businesses</td>
<td>LCC, LEO</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Develop innovative ways of linking Second Level students with employers and cultural/sporting organisations</td>
<td>ETB, DE SICAP</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Develop supports for people with disabilities and/or mental health issues</td>
<td>NLN, SICAP, Response NW</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
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:

Goal
Leitrim, a County with a strong, mixed and sustainable economy based on its strengths and entrepreneurial spirit.

Objectives
SCO 6: Improve the job prospects of target groups* and sustain and develop social enterprises** in this role.

Target
T1: Increased Labour Force Participation Rate
T2: Reduced numbers on the Live Register
T3: SMEs created and sustained (VAT registrations)
T4: Social enterprises created and sustained
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 6: Improve the job prospects of target groups and sustain and develop social enterprises in this role</td>
<td>T1: Increased Labour Force Participation Rate</td>
<td>A1: Work at the regional level to increase employment opportunities for people living in Leitrim</td>
<td>LCC, USEFE</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td>T2: Reduced numbers on the Live Register</td>
<td>A2: Participate in USEFE (Upper Shannon Erne Future Economy) to develop sectoral projects in the region</td>
<td>BNM, LCC, USEFE</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Maintain and enhance existing 'start-and-grow' business supports</td>
<td>DSP, LEO, RDP, SICAP, LDC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Build links/networks between businesses, schools, colleges and communities to support job creation</td>
<td>LEO</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Support farm families, small-holders and others to identify and develop income generation options on and off the farm</td>
<td>RDP, LDC, SICAP, Teagasc</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Support job activation initiatives which help ‘job-excluded’ people to return to, enter and/or stay in work</td>
<td>Gateway, TUS, RSS Social Employment</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T3: SMEs created and sustained (VAT registrations)</td>
<td>A3: Maintain and enhance existing 'start-and-grow' business supports</td>
<td>LEO, RDP, SICAP</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T4: Social enterprises created and sustained</td>
<td>A7: Support the development of a wide range of social enterprises to: Sustain and anchor communities Provide and ‘activate for’ jobs</td>
<td>RDP, SICAP</td>
<td>Short</td>
</tr>
</tbody>
</table>
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:
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>T1: Increased capacity within target groups</td>
<td>A1: Support existing structures and networks which address exclusion</td>
<td>RDP, LDC SICAP</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2: Support new capacity-building initiatives</td>
<td>RDP, LDC SICAP LCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T2: Increased community participation in planning and decision-making</td>
<td>A3: Promote, through community development approaches, the participation of all in public and community planning and decision-making processes</td>
<td>LCC SICAP PPN LDC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Develop linkages with neighbouring Counties and agencies to develop projects to enhance communities</td>
<td>RDP USEFE</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>T3: All new buildings and events, programmes and activities 'access-proofed'</td>
<td>A5: Address barriers faced by target groups/communities in accessing social, economic, educational and cultural activities</td>
<td>RDP SICAP LDC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T4: Leitrim PEACE IV programme successfully delivered</td>
<td>A6: Support peace-building initiatives</td>
<td>LPP</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
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

Goal
Leitrim, a County that's recognised, admired and sustainable

Objectives
SO 1: Define and 'sell' a clearly-understood Vision for Leitrim based on a 'stand-out identity' for the County
SO 2: Secure a regional status for the County town
SO 3: Achieve an ongoing, balanced population growth across the County
SO 4: Increase connectivity with the Leitrim diaspora

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

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>County population of 31,798 in 2011</td>
<td>A County population of over 35,000 by 2022</td>
</tr>
<tr>
<td></td>
<td>38% of population aged 15-44 in 2011</td>
<td>42% aged 15-44 by 2021 (national average was 44% in 2011)</td>
</tr>
<tr>
<td>Health and well-being</td>
<td>87% believed their health to be Good or Very Good in 2011</td>
<td>National average (which was 88% in 2011) reached or bettered by 2021</td>
</tr>
<tr>
<td></td>
<td>Anxiety/depression hospital admissions rate of 2.7 per 1,000 people in 2009</td>
<td>National rate (2.3 per 1,000 in 2009) reached or bettered by 2021</td>
</tr>
<tr>
<td></td>
<td>Suicide rate of 14.3 per 100,000 population between 2007 and 2012</td>
<td>A level below the national rate (which was 11.5 per 100,000 between 2007 and 2012) reached by 2021</td>
</tr>
<tr>
<td>Community Activity</td>
<td>30 groups engaged in SICAP activity</td>
<td>10 community festivals continuing for at least three years</td>
</tr>
<tr>
<td></td>
<td>1,000 participants in LSP Women in Sport programmes 2010-14</td>
<td>1,100 participants in LSP Women in Sport programmes 2014-17</td>
</tr>
<tr>
<td></td>
<td>21 Primary Schools and 1,924 participants in Sports Hall Athletics School Competition</td>
<td>20 Schools and 2,500 children participating pa 5 Schools and 150 children participating pa in a new Post-Primary Schools programme</td>
</tr>
<tr>
<td></td>
<td>6 Post-Primary Schools and 684 participants in the Girls Active Programme</td>
<td>5/6 Schools pa and 750 participants over 4 years</td>
</tr>
<tr>
<td></td>
<td>30 Workshops rolling out Ethics/Good Practice for Children’s Sports training to 395 club participants</td>
<td>30 Workshops involving 400 participants delivered</td>
</tr>
<tr>
<td></td>
<td>24 Primary Schools, 524 parents and 839 pupils engaged in Ag Sugradh le Cheile programme</td>
<td>Delivered to 550 parents and 850 pupils in new, smaller Schools</td>
</tr>
<tr>
<td></td>
<td>TBC</td>
<td>TBC</td>
</tr>
<tr>
<td>Community safety</td>
<td>Recorded violent crime rate of 308 per 100,000 population in 2012</td>
<td>Held at 75% or below of the national rate (which was 404 per 100,000 in 2012)</td>
</tr>
<tr>
<td></td>
<td>Recorded burglary rate of 408</td>
<td>Held at 65% or below of the</td>
</tr>
<tr>
<td>Area</td>
<td>Target</td>
<td>Current Status</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Zero road traffic deaths</td>
<td>Maintain zero road traffic deaths</td>
<td></td>
</tr>
<tr>
<td>‘Purple Flag’ status</td>
<td>‘Purple Flag’ status achieved for Carrick-on-Shannon</td>
<td></td>
</tr>
<tr>
<td>Education and training</td>
<td>18% of population in 2011 had not progressed beyond Primary Education level</td>
<td>National average (which was 15% in 2011) reached or exceeded by 2021</td>
</tr>
<tr>
<td></td>
<td>20% of the Over 15 population in 2011 whose education had ceased had attained a Third Level qualification</td>
<td>National average (which was 25% in 2011) reached or exceeded by 2021</td>
</tr>
<tr>
<td>Working</td>
<td>Labour Force Participation rate of 60% in 2011</td>
<td>National rate (which was 62% in 2011) equalled or bettered by 2021</td>
</tr>
<tr>
<td></td>
<td>2,989 people on the Live Register in May 2014</td>
<td>Numbers reduced</td>
</tr>
<tr>
<td></td>
<td>8,042 jobs in the County in 2011</td>
<td>1,500 new jobs created by 2021</td>
</tr>
<tr>
<td></td>
<td>350/400 jobs in the sector in 2009</td>
<td>1,000 jobs in the creative sector by 2021</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>20 new businesses headed by women in place by 2021</td>
</tr>
<tr>
<td>Tourism</td>
<td>144,000 visitors pa currently</td>
<td>Visitor numbers doubled to 296,000 pa by 2021</td>
</tr>
<tr>
<td>Business growth</td>
<td>N/A</td>
<td>10 new food businesses and five new service/manufacturing businesses employing &gt;20 people in place by 2021</td>
</tr>
<tr>
<td>Towns and villages</td>
<td>N/A</td>
<td>20 new town/village centre shops in place by 2021</td>
</tr>
<tr>
<td>Climate change</td>
<td>1,363 homes improved via Warmer Homes scheme between 2006 and 2014</td>
<td>Energy efficiency of 150 homes improved pa</td>
</tr>
<tr>
<td></td>
<td>???</td>
<td>30% increase in jobs in renewable energy by 2021</td>
</tr>
<tr>
<td></td>
<td>???</td>
<td>Three public buildings heated from renewable sources by 2021</td>
</tr>
<tr>
<td>Inclusion</td>
<td>community groups/organisations registered with Leitrim County Council in 2014</td>
<td>Number of groups maintained or increased</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>SEDOs</th>
<th>SCOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5A</td>
<td></td>
</tr>
<tr>
<td>5B</td>
<td></td>
</tr>
<tr>
<td>5C</td>
<td></td>
</tr>
<tr>
<td>5D</td>
<td></td>
</tr>
<tr>
<td>5E</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

Implementing the Themes

The key implementers by Theme are likely to be:

<table>
<thead>
<tr>
<th>Economic Theme</th>
<th>Key Implementers</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1: Leitrim and its Region</td>
<td>LCC, DECLG, DCMNR, Interreg, USEFE, Neighbouring local authorities, IDA, EI, local colleges</td>
</tr>
<tr>
<td>E2: Job Creation</td>
<td>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</td>
</tr>
<tr>
<td>E3: Business Growth</td>
<td>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</td>
</tr>
<tr>
<td>E4: Towns and Villages</td>
<td>LCC, LEO, LCC, DTST, RDP, Town Business Groups</td>
</tr>
</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Community Theme</th>
<th>Key Implementers</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1: Living and Well-Being</td>
<td>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</td>
</tr>
<tr>
<td>C2: Learning and Training</td>
<td>Department of Social Protection, Education and Training Board, Leitrim County Council/LEO, Leitrim Development Company, National Learning Network, Teagasc</td>
</tr>
<tr>
<td>C3: Working and Growing</td>
<td>County Childcare Committee, Department of Social Protection, Leitrim County Council/LEO, Leitrim Development Company</td>
</tr>
<tr>
<td>C4: Inclusion</td>
<td>Department of Social Protection, Education and Training Board, HSE, Leitrim County Council/Sports Partnership, Leitrim Development Company, PEACE</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>The Proofing Criteria ... and What They Look At</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality</td>
</tr>
<tr>
<td>The ‘nine grounds’:</td>
</tr>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>Marital Status</td>
</tr>
<tr>
<td>Family Status</td>
</tr>
<tr>
<td>Sexual Orientation</td>
</tr>
<tr>
<td>Religious Belief</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Disability</td>
</tr>
<tr>
<td>Race</td>
</tr>
<tr>
<td>Membership of the Traveller community</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Implementer/Enabler</th>
<th>Contribution to Leitrim</th>
</tr>
</thead>
</table>
| Breiffni Family Resource Centre             | * 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                  | * Child-care  
* Parent/parenting support  
* Pre-school, Early Years and after-school  
* Summer schemes |
| Education and Training Board                | * Adult education  
* Grants and scholarships  
* Second Level education  
* Vocational training  
* Youth work |
| Foroige                                      | * Capacity building/personal development  
* Youth cafes/Clubs, diversion and mentoring |
| HSE (Health Service Executive)              | * 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                         | * Provision and management of social housing for rent |
| Irish Wheelchair Association                 | * Services for people with limited mobility |
| Joint Policing Committee                     | * Forum to discuss local crime and security issues  
* Advice to Garda and County Council |
| Leitrim Age-Friendly Alliance                | * Inter-agency working to promote older people’s health and well-being |
| Leitrim Association of People with Disabilities | * Enhanced home care for Over 65s  
* Training Courses  
* Social and support groups  
* Accessible venue for meetings and events  
* Personal assistant services |
| Leitrim County Council                       | * Arts  
* Civic leadership  
* Community and Economic development  
* Fire/emergency  
* Housing  
* LEO |
<table>
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<th>Organisation</th>
<th>Services Provided</th>
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| Leitrim Development Company                      | • 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, eg Tús  
• Youth supports |
| Leitrim PEACE Partnership                         | • Development and delivery of EU PEACE programmes in/beyond Leitrim |
| Leitrim Sports Partnership                        | • Inter-agency focus on increasing the numbers involved in sport and physical activity |
| Local Enterprise Office (LEO)                     | • Support, advice, training, mentoring, signposting and information for micro-business (under 10 employees) |
| MABS (Money Advice and Budgeting Service)         | • Personal and family financial advice, guidance and mentoring |
| Mohill Family Resource Centre                     | • 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                         | • Work-related skills and training  
• Employer placements  
• Social and personal skills development |
| North Connaught Youth Services                    | • 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                         | • Skills development and personal/community supports to single rural men aged 35-65 |
| North Leitrim Women’s Centre                      | • Holistic provision of information, education, training, healthcare screening, well-being services and social networking for and by women |
| Public Participation Network                      | • Community representation and participation in Council’s decision-making  
• Proofing of policies and plans |
| Rural Development                                 | • Knowledge transfer |
| Programme | Bio-energy  
|           | Agricultural modernisation  
|           | Traditional farm buildings  
|           | Environmental enhancement  
|           | Organic farming  
|           | Innovation and collaboration  

Under the LEADER element:  
- 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 | Day care  
|                                  | (Primary) Health services  
|                                  | Pre-school  
|                                  | (All for people with an intellectual disability)

|                                                                      | 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 | Supports and benefits for:  
|                                   | Jobseekers/unemployed  
|                                   | Employers/self-employed  
|                                   | Children and families  
|                                   | Retired and older people  
|                                   | People who are ill, disabled and/or bereaved

| Teagasc | Support for science-based innovation in the agri-food sector and broader bio-economy via:  
|         | Research  
|         | Advice  
|         | Training and education

| Transport Co-Ordination Unit | 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 Leitrim. 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, Farnagh 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](http://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.