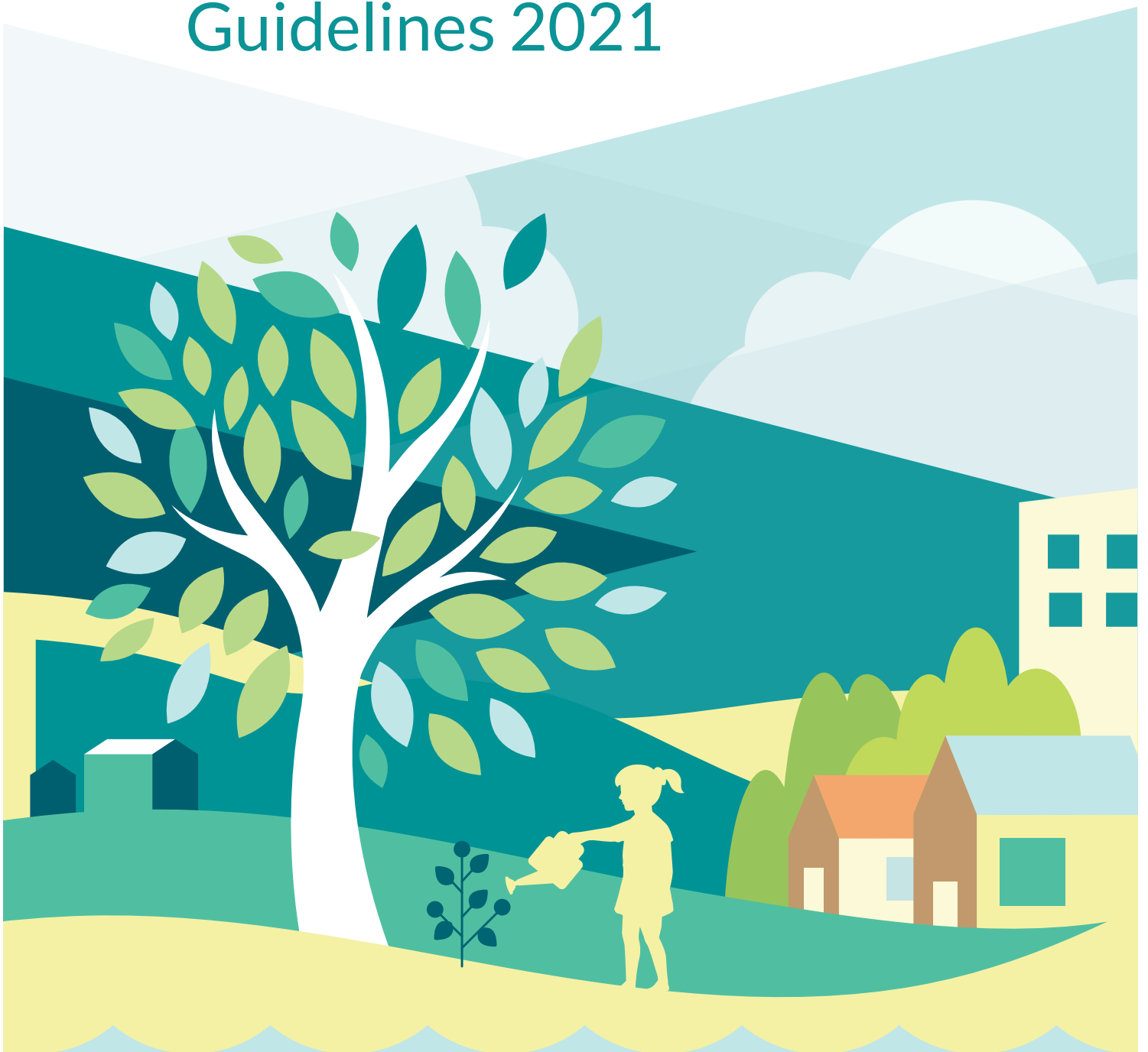




Rialtas na hÉireann
Government of Ireland

Local Economic and Community Plans Guidelines 2021



Prepared by the Department of Rural and Community Development
and the Department of Housing, Local Government and Heritage

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The purpose of the LECF, as provided for in the Local Government Reform Act 2014, is to set out, for a six-year period, the objectives and actions needed to promote and support the economic development and the local and community development of the relevant Local Authority area, both by itself directly and in partnership with other economic and community development stakeholders.



Contents

Acronyms and Glossary of Terms	6
Acronyms	6
Glossary of Terms	8
Foreword	10
Introduction	11
Guidelines	12
Guideline Consultation	12
Aim of the Guidelines	12
New Approach to the LECP process	13
Structure of the Guidelines	14
Overall Context	15
Policy and purpose of the LECP	16
Socio-economic Context	16
Climate Change/Action	16
Sustainable Development Goals (SDGs)	17
Public Sector Equality and Human Rights Duty	18
Section A: Framework LECP Strategic Outline	19
Part 1: General Guidelines for the formulation of Framework (LECPs)	19
Overview	19
An Integrated process	21
LECP Development Stages	21
Stage 1 - Preparation	23
Socio-economic Analysis/Shared Information Base	23
Statement of High-Level Goals	24
Socio-economic Statement	25
Mutually supporting Economic and Community Aspects	25
Stage 2 - Consultation	25
Report on Public Consultation Process	26
Stage 3 - Development of Objectives and Outcomes	26
Linking High-Level Goals to Economic and Community Elements	26
Stage 4 - Finalisation of Framework LECP	26
Stage 5 - Implementation	27
Stage 6 - Monitoring, Evaluation and Review	27

Responsibilities	28
LECP Framework	28
Implementation Plans	28
Advisory Steering Group	28
Structure	29
LECP Framework Role	29
Implementation Plan Role	29
Spatial Planning Dimension	30
Strategic Environmental Assessment (SEA) and Appropriate Assessment and LCDCs	30
Duration of the LECP	31
Part 2: Economic Elements of the LECP	31
Economic Development Role of Local Government	31
Purpose and Nature of the Local Authority Economic Development Role	31
Main Categories of Economic Action	32
Local Authority Economic Development Role in a Regional-Agency Context	35
Other Economic Actors	35
Economic Element of the LECP	36
Content of Economic Elements	36
Sustainable Economic Development Objectives (SEDOs)	36
Actions	37
General Principles to Guide Formulation of the LECP	37
Areas Relevant to the Economic Elements of the Plan	37
Assessment of Sustainable Economic Development Objectives (SEDOs)	39
Part 3: Community Elements of the LECP	40
Role of LCDCs and Local Authorities in Local and Community Development	40
Local Authorities and Local and Community Development	40
Role of the Local Community Development Committees (LCDCs) in Local and Community Development	40
Community Elements of the LECP	41
Nature and purpose of the Community Elements of the LECP	41
Content of Community Element	41
Identifying Sustainable Community Objectives (SCOs)	41
LCDCs and LECPs	44
Consultation	44
Consideration of cross cutting priorities	45

Section B: Implementation Plan Process	46
Introduction	46
Policy and contextual developments	46
General	47
Project Ireland 2040 – National Planning Framework & National Development Plan	47
Regional Spatial and Economic Strategies	47
SICAP	47
Rural Development and LEADER	47
Healthy Ireland/Healthy Cities and Counties	48
Climate Action	48
Relevant National Policies and Strategies	48
Implementation Plans	48
SMART Actions	49
Collaborative Actions	49
Economic Actions	50
Information and Input	51
Implementation	52
Community	52
Collaborative Actions	54
Community Actions	54
Implementation	55
Monitoring Evaluation, and Review	55
Integrated and Ongoing Initiatives	55
Implementation Arrangements	56
Section C: Appendices	57
Appendix 1: Membership of LECP Advisory Group	58
Appendix 2: Illustrative Outline of Framework LECP	59
Appendix 3: Illustrative Outline of Implementation Plan	60
Appendix 4: Illustrative Outline of Socio-economic Statement	61
Appendix 5: Values and Principles	62
Appendix 6: Indicative List of Relevant Policies & Strategies to inform the development of the LECPs	64
Figure 1: Development terms and Definitions	14
Figure 2: Overall National Planning Framework	15
Figure 3: UN Sustainable Development Goals	17
Figure 4: Stakeholder Interaction in LECP process	19
Figure 5: Overall outline of LECP	20
Figure 6: Summary of LECP Development Phases	22
Figure 7: Identifying Sustainable Objectives - Sample Logic Model	43
Figure 8: LECP Process Key Outline	43
Figure 9: Economic Goal Matrix - Sample Outline	49
Figure 10: Community Goal Matrix - Sample Outline	53

Acronyms and Glossary of Terms

Acronyms

AA – Appropriate Assessment	ED – Electoral Division
CARO – Climate Action Regional Office	EIA – Environmental Impact Assessment
CDP – City/County Development Plan	EIS – Environmental Impact Statement
CEP – Community Enhancement Programme	ERDF – European Regional Development Fund
CSO – Central Statistics Office	ESA – Environmentally Sensitive Area
CSR – Corporate Social Responsibility	ESRI – Economic and Social Research Institute
CVS – Community and Voluntary Sector	ETB – Education and Training Board
CYPSC – Children and Young People’s Services Committee	EU – European Union
DECC – Department of the Environment, Climate and Communications	FDI – Foreign Direct Investment
D/Children – Department of Children, Equality, Disability, Integration and Youth	FRC – Family Resource Centre
D/Education – Department of Education	GDPR – General Data Protection Regulation
D/Justice – Department of Justice	GHG – Greenhouse Gas
DETE – Department of Enterprise, Trade and Employment	HI – Healthy Ireland
DHLGH – Department of Housing, Local Government and Heritage	HNDA – Housing Needs Demand Assessment
DSP – Department of Social Protection	HSE – Health Service Executive
DFA – Department of Foreign Affairs	IBEC – Irish Business and Employers Confederation
DPER – Department of Public Expenditure and Reform	ICT – Information and communications technology
DRCD – Department of Rural and Community Development	IDA – Industrial Development Agency
DSP – Department of Social Protection	INTERREG – European Territorial Co-operation European Territorial Cooperation
DTF – Drugs Task Force	IPCC – Intergovernmental Panel on Climate Change
DTIF – Disruptive Technologies Innovation Fund	ISIF – Irish Strategic Investment Fund
	KPI – Key Performance Indicator

LA – Local Authority	RA – Regional Assembly
LAP – Local Area Plan	REP – Regional Enterprise Plan
LCDC – Local Community Development Committee	RRDF – Rural Regeneration and Development Fund
LDC – Local Development Company	RSES – Regional Spatial and Economic Strategy
LDS – Local Development Strategy	SAC – Special Area of Conservation
LEADER – Liaison Entre Actions de Développement de l'Économie Rurale – <i>meaning</i> Links between actions for the development of the rural economy	SBCI – Strategic Banking Corporation of Ireland
LECP – Local Economic and Community Plan	SCO – The Sustainable Community Objective
LEO – Local Enterprise Office	SEA – Strategic Environmental Assessment
MD – Municipal District	SEDO – Sustainable Economic Development Objective
NDP – National Development Plan	SDG – Sustainable Development Goal
NECP – National Energy and Climate Plan	SFI – Science Foundation Ireland
NERP – National Economic Recovery Plan	SICAP – Social Inclusion and Community Activation Programme
NRPP – National Recovery and Resilience Plan	SMART – Specific, Measurable, Attainable, Realistic, and Timely
NHA – Natural Heritage Area	SME – Small-to-Medium Enterprise
NPF – National Planning Framework	SPA – Special Protection Area
NUTS – Nomenclature of Territorial Units for Statistics	SPC – Strategic Policy Committee
NYCI – National Youth Council of Ireland	SWOT – Strengths, Weaknesses, Opportunities, and Threats
OECD – Organisation for Economic Co-operation and Development	TIG – Traveller Interagency Group
OPW – Office of Public Works	UN – United Nations
PPN – Public Participation Network	URDF – Urban Regeneration and Development Fund
PSRF – Pandemic Stabilisation and Recovery Fund	

Glossary of Terms

Appropriate Assessment: (AA) an assessment of the potential adverse effects of a plan or project (in combination with other plans or projects) on Special Areas of Conservation and Special Protection Areas. These sites are protected by National and European Law.

“Bottom-up” approach: This emphasises the participation of the local community in development initiatives so that they can select their own goals and the means of achieving them. It also ensures community ownership, commitment and accountability to the development project as it seeks development from below.

Circular Economy: A model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible, thus extending the life cycle of products.

Climate change: Includes both the global warming driven by human emissions of greenhouse gases, and the resulting large-scale shifts in weather patterns.

Climate Neutral Economy: An economy with net-zero greenhouse gas emissions.

Ecosystem: A community or group of living organisms that live in and interact with each other in a specific environment.

Evaluation: The structured interpretation and giving of meaning to predicted or actual impacts of proposals or results. It looks at original objectives, and at what is either predicted or what was accomplished and how it was accomplished.

Framework plan: A document that provides a methodology for directing change in the community over time. This type of plan is to be differentiated from a traditional comprehensive plan that attempts to address in depth and in detail all of the elements required to govern the long-range growth of the area. While providing a powerful long-term vision, it does not attempt to define each and every policy and detail necessary to achieve that vision.

Implementation Plan: A document that entails the steps required to facilitate the execution and implementation of a plan, idea, model, or policy by presenting clear implementation steps that need to follow.

Indicator: A measurable and quantitative statistic which, when grouped over a time period, shows a trend.

Labour Force: Those at work, looking for first regular job and unemployed.

LEADER Programme: A European Union initiative to support rural development projects initiated at the local level in order to revitalise rural areas and create jobs.

Low Carbon Economy: An economy that causes low levels of (Greenhouse Gas) GHG emissions compared with today’s carbon-intensive economy.

Mitigation: An action that helps to lessen the impacts of a process or development on the receiving environment (most often in association with measures that would seek to reduce negative impacts of a process or development).

Monitoring: The systematic process of collecting, analysing and using information to track a programme’s progress toward reaching its objectives and to guide management decisions. Successful monitoring delivers timely and relevant information that allows you to track progress towards outcomes and make adjustments to implementation arrangements as necessary.

Public Consultation: a regulatory process by which the public’s input on matters affecting them is sought. Its main goals are in improving the efficiency, transparency and public involvement in large-scale projects or laws and policies. It usually involves notification (to publicise the matter to be consulted on), consultation (a two-way flow of information and opinion exchange) as well as participation (involving interest groups in the drafting of policy or legislation).

Public Realm: The external places in our towns and cities that are accessible to all. The everyday spaces that we move through and linger within, the places where we live, work and play.

Reserved Function: A reserved function of a Local Authority is one which can only be performed by the elected members.

Review: A part of the planning process to assess the progress of implementation. They are a 'snapshot' in the life of an initiative and tend to focus on operational issues, effectiveness of governance and project management structures, and may also include policy outcomes. Findings and recommendations from reviews should be used to improve implementation.

Smarter Travel: Short for the Department of Transport's Sustainable Transport policy document 'Smarter Travel, A Sustainable Transport Future 2009 –2020'.

Social entrepreneurship: An approach by individuals, groups, start-up companies or entrepreneurs, in which they develop, fund and implement solutions to social, cultural, or environmental issues. This concept may be applied to a wide range of organisations, which vary in size, aims, and beliefs.

Socio-economic Analysis: A tool to evaluate what costs and benefits an action will create for society by comparing what will happen if this action is implemented as compared to the situation where the action is not implemented.

Social Enterprise: An enterprise that trades for a social/societal purpose, where at least part of its income is earned from its trading activity, is separate from government, and where the surplus is primarily reinvested in the social objective.

Social Inclusion: The process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity.

Social Infrastructure: A subset of the infrastructure sector and typically includes assets that accommodate social services. Examples include schools, universities, hospitals, prisons and community housing.

Spatial Planning: Planning that gives geographical expression to the economic, social, cultural and ecological policies of society. It is at the same time a scientific discipline, an administrative technique and a policy developed as an interdisciplinary and comprehensive approach directed towards balanced regional development and the physical organisation of space according to an overall strategy.

Stakeholder: a person such as an employee, customer, or citizen who is involved with an organisation, society, etc. and therefore has responsibilities towards it and an interest in its success.

Strategic Environmental Assessment: A systematic decision support process, aiming to ensure that environmental and possibly other sustainability aspects are considered effectively in policy, plan and program making.

Sustainable Development: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Foreword

Local Economic and Community Plans (LECP) support the sustainable development of our counties. First described in *Putting People First: Action Plan for Effective Local Government* and then formalised in the Local Government Reform Act 2014, they form the local element of the national development framework and support collaboration to increase the quality of life in our communities. This has never been more important as we look to support a sustainable recovery from the impact of the pandemic.

The primary aim of the LECP is to set out, for a six-year period, the objectives and actions needed to promote and support the economic development and the local and community development of the relevant local authority area, both by the Local Authority directly and in partnership with other economic and community development stakeholders. The LECP is an important way to set out how Government and other stakeholders can work together to ensure that their initiatives, programmes and projects support an improved quality of life for people living and working in the county.

These guidelines form part of the statutory responsibilities assigned to the Minister for Rural and Community Development (DRCD), under the Local Government Reform Act of 2014, to support the development and implementation of the LECP. The Minister for Housing, Local Government and Heritage (DHLGH) is charged with oversight of the Economic Elements of the LECP.

Both Departments have worked together to develop these guidelines in order to enable and support integrated planning for both community and economic elements as envisaged in the legislation.

The development of these guidelines has also been supported by an advisory group that included representation from Local Authorities and Regional Assemblies, as well as the Department of Enterprise, Trade and Employment (DETE). The process also included a broader consultation with input from other Government Departments, Local Authorities, Public Participation Networks (PPNs) and other members of the relevant Local Authority Committees, the Local Community Development Committees (LCDCs) and the Strategic Policy Committees (SPC).

These guidelines are designed to support the development and implementation of effective LECPs for the next six years, enabling Local Authorities and local communities to improve the quality of life in their counties. We encourage all Local Authorities to use the guidelines to develop effective and inclusive LECPs for their areas, ensuring full participation by anyone who wishes to engage with the process.

We look forward to working with all stakeholders to support the development, through the LECPs, of strong integrated local frameworks that will provide the foundation for economic and social recovery and support sustainable development across the country over the next six-year period.



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Introduction

The Local Government Reform Act 2014 provides a stronger and clearer role for local government in economic development and community development.

This is a key element in achieving the vision set out in *Putting People First: Action Programme for Effective Local Government*: that “local government will be the main vehicle of governance and public service at local level, leading economic, social and community development”. For the first time, the legislation required the integration of local economic and community objectives, other relevant cross-sectoral plans and the establishment of new structures such as the Local Community Development Committees (LCDCs) and Public Participation Networks (PPNs). The aim was to facilitate collaboration between partner agencies, business and the community and voluntary sector, to drive synergies and align with regional, national and European policy to leverage funding streams.

All Local Authorities published their first Local Economic and Community Plans in 2016/2017 and the process to develop new LECPs provides the opportunity to reflect on the experiences of all stakeholders in the intervening period. The processes to support the development of a new LECP described in these guidelines should be fully informed by the learning and experiences of all relevant stakeholders through both internal and public consultation to ensure a robust LECP for the next 6-year period.

The purpose of the LECP, as provided for in the Local Government Reform Act 2014, is to set out, for a six-year period, the objectives and actions needed to promote and support the economic development and the local and community development of the relevant Local Authority area, both by itself directly and in partnership with other economic and community development stakeholders. The development of each LECP is informed by the overall vision for Local Government as set out in *Putting People First: Action Programme for Effective Local Government*, the need “to promote the well-being and quality of life of citizens and communities”.

As the framework for the economic development and local/community development of the Local Authority area, the LECP should also be the primary mechanism at local level to bring forward relevant actions arising from national and regional strategies and policies that have a local remit.

One of the main strengths of the structures that support the roles of Local Authorities with regard to local and community development is the collaborative nature of their work. It is important that the LECP provide an enabling framework that supports collaborative working both in the structures that support the LECP and in the interventions that the LECP seek to support. Research looking at the Community Call initiative implemented as part of the national response to COVID 19 provides lessons in this regard. The research indicates that changed working practices in, and between, statutory, community and voluntary organisations delivered improved outcomes and inter-agency structures made a significant difference to the ability to coordinate and deliver rapid responses¹.

the overall
vision for Local
Government,
“to promote the
well-being and
quality of life
of citizens and
communities”

1 Community Call: Learning for the Future, NESC Secretariat Papers, Paper No.22, February 2021, http://files.nesc.ie/nesc_secretariat_papers/No_22_CommunityCall.pdf

Guidelines

These guidelines are designed to support a participative and consultative process to develop a Local Economic and Community Plan that is appropriate for each local area. The development of the guidelines was supported by an experienced advisory group and included a broad consultation process. Details of the membership of the advisory group and the consultation process can be found at Appendix 1.

The guidelines provide an outline of the process to be carried out in order to develop a fully integrated LECP at a local level. The guidelines are issued under section 66B of Local Government Reform Act 2014 and are therefore statutory in nature and provided to support all aspects of the LECP process including ongoing implementation, monitoring and evaluation. While the guidelines provide the basic framework for the LECP, they also recognise that each Local Authority area is different and will require different interventions to support their development. In this context, the guidelines aim to support a more flexible approach to LECP development and implementation.

This will facilitate a more agile and flexible approach to the delivery of initiatives to support the achievement of the High-Level Goals and Sustainable Objectives outlined in the LECP framework.

Guideline Consultation

DRCD and DHLGH established an Advisory Group that included representation from both Departments, Department of Enterprise, Trade and Employment and Local and Regional Government. The role of the advisory group was to support the guideline process and ensure that learning from the previous LECP process informed their development.

Over the past six years, the implementation of the current round of LECPs has identified areas of challenge as well as areas of good practice. This learning informed the development of these guidelines through a significant consultation process. Written submissions were received from Government Departments, Local Authorities, Regional Assemblies, LCDCs and SPCs.

In addition, DRCD and DHLGH hosted 7 focus groups that included input from LCDC Chief Officers, LCDC Chairs, LCDC members including PPN members, SPC members and other relevant economic stakeholders including Enterprise Ireland, IBEC, IDA Ireland, Fáilte Ireland and Chambers Ireland.

This consultation identified a number of areas that could be improved including elements of LECP preparation, implementation and ultimately monitoring and evaluation. Input obtained through the focus group process has been used to inform the development of these guidelines with a view to addressing some of the challenges experienced by those involved in the development and implementation of the LECPs to date.

Aim of the Guidelines

The aim of the guidelines is to provide support to Local Authorities and relevant local partners to help them to develop and implement comprehensive and flexible 6-year plans that will support the sustainable development of their areas over the lifetime of the plan. The plans will form the basis for interventions at a local level that are complementary to and consistent with the RSES, the City and County Development Plans and the relevant national strategies and policies listed in Appendix 6. They envisage an LECP which provides a broader, strategic framework that guides the preparation and delivery of Implementation Plans. This will provide the agility and flexibility required to be in a position to react to emerging needs and opportunities on an ongoing basis.

The guidelines aim to be comprehensive however, Local Authorities and other relevant stakeholders should also be aware of the need to be compliant with the relevant legislation particularly the specific elements of the Local Government Reform Act 2014 and consistent with other national frameworks and strategies as indicated in the relevant appendices to this document.

New Approach to the LECP process

Consultation undertaken as part of the guideline development process indicated the need to ensure that the LECP is more agile and allows for emerging needs on an ongoing basis. In addition, the plan process needs to consider the resources available to deliver on identified actions and ensure that prioritisation of actions is realistic and achievable within available resources. The postponement of the 2021 census and the consequent delay in available up to date data to create a baseline to build the LECP was also identified as a challenge. While there is relevant data available to consider the socio-economic context for the LECP there will be a need to facilitate consideration of the more up to date and comprehensive demographic and other data that is provided by the census when the census data becomes available. This is likely to be in 2023/2024.

It was in this context that the Advisory Group established to support the LECP guideline development process considered that the LECP process should consist of two parts including;

- a) the development of an overall LECP framework detailing the High-Level Goals and Sustainable Community and Economic Objectives as well as consideration of outcomes and high-level indicators for the 6-year LECP period. Consideration of any potential actions should form part of the development of the High-Level Goals and Objectives in the LECP framework but the detailing of prioritised actions as well as specific performance indicators and commitment to their implementation is a function of the implementation plan.
- b) The development of Implementation Plans to detail the inputs, actions and resources required for that implementation plan period as well as relevant specific key performance indicators to facilitate evaluation. The initial LECP Implementation Plan should be presented for approval along with the LECP framework.

This will facilitate a more agile and flexible approach to the delivery of initiatives to support the achievement of the High-Level goals and Sustainable Community Objectives outlined in the LECP framework and will allow newly-emerging programmes and policies to be taken into account in an ongoing way. Figure 1 below gives a general definition of the various relevant elements of the plan process highlighted in the text above.

Figure 1

Development Term	Definition
Goal/High-Level Goal	An idea of the future or a desired result that an individual/group/organisation envision, plan and commit to achieve.
Objective/Sustainable Community Objective	Development objective: Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions.
Action	Specific steps to be taken to support the achievement of a defined goal. Actions should be time bound achievable and measurable.
Outcome	The likely or achieved short-term and medium-term effects of an intervention's outputs.
Input	The financial, human, and material resources used for the development intervention.
Output	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Performance Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

Structure of the Guidelines

The process has two linked phases with the framework LECP and its associated Implementation Plans representing the local economic and community plan process as a whole. The guidelines are designed to support both parts of the process.

Section A supports the development of the **Integrated Framework LECP**, which represents the strategic part of the LECP development process. This will look at the full six-year period and determine through analysis and consultation what the High-Level Goals should be for that particular geographical area. The framework will also include a series of sustainable objectives (both economic and community) to be achieved over the 6-year period through inputs, actions and outputs outlined in the Implementation Plan process.

All actions should be designed to contribute to the achievement of the objectives and ultimately the realisation of the High-Level Goals.

Section B addresses the **implementation plan process**, which is aimed at achieving the objectives of the framework LECP. The implementation plan process will allow for full consideration of the resources available to support the delivery of these initiatives each year. In addition, this approach will also facilitate consideration of updated census data once available with a comprehensive review process required as part of the implementation plan process in 2023/2024. This review will also fulfil the review process required as part of the regulatory framework.

Overall Context

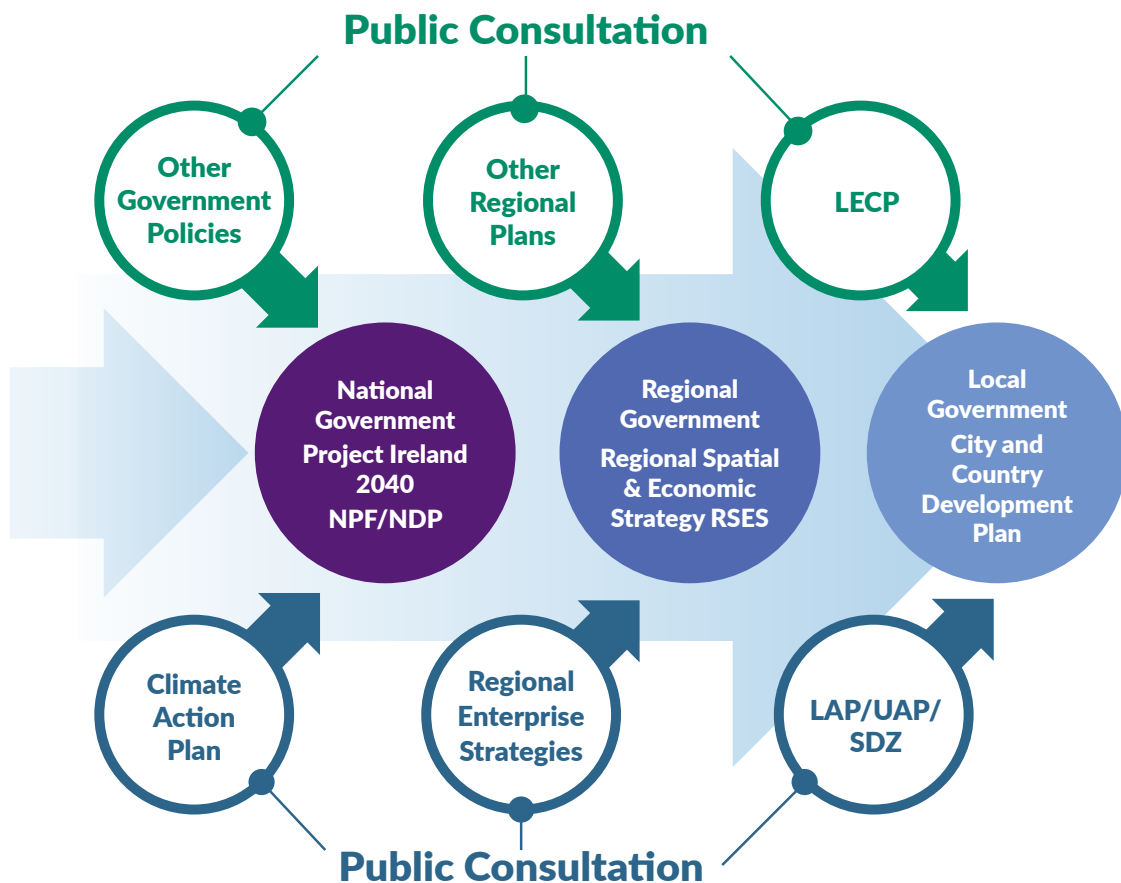
Policy and purpose of the LECP

Putting People First: Action Programme for Effective Local Government envisaged an increased role for Local Government in Economic and Community Development. This was subsequently placed on a statutory footing with amendments to provisions of the Local Government Act 2001 through the Local Government Reform Act of 2014. Responsibilities in these areas were outlined in the Local Government Act 1991 and restated in in Local Government Act 2001 where there are references to the ability of the Local Authorities to undertake measures to promote the interests of the local community including social, economic, environmental, recreational, cultural or community development within the area.

Section 66 of Local Government Act 2001 details the general functions of Local Authorities as it relates to the promotion of interests of local communities. The Local Government Reform Act 2014 inserts section 44, adding to section 66, and detailing the purpose, process and responsibilities for Local Economic and Community Planning with Section 66E outlining the implementation of the Economic Elements of the LECP. In addition, Chapter 2 of the Local Government Reform Act details the role and function of the LCDCs with 128B in that section detailing the LCDC role in the design and implementation of the community elements of the LECP.

These guidelines are positioned within the regulatory context. However, Local Authorities should also be mindful of their responsibilities under all relevant regulatory frameworks including but not limited to those referenced above.

Figure 2



Socio-economic Context

The Local Economic and Community Plan is part of the overall process for national transformation set out in Project Ireland 2040 and which includes the National Planning Framework (NPF) and the National Development Plan (NDP).

The global pandemic and the measures used to control the spread of COVID-19 have affected all aspects of Irish society and will provide significant context for the next round of LECPs from both a social and economic perspective. The Central Statistics Office has been conducting ongoing research and analysis of the social impact of COVID 19 since the onset of the pandemic and the results of the February 2021 research has indicated that that overall life satisfaction score at 5.8 was the lowest since this indicator of wellbeing was first used in 2013.² Almost 6 in 10 (57.8%) reported that their mental health/well-being has been negatively affected by the COVID-19 Pandemic with a significantly higher proportion of those in the 18-34 age group indicating a negative impact.

From an economic perspective, Ireland has moved from being one of the fastest growing economies in Europe with near full employment to a point where an unemployment rate of 22.4% was registered in April 2021.³ The three Regional Assemblies recently published a COVID 19 Regional Economic Analysis to identify which geographical areas in Ireland are more likely to be exposed to economic disruption because of the measures put in place to prevent the spread of COVID 19⁴. The analysis uses a commercial dataset and a COVID 19 exposure ratio that looks at the ratio of commercial units operating in the sectors most likely to be affected as a proportion of overall commercial stock (taken from 2019). The process then assigns a value that assesses the likelihood of exposure to significant economic disruption on regions, counties and cities of Ireland.

The Northern and Western region is determined to have the most exposure followed by the Southern Region and the Eastern and Midlands Region. The data is designed to ensure that “policy makers at local, regional and national level are aware of the most economically impacted areas across Ireland and will therefore be better equipped to ensure supports for industry can reach these businesses”.

Climate Change/Action

The need to address the current climate crisis is one of the defining contexts to be addressed at all levels of government in Ireland. The process to develop a statutory basis for Climate Change intervention including the new Climate Action and Low Carbon Development (Amendment) Bill 2021 and the ongoing implementation of Climate Action Plans is the national framework within which Government is supporting action now to adapt to the worst effects of climate change and secure a safer future for generations to come.

This process will establish a legally binding framework with clear targets and commitments set in law and ensure the necessary structures and processes are created on a statutory basis to ensure Ireland achieves its national, EU and international climate goals and complies with its obligations in the near and long term.

The LECP is a key framework through which climate action interventions can be delivered at this level. The proposals in the Climate Action Bill support a number of work areas that will require consideration as part of the LECP process once it has been enacted. This Bill also supports the development of the national Climate Action Plan, where specific actions for each sector will be defined on an on-going basis. The National Dialogue on Climate Actions (NDCA), which will be launched later in 2021, will create an enduring process of widespread engagement and activation on climate change across all of society in support of the national, regional and local transition objectives and the coordination of climate action. Consideration of the role of the LECP in supporting the delivery of actions in Local and National Climate Action Plan should form part of the LECP with specific actions included in LECP Implementation Plans as appropriate.

2 Central Statistics Office, <https://www.cso.ie/en/releasesandpublications/ep/p-sic19wbg/socialimpactofcovid-19surveyfebruary2021well-being/resultsandanalysis/>

3 Central Statistics Office: <https://www.cso.ie/en/releasesandpublications/er/mue/monthlyunemploymentapril2021/>

4 COVID 19 Regional Economic Analysis, <https://www.southernassembly.ie/uploads/general-files/CV19-Regional-Economic-Analysis.pdf>

The Climate Action Regional Offices (CAROs) are currently conducting research and training/capacity building to support the full consideration of climate change in LECPs. The outputs of these processes will support the inclusion of Climate Actions in forthcoming LECPs. In addition, resources will become available in the coming years through community energy initiatives and the Climate Action Fund to assist projects that will help Ireland achieve its climate and energy targets. Access to this funding will be available to communities and Local Authorities to support Climate Action interventions and Local Authorities should consider this when looking at how climate change considerations impact on economic and community development.

Resources to support the consideration of Climate Change and Climate Action at a local level can be found at the links below;

<https://www.gov.ie/en/organisation/departments-of-the-environment-climate-and-communications/>

www.caro.ie

www.epa.ie

www.seai.ie

Sustainable Development Goals (SDGs)

As specified in article 66B⁵ of the Local Government Reform Act 2014, each LECP will be developed within the context of the principles of sustainable development.

The UN's 2030 Agenda for Sustainable Development is a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice and tackle climate change, by 2030⁶. The SDGs are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet. They recognise that ending poverty must go hand-in-hand with strategies that lead to sustained, sustainable and inclusive economic growth and address a range of social needs, including education, health, social protection and job opportunities, while tackling climate change and environmental protection. The final SDG, Goal 17, calls for strengthened partnerships and collaboration to implement the goals and achieve their targets. The SDGs provide a critical framework for community development as they reflect the social justice, economic justice and environmental justice concerns of community work and community workers and designate the processes of participation, empowerment and collective action required to achieve change.

Figure 3



5 Local Government Reform Act 2014, Section 66B, <http://www.irishstatutebook.ie/eli/2014/act/1/enacted/en/pdf>

6 <https://sdgs.un.org/goals>

The goals are supported by a global indicator framework and a national indicator framework that should be used to inform decisions regarding the choice of KPIs for the LECPs⁷. Please see figure 3 on page 17, which sets out the Sustainable Development Goals (SDGs).

Ireland has made commitments in both the Programme for Government – Our Shared Future 2020 and the Sustainable Development Goals National Implementation Plan 2018 to ensure that the SDGs are fully considered in all Government policies and planning processes and it is within this context that the LECPs should be placed.

Public Sector Equality and Human Rights Duty

The Public Sector Equality and Human Rights Duty ('the Duty') is a statutory obligation for public bodies including Local Authorities. Section 42 of the *Irish Human Rights and Equality Commission Act 2014* requires public bodies, in the performance of their functions, to have regard to the need to eliminate discrimination, promote equality and protect human rights of staff and people availing of their services. Section 42(2) requires public bodies to assess, address and report on progress in relation to equality and human rights in their strategic plan and annual reports in a manner that is accessible to the public.

It is important that Local Authorities and other relevant stakeholders engaged with the LECP process fully consider their responsibilities with regard to Public Sector Duty and ensure that the objectives and actions detailed in the LECP are designed to support these responsibilities where appropriate. Further details on organisational responsibilities in the context of Public Sector Duty can be found at the link below;

<https://www.ihrec.ie/our-work/public-sector-duty/>

The UN's 2030 Agenda for Sustainable Development is a set of **17 Sustainable Development Goals (SDGs)** to end poverty, fight inequality and injustice and tackle climate change, by 2030"

⁷ <https://unstats.un.org/sdgs/indicators/indicators-list/>

Section A: Framework LECP Strategic Outline

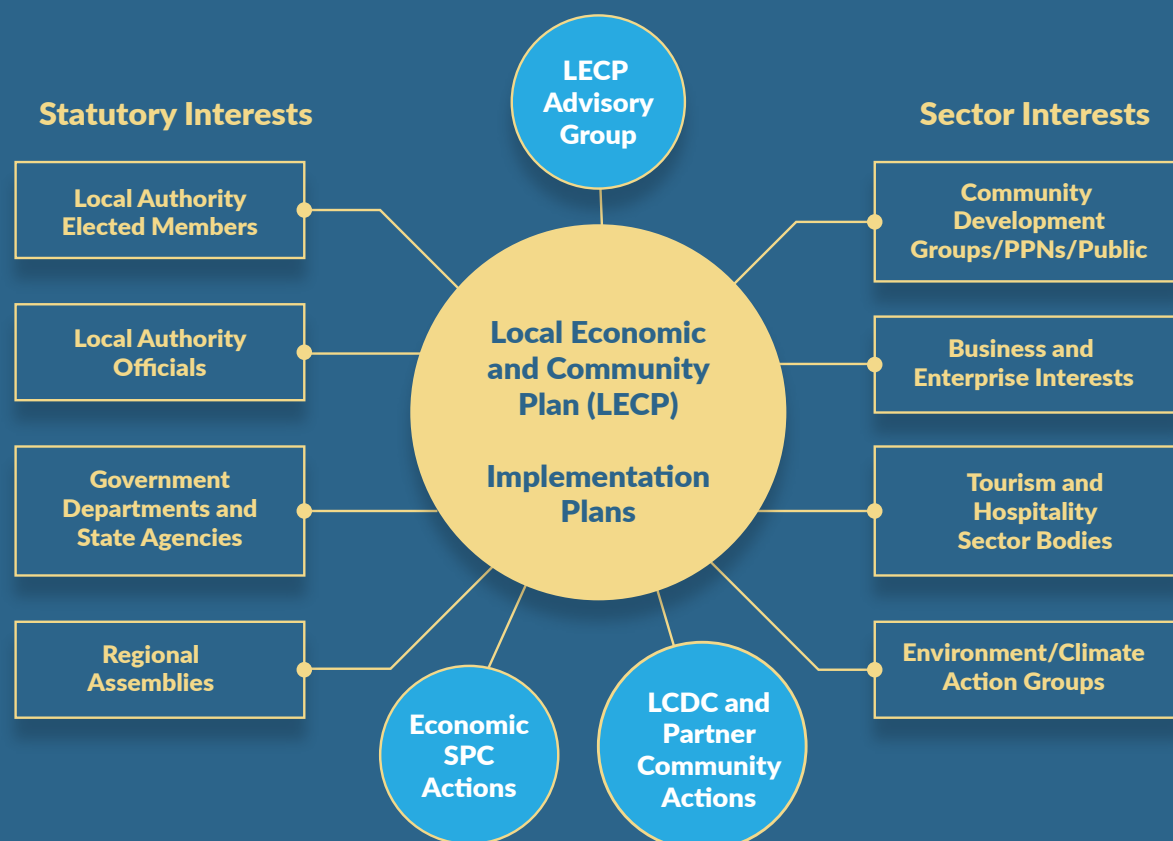
Part 1: General Guidelines for the formulation of Framework LECPs

Overview

The purpose of the LECP, as provided for in the Local Government Act 2001 (as amended by the Local Government Reform Act 2014), is to set out, for a six-year period, the objectives and actions needed to promote and support the economic development and the local and community development of the relevant Local Authority area.

The actions identified are undertaken, both by the Local Authority itself directly and in partnership with other economic and community development stakeholders. The diagram below outlines the interactions between the various stakeholders involved in the preparation, implementation and evaluation of the LECP.

Figure 4



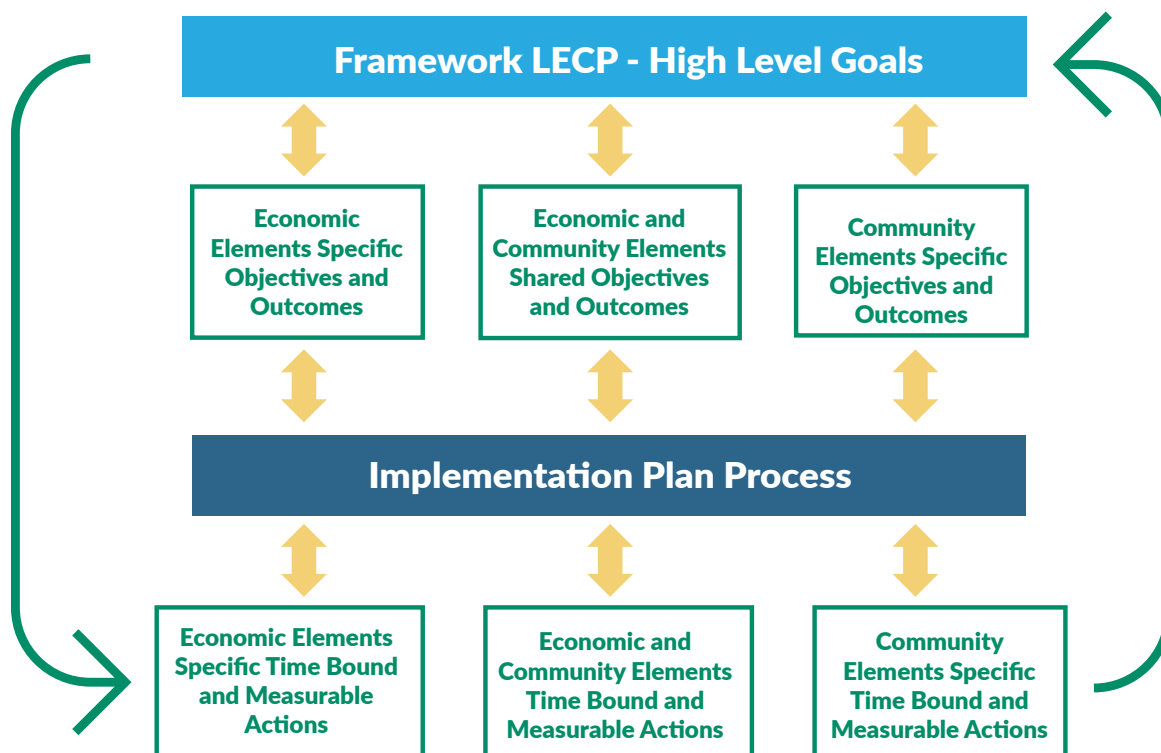
Ongoing collaboration is an important part of all stages of LECP development and is encouraged from the beginning of the process.

The expansion and strengthening of Local Authority functions in economic development and local/ community development provided for in the Act advances the overarching purpose of local government, as highlighted in the *Putting People First: Action Programme for Effective Local Government*, “to promote the well-being and quality of life of citizens and communities”.

As the framework for the economic development and local/community development of the Local Authority area, the LECP will also be the primary mechanism at local level to bring forward relevant actions arising from measures under other statements of Government policy including but not limited to;

- National Recovery and Resilience Plan
- National Economic Recovery Plan
- Our Rural Future - Rural Development Policy 2021-2025
- Healthy Ireland Strategic Plan 2021-2025
- Roadmap for Social Inclusion 2020-2025
- Housing for All: A New Housing Plan for Ireland
- Project Ireland 2040
- Regional Enterprise Plans
- Making Remote Work
- Other relevant policies and strategies are listed in Appendix 6.

Figure 5



An Integrated process

The Act requires that the economic elements of the LECP be developed by the Local Authority/SPC for Economic Development and Enterprise (66B(5)(b)) while the Local Community Development Committees (LCDCs) develop the community elements of the LECP (66B(5)(c)). After completing the process outlined in the Act regarding both Economic and Community elements (66C) an integrated plan will be presented to the Council for approval (66C(4)(a)).

Each LECP must be consistent with the Regional Spatial and Economic Strategy (RSES) and the core strategy and objectives of City/County Development Plan. In addition, the LECP should also have regard to other relevant Government policy initiatives (see Appendix 6).

LECPs will be developed and implemented within an evolving national, regional and local policy context and an Implementation Plan process is suggested to enable the necessary flexibility to accommodate the evolution of policy. Local Authorities, supported by the Department, should endeavour to ensure that all relevant policies are reflected in the development and ongoing implementation and review of the Framework LECP.

The main features of the overall Framework LECP will be a set of **High Levels Goals** for the integrated plan which will be supported by specific **Sustainable Objectives** under the respective economic and community streams. Each objective will in turn consider potential **outcomes and high level indicators** for the 6 year planning period.

Achievement of these outcomes will be supported by an **Implementation Plan process** that will outline the specific, time-bound and measurable **actions** to be delivered in that period based on evidence-based prioritisation and taking into consideration the resources available in that plan period.

It is recognised that certain objectives may arise in both the economic and the community elements. However, the particular actions required to achieve these objectives should be provided for under each of the two streams, with responsibility for oversight of specific actions being assigned either to the Local Authority/SPC or to the LCDC as appropriate

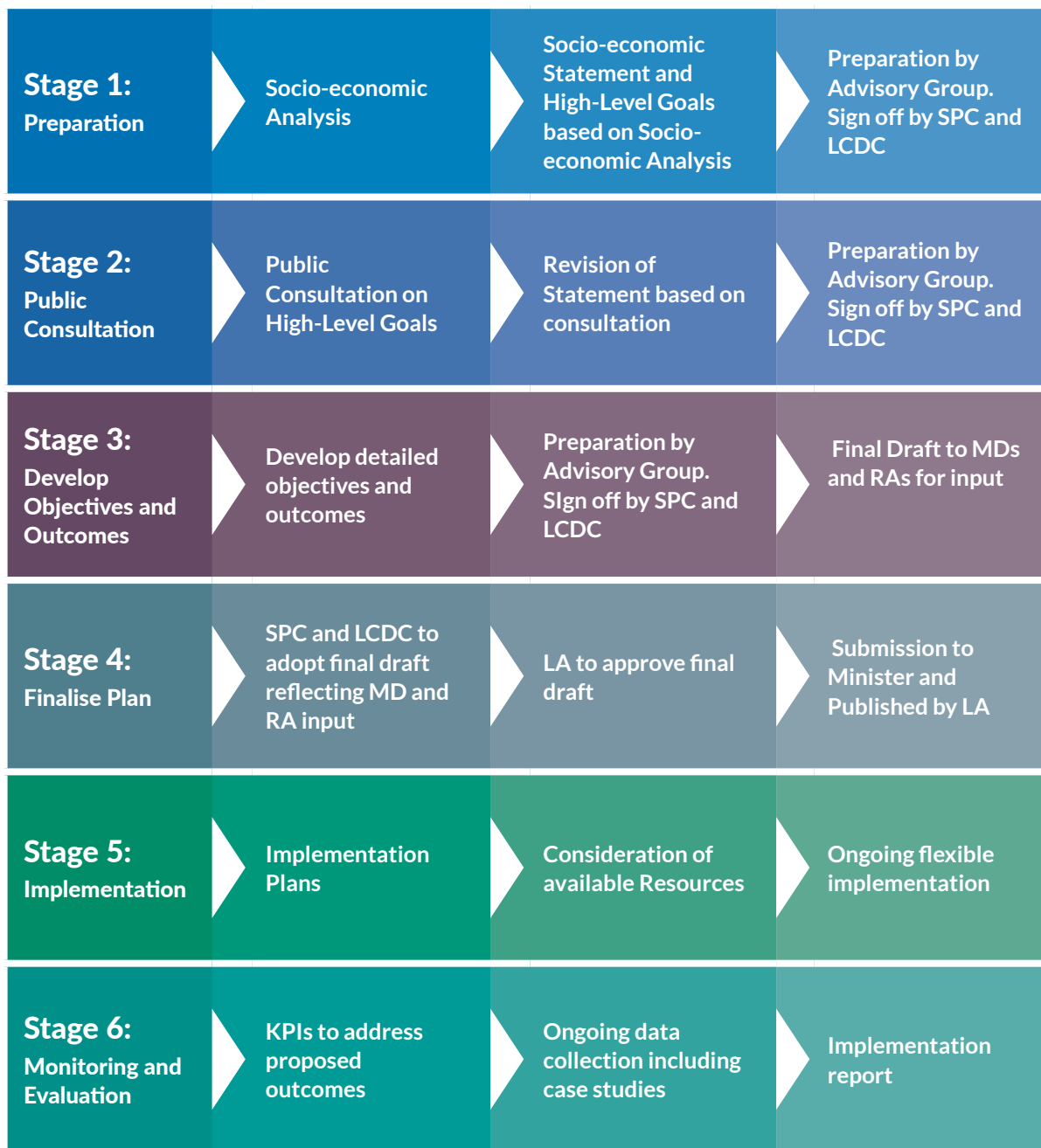
Integration between economic and community elements is primarily likely to arise in relation to the overall process and shared information base, as well as for particular target areas such as jobs, skills and labour market access. Where direct integration is not appropriate, it will be necessary to ensure adequate co-ordination between the two elements and this will be the primary function of the LECP Advisory Group (see section C).

LECP Development Stages

The process for the development of the LECPs will initially consist of four broad phases: preparation, public consultation, development of High-Level Goals, objectives and outcomes, and finalisation of the LECP. This will be followed by a fifth phase for implementation that will include the Implementation Plan process and a sixth stage of monitoring, evaluation and review of the plan.

The approach to the public consultation phase will need to take into account different stakeholder needs across both the economic and community sectors. A flow chart outlining the key steps is provided below. Where a Local Authority has commenced work on the LECP, this should be built on and aligned to the next phase of the LECP development process set out below. Particular note should be taken of the need to establish clear and evidence based objectives and outcomes in Phase 3 (development of objectives and outcomes stage) as these will form the basis for the Implementation Plan process outlined in stage 5. This will, in turn be linked to implementing actions and providing the information for the monitoring and evaluation required in stage 6 (monitoring and evaluation stage). A preliminary (pre-preparation) step is the establishment of an appropriately constituted Advisory Steering Group. (see section on Advisory Steering Group on page 28).

Figure 6



Stage 1 Preparation

As there is a requirement under the legislation to review the LECP at least once within the 6-year LECP timeframe (section 66F(b) Economic, 128B(c) Community) the preparatory phase for the next LECP should include a review of the current LECP. Many Local Authorities may have already reviewed their current LECPs and in this case should use the information obtained from that review process to inform the development of the new LECP. For those that have yet to review the current LECP the required statutory review process will be satisfied through the review process undertaken as part of the preparatory phase for the new LECP.

Socio-economic Analysis/Shared Information Base

The economic and community elements of the LECP should be based on best-available evidence and relevant, comprehensive statistical and other data, and be aware of relevant targets at Regional, National and EU level. A major requirement will be the use of a shared evidence base to inform decision-making by the LCDC and SPC for Economic Development in drafting the Plan. While the approach should be generally “bottom-up”, data input can be based on more centralised research, data mining, and data analysis. Data derived for initial preparation of the LECP should be used also throughout the planning process and for monitoring of implementation and measuring performance.

Up to date, important socio-economic and population data provided by the National Census process will not be available to support the LECP development process in 2021/2022 due to COVID related postponement. However, the CSO continue to provide statistics through the Quarterly National Household Survey and Labour Market Statistics as well as other relevant statistical analysis.

In recognition of the limitations that may result from the lack of up-to-date census data, these guidelines offer suggestions for relevant datasets that should provide the foundation for the framework LECP and the initial Implementation Plan. The following datasets are considered important in the context of socio-economic analysis and the development of socio-economic statements;

RSES Data – Regional Assemblies

The Regional Assemblies developed the RSES using analysis of the 2016 census as well as other relevant data. This data is available to support the development of a socio-economic analysis/statement to underpin the LECP. Local Authorities should engage with the relevant Regional Assembly to support the use of the datasets for the development of the LECP.

Social Inclusion Profiles/SICAP Profiles – Local Authorities/Pobal

Each year Pobal develop Social Inclusion Profiles of SICAP Lot areas. These reports present some county level information, key trends in the context of SICAP data on specific target groups. This information supports local level consultation to determine priorities for SICAP annual planning and could also support better planning in the context of LECPs and Implementation Plans.

Health Atlas Ireland/County Health Profiles

Health Atlas Ireland supports the quest for better health for patients, their families and the population by exploiting the quality assurance, health mapping and research potential of available data. Health Atlas Ireland provides an analytical and display “window” to a range of datasets including: demography; hospital activity; prescribing; mortality; financial; human resource; service location; range of mapping functions. This information is available online and can provide health related data at various geographical levels⁸. In addition the HSE host County Health Profiles that are available online. These profiles are scheduled for revision⁹.

8 <https://www.healthatlasireland.ie/>

9 <https://www.hse.ie/eng/services/list/5/publichealth/publichealthdepts/pub/profiles.html>

ESRI – Housing Analysis

In December 2020 the ESRI were commissioned by the Department of Housing, Local Government and Heritage to support the development of Housing Needs Demand Assessment (HNDA) by Local Authorities. This process requires a range of historical and projected economic and housing related variables as inputs, in order to produce robust and credible estimates of future housing needs. The data used to underpin these housing projections, particularly those that relate to demographic projections may assist Local Authorities specifically in the context of the lack of availability of census data in the LECP preparation phase. Any research undertaken to support the development of Departmental Housing Supply targets could also be informative in this context.

National Wellbeing Framework

Work is currently ongoing on the development of a national wellbeing framework for Ireland to support a broader approach to the determination of wellbeing outside of specific economic indicators such as GDP etc. This will be developed within the context of the current OECD wellbeing framework and will include a distinct set of indicators that will support the measurement and evaluation of interventions in the context of wellbeing. This exercise will be important in the context of key performance indicators that should be considered to support the implementation and evaluation of LECPs at a local level. Work on this is ongoing and will be fully considered when complete. In the meantime the OECD framework should be used to inform both the data choices and when identifying relevant and appropriate performance indicators.

Future Data Considerations

2024 County Level Profiles

In the period between the completion of the LECP guidelines and the publication of the Small Area datasets from the forthcoming census, DRCD/DHLGH, the regional assemblies and Local Authorities will work with relevant stakeholders to provide a more consistent approach to the datasets required to underpin LECP development.

This process will support a centralised process for the analysis of county level information producing county level profiles that will be provided to each Local Authority area to support their LECP review process in 2024. In addition, as part of this exercise and engaging with work that is already underway, a baseline set of appropriate performance indicators will also be identified based on the analysis of this information, consistent with the hierarchy of planning and appropriate to the overall aims of LECPs in particular.

This does not preclude any Local Authority from using whatever datasets they determine to be relevant to their LECP process initially but will provide a baseline set of information and indicators for the review process in 2024 that will provide a more consistent approach to the review and continued implementation of future LECPs.

Statement of High-Level Goals

A High-Level Goal can be viewed as the setting of the general direction of travel for a given development plan, in this case the LECP. The goal will generally not change throughout the plan period and inputs and interventions supported through the lifetime of the plan will be designed to reach the High-Level Goals identified. Goals should be ambitious with their foundations in the analysis of the socio-economic data as well as the consultation processes undertaken as part of the plan development. However, goals should also be achievable and realistic.

Once the socio-economic analysis has been completed and a number of High-Level Goals identified the resulting Statement of High-Level Goals will form the basis of the Public Consultation Process required to develop the LECP. The public consultation process will be used to inform the refinement of the goals and develop objectives and outcomes that will complete the framework LECP and provide the foundation for actions to be determined as part of the Implementation Plan process.

Socio-economic Statement

From the analysis of the evidence-base, a socio-economic statement, with high-level objectives and outcomes for the overall plan, should be prepared. While the formulation and adoption of the LECP involves an extensive body of work and range of processes, it is strongly recommended that this statement should be as succinct as possible. Each objective should be reflected in a small number of outcomes and be situated within the overarching purpose stated in the Action Programme for Effective Local Government of promoting well-being and quality of life. When outlining the objectives and outcomes consideration should be given to the implementation plan process and the scope for achieving the objectives and outcomes within this type of process.

Mutually supporting Economic and Community Aspects

Economic development and local and community development, while distinct functions which involve some different challenges, approaches and skills, are mutually supportive in building sustainable communities with strong local economies. Consequently, the economic and community elements of the LECP will have areas of common interest and action. For example, the Local Authority's investment in place-making activities will be supported by community-based work such as local tidy towns efforts and other local improvement initiatives under the local and community development programmes.

Similarly, strong economic performance helps to build stronger communities and is fundamental to their welfare through greater prosperity, job creation and financial stability. Equally, local and community development interventions can support economic activity from the ground up, while also helping to combat social exclusion and poverty, for example, through targeted interventions to improve education, training and employment opportunities within disadvantaged or marginalised communities. It is important that these "integrated elements" are highlighted in the LECP to ensure a coordinated delivery of actions for both economic and local/community development.

Both the role of the Advisory Group (see section C) and the Implementation Plan Process (see section B) will enable a more coordinated approach to both the design and implementation of the integrated elements of the LECP. As part of the LECP process, we strongly encourage Local Authorities to engage with Chambers of Commerce/Town Teams/Regeneration Committees when identifying potential applications for Government funded schemes, for example Town and Village Renewal, RRDF, ORIS, to ensure there is local buy-in.

Stage 2 Consultation

Consultation is an important part of the development of both the LECP framework and Implementation Plans. Local Authorities should ensure a broad consultation with relevant stakeholders at all levels of development. It is important that the LECP and its Implementation Plans are supporting and enabling other key branches of work of the Local Authorities for example Housing and Planning and Tourism and recreation and that other relevant objectives of stakeholders are informed by the objectives set out in the LECP. The LECP should identify linkages between the objectives set out in other work areas of Local Authorities and other relevant stakeholders and the Sustainable Objectives set out in the LECP and appropriate consultation should enable and facilitate this.

A comprehensive public consultation process should underpin LECP development. Section 66C(2)(i) and section 66C(3)(i) of the Local Government Reform Act require public consultation on both the Economic and Community elements of the plan.

Objective 1 of Sustainable, Inclusive and Empowered Communities a five-year strategy to support the Community and Voluntary sector in Ireland 2019-2024 (C&V Strategy) commits to strengthening participative approaches to the development of public policy and programming. In addition, Objective 9 commits to strengthening the LECP process enhancing community participation in the development and implementation of plans and securing more effective collaboration and partnership working nationally, regionally and locally.

An agreed set of values and principles for collaboration and partnership working at both national and local level were developed to implement Action 1.2 in the strategy.

These should form the basis for all consultation regarding the development of the LECP in each area and are included as Appendix 5 in these guidelines.

The LECP should be developed using a collaborative, consultative and participative approach, affording key stakeholders the opportunity to contribute in a meaningful way. The consultative process should be framed within the values and principles outlined and local communities, organisations, stakeholders and the public in general should have the opportunity to see where their interests, needs and opportunities are reflected in the LECP.

Public Participation Networks are currently engaged in the development of Community Wellbeing Statements. These statements articulate a vision that identifies the issues that members of the PPNs consider important for their community, for now and for future generations. These statements are developed using an open, participative and transparent process and will act as a guiding vision for everything that each PPN does. These vision statements should be used as a framework for engagement with PPNs in each county location in order to support the development of the High-Level Goals and Sustainable Objectives for the LECP. In addition, LECP Implementation Plans should have regard to PPN wellbeing statements to ensure consistency with the vision outlined in these statements.

Report on Public Consultation Process

Section 66C (2)(a) and section 66C (3)(a) (i) require the publication of a report of the public consultation process conducted to support the development of the economic elements and the community elements respectively. It is important that the report reflects a participative process that ensures that any and all members of the public and other relevant stakeholders can contribute to the development of the LECP.

Stage 3 Development of Objectives and Outcomes

Linking High-Level Goals to Economic and Community Elements

The High-Level Goals should be elaborated further within both the economic and the community elements of the LECP, in the form of specific, measurable sustainable Objectives and an outline of the desired outcomes over the six-year period. The delivery of these objectives and ultimate realisation of the outcomes will, in turn, be supported by practical, time-bound Actions as part of the Implementation Plan process (see section B). These Implementation Plans will contribute to the delivery of the objectives considering the relevant context and the resources available within that time period, including funding through various funding streams. Further guidance in relation to the elaboration of objectives and actions is provided in Parts 2 and 3 of these guidelines.

A final draft of the objectives and outcomes will then be presented for observation and consideration by Municipal Districts and Regional Assemblies.

Stage 4 Finalisation of Framework LECP

In line with the legislation, the draft LECP framework should be presented to both the Municipal districts and the Regional Assemblies for consideration of consistency with;

- City and County Development plans
- RSES relevant to the area in question and
- Consistency between the economic and community elements of the LECP.

Any input in this regard should then be reflected in the draft Framework. Once the document reflects input from the MDs and the RAs this final integrated draft of the Framework LECP should be presented to the Local Authority for approval.

In line with the Act any amendments recommended by the Local Authority should relate solely to the requirement for the LECP to be consistent with the Local City or County Development Plan and the RSES (66C(4)(a)(i)(ii)).

Stage 5 Implementation

Once the LECP is finalised the achievement of the objectives and realisation of the outcomes should be supported by an Implementation Plan process. The first Implementation Plan should be developed alongside the Framework LECP.

The implementation planning process should generally involve the following;

- Use of available data to identify and prioritise interventions in line with the High-Level Goals and objectives of the LECP.
- Determination of specific time bound actions under each LECP objective.
- Determination of outputs and indicators to support the ongoing monitoring of the Implementation Plan that also contribute to the realisation of the overall LECP goals and objectives.
- Consideration of the resources available to underpin the implementation of these actions.
- Appropriate participation of the LCDC and SPC in this planning process.

More detail on the Implementation Plans can be found in section B.

Stage 6 Monitoring, Evaluation and Review

The monitoring and ongoing evaluation of the LECP will be facilitated by the inclusion in the framework LECP of a set of outcomes and indicative indicators for both the economic and community elements that are suitable to measure progress towards the achievement of the high-level goals and sustainable objectives. These indicative indicators can be used to

inform specific KPI choices to be included to support the implementation of actions in the Implementation Plans. These will undergo ongoing monitoring based on the prioritisation of actions and the determination of outputs and indicators for each Implementation Plan.

As indicated above under Stage 1 Preparation important data from the National Census process will not be available to support the LECP development process in 2021/2022. A suggested approach to support the development of the new LECP from a data perspective is outlined under Stage 1 above to address this. Also outlined above is an approach to be taken in the period between now and the availability of the census data that will result in the centralised provision of county socio-economic profiles and baseline indicators to support the LECP review process.

SMART¹⁰ Indicators should be developed to support the monitoring, evaluation of the LECP that are appropriate to the High-Level Goals, and Sustainable Objectives detailed in the LECP framework. Mechanisms for the gathering of these indicators should also be included as part of the plan development process and it should not be assumed that available data will satisfy all requirements in this regard. In order to support comprehensive evaluation of LECP interventions the development of case studies should also form part of the monitoring process for the LECPs. To support a consistent approach to these case studies the case study template used for the Social Inclusion and Community Activation Programme (SICAP) programme should be used as an appropriate template to use for LECP case studies.

A final review and support for the development of the subsequent round of LECPs will be informed by both the quantitative and qualitative data collected as part of the Implementation Plan and ongoing monitoring process.

10 See section B on Actions for explanation

Responsibilities

LECP Framework

Responsibilities under the Local Government Reform Act 2014 in relation to the process for formulation of the LECP include the following:-

- the making of the overall Plan is a reserved function of the elected members of the Local Authority;
- preparation of the economic elements of the LECP is the responsibility of the Local Authority (generally SPC);
- preparation of the community elements of the LECP is the responsibility of the LCDC;
- consultation with the Regional Assembly is required to ensure the consistency of the LECP with the RSES and adoption of a statement on the draft of both elements of the Plan by the assembly; and
- consultation with the Municipal District members is required to ensure consistency between the economic and community elements and consistency with the core strategy and objectives of the statutory Development Plan, and adoption of a statement on the draft of both elements of the LECP by the Municipal District members is a reserved function.

In preparing the LECP, Local Authorities should also engage with the relevant economic actors and consultative groups with a view to ensuring coherence in the regional context generally, having regard to the RSES and other relevant policy frameworks such as the Regional Enterprise Plans. The role of the Advisory Steering Group will be critical in managing communications between relevant stakeholders.

Implementation Plans

The development of an Implementation Plan should be supported by engagement with the appropriate structures at a local level including the LCDC, the relevant SPC and the Advisory Steering group (see below). The Implementation Plan should be a multi-agency plan and should include actions by a wide range of service providers relevant to the High-Level Goals and objectives identified. This is outlined in more detail below. As previously indicated, it should fully consider the resources available to all relevant bodies and detail the actions to be implemented in that period to support the achievement of the High-Level Goals and Sustainable Objectives detailed in the LECP framework.

Advisory Steering Group

Under section 66C of the Local Government Reform Act each Local Authority is required to have regard to the need to integrate the economic and community elements of the LECP. In order to ensure that the preparation of the economic and community elements of the LECP are co-ordinated, and duplication (both in terms of effort and engagement with stakeholders) is avoided, it is recommended that each Local Authority establish an Advisory Steering Group to assist in the preparation, drafting, adoption, implementation and monitoring of the LECP.

The Advisory Steering Group will focus on practical arrangements for the smooth preparation of an integrated Plan, from determining its scope through to final adoption. In addition, the group should have a role in supporting the Implementation Plan process to ensure that these plans are integrated and in line with the High-Level Goals and Sustainable Objectives outlined in the framework LECP.

Size, membership and work methodologies should reflect these roles, recognising also that the Local Authority and LCDC have statutory duties in this regard. In undertaking this work, the Advisory Steering Group may also seek inputs from other sources, referred to in Part 2 of this guidance and other bodies and agencies involved in the delivery of the Implementation Plan actions.

Once the LECP has been made and published, it will be the role of the Advisory Steering Group to advise and assist on its implementation and monitoring arrangements through the Implementation Plan process. It will be a matter for the relevant Local Authorities to determine the appropriate relationship between the Advisory Steering/Coordination Group and any pre-existing coordination arrangements such as non-statutory area-based strategic planning groups and economic forums.

Structure

The Advisory Steering Group should include:-

- at least one member of the LCDC;
- at least one member of the SPC for Economic Development and Enterprise;
- the Chief Officer (or a nominee) of the LCDC;
- the Director of Service supporting the SPC for Economic Development and Enterprise, or a nominee; and
- subject to avoiding unwieldy size, any person that both the SPC for Economic Development and Enterprise and LCDC consider likely to make a significant contribution. This may include senior personnel from relevant public and private sector organisations, individuals with entrepreneurial expertise, expertise that can practically consider potential synergies between economic and community elements, third level institutions, members of the relevant Regional Enterprise Plan Steering Committee or other relevant interests.

The Advisory Steering Group should reflect the balance of public/private interests required as part of the decision-making processes and full consideration should be given to the representation of the private sector (including community and voluntary sector) on the Advisory Steering Group.

LECP Framework Role

The specific role of the Advisory Steering Group will be to advise and assist on:-

- the development of the socio-economic statement setting out the High-Level Goals for the area;
- the arrangement and management of an inclusive consultation process for the development of the economic elements and the community elements of the framework LECP based on the High-Level Goals in the socio-economic statement, and the additional consultations identified for the community element;
- the particular areas of activity to be covered respectively by the economic elements and the community elements of the LECP, as well as areas of complementary and co-ordinated activity, taking account of the need to reduce duplication and unnecessary overlap and to maximise the use of available resources;
- the integration of both the economic and community elements into a single, coherent Framework LECP;
- ensuring that, there is clarity as to where responsibility rests for leading/ coordinating for each action detailed in the Implementation Plan;
- ensuring the LECP is consistent with the relevant statutory City/County Development Plan; and
- ensuring the LECP is consistent with any Regional Spatial and Economic Strategy (RSES) or, as appropriate, National Planning Framework or other national policy, that may apply.

Implementation Plan Role

The specific role and functions of the Advisory Steering Group in the context of the development of the Implementation Plans will be to advise and assist on:-

- engagement with the LCDC, SPC and other relevant agencies and organisations on an ongoing basis;
- the actions to be included in the Implementation Plan;

- ensuring an integrated approach to the implementation of both economic and community actions outlined in the implementation plans; and
- ensuring clarity as to where responsibility rests for leading/coordinating on actions.

Spatial Planning Dimension

The LECP is an important tool to support the implementation of national and regional policy on economic development and local/community development and this is specified in the legislation. The LECP should be complementary to the City/ County Development Plans that set important statutory frameworks in relation to, for example, appropriate locations for new development such as business parks, retail development and industry. The LECP needs to be consistent with the spatial policies of the Development Plan and not present alternate or competing proposals that would lead to inconsistency.

The review role of Regional Assemblies and Municipal Districts under the Local Government Reform Act 2014 (and planning acts) is important in this regard. An important part of the rationale for the enhanced local government role in economic development is to forge a stronger link between spatial planning and economic development. This includes the need to ensure that the planning development role is focussed strongly on pro-actively supporting and promoting economic activity rather than being excessively regulatory in emphasis or concentrated primarily on physical infrastructure rather than on a broad range of development considerations. Ensuring consistency between the LECP and CDP and RSES will assist in this regard.

Strategic Environmental Assessment (SEA) and Appropriate Assessment and LECPs

Strategic Environmental Assessment (SEA) is a systematic process for evaluating the environmental implications of proposed policies, plans or programmes. The process provides for the examination of cumulative effects and facilitates addressing these effects at the earliest possible stage of decision making alongside economic and social considerations. The objectives of SEA are to provide for a high level of protection of the environment and to promote sustainable development. Information and supporting documentation on responsibilities around SEAs can be found on the website of the Environmental Protection Agency at the link below;
<http://www.epa.ie/monitoringassessment/assessment/sea/resources/>

The aim of the **European Habitats Directive** (Council Directive 92/43/EEC on the conservation of wild habitats and of wild fauna and flora) is to create a network of protected wildlife sites in Europe, maintained at a favourable conservation status. Article 6 of the Habitats Directive provides a strict assessment procedure for any plan or project not directly connected with or necessary to the management of a designated European site, but which has the potential to have implications for the site in view of the site's conservation objectives. Information on requirements with regards to Appropriate Assessments in the context of Article 6 can be found on the website of the National Parks and Wildlife Services at the link below;
<https://www.npws.ie/protected-sites/guidance-appropriate-assessment-planning-authorities>

It is the responsibility of the Local Authority preparing the LECP to take account of the SEA Directive and Article 6 of the Habitats Directive and ensure compliance as appropriate.

Duration of the LECP

Most Local Authorities published their first LECPs in 2016/2017 and will see the end of that 6-year period in 2022/2023. The second iteration of the LECP should be completed by 2023 and in line with the requirements of the legislation, cover a six-year period. A review at least once during this six-year period is required as part of the legislative process. However many Local Authorities were unable to conduct formal reviews of the first LECPs for a variety of reasons.

In this context, the preparation phase of the development of the second LECP will include a review of current LECPs and this will be considered a formal review process for the purposes of the legislation. The review and development of the new LECP will provide an opportunity to ensure consistency between the LECP and their respective city and county development plans and the RSEs and will also provide an opportunity to review, amend and re-prioritise the High-Level Goals and specific objectives, where this is considered appropriate.

Part 2: Economic Elements of the LECP

Economic Development Role of Local Government

Purpose and Nature of the Local Authority Economic Development Role

Formulation of the Economic Elements of the LECP is part of the wider economic role of local government. Local Government has a significant impact on the overall economy reflected in its €6.96 billion (between capital and current) expenditure in 2018. It exerts a major influence on the local economy as provider, enabler, procurer or regulator in a wide range of matters such as infrastructure, sustainable development, and local services. Local Authorities directly sustain approximately 30,000 jobs and promote local economic development in various ways.

These include through their physical planning remit to make towns and counties more attractive places to live, work and invest, and their capacity to directly invest in roads, water, recreation, enterprise, tourism, heritage and cultural assets and to provide support to others wishing to make such investments. They also promote and support economic investment in their areas through engagement with those considering the establishment of enterprises and often co-ordinate the efforts of other agencies in this activity. They are also responsible for co-ordinating the response to economic setbacks, as was seen during the Covid-19 Pandemic, where they played a central role in supporting our economy through the pandemic. This role will increase as we continue to live with Covid-19 and indeed prepare for economic recovery post pandemic and is reflected in the [National Economic Recovery Plan](#) which sets out the priorities and objectives for Ireland's medium-term economic recovery.

It should be noted that that success in the area of economic development contributes to the sustainability of the rates base as a source of income for Local Authorities. Commercial rates account for c €1.6bn per annum or 1/3 of all Local Authority revenue income and up to 50% in major urban Local Authorities.

A non-exhaustive list of matters arising in the promotion of economic development is provided in section 66B (2) of the Local Government Act 2001 as inserted by the Local Government Reform Act 2014, section 44.

Main Categories of Economic Action

The main features of role in promoting and supporting economic development may be summarised under 6 main Economic Action Areas as follows:

Economic Action Area 1:

Formulating the economic development plan and advising on the economic components of the community elements of the LECP:

Input to the Plan should be obtained from a wide a range of economic development stakeholders, including business leaders, development agencies, sectoral bodies, higher education institutions and other key influencers of economic development. Engagement with the relevant Regional Assemblies and Regional Enterprise Plan Steering Committee is considered critical in this regard and to ensure that the LECP takes full account of regional considerations.

Economic Action Area 2:

Promoting economic development through general Local Authority powers and functions:

While certain Local Authority functions have a very specific economic character, the economic development role needs to be approached from the perspective that all local government activity contributes to this overarching goal. In addition, the impact of Local Authority functions on local and regional competitiveness is significant, particularly in relation to local housing markets, and also in terms of investment in and management of key infrastructure including roads, and direct impact on the cost of doing business in an area.

Economic Action Area 2 involves embedding and prioritising economic development in all relevant Local Authority functions (for example, planning, infrastructure, environment, amenity, etc.) and focusing these functions on that objective, without compromising statutory duties e.g. of a regulatory nature. This approach should also be reflected in the Local Authority's corporate plan. By performing its mainstream functions in an efficient and business oriented manner with core services delivered efficiently and that the administrative process associated with regulatory functions is minimised Local Authorities can significantly and positively impact the competitiveness of the area. Other important issues include maximising the economic impact and effectiveness of Local Authority expenditure (e.g. in Local Authority housing) providing a strategic overview for future development, considering not only publically owned land-banks but also opportunities for private sector development.

The Local Authority role in housing and related planning and infrastructural functions, are crucially relevant to the overall economy, both in supporting competitiveness and maintaining balance and sustainable development in the housing market, is critical to avoid cyclical economic instability. In particular, Local Authorities have a key role in ensuring an appropriate supply of housing relative to demand is provided, whether through public or private sector development, in the right locations, of the right type, and at affordable price.

The Urban (URDF) and Rural (RRDF) Regeneration Funds were established in support of more compact and sustainable development, through the regeneration and rejuvenation of Ireland's cities, towns and villages, in line with the objectives of the National Planning Framework and National Development Plan. This is to enable a greater proportion of residential and mixed-use development to be delivered within the existing built-up footprints of our cities and towns and to ensure that more parts of our urban areas can become attractive and vibrant places in which people choose to live and work, as well as to invest and to visit.

Economic Action Area 3:

Operation of the LEOs:

Local Enterprise Offices (LEOs) are a core instrument of local enterprise support and development for SMEs and micro-enterprises with a focus on providing financial supports, mentoring, networking support, business and entrepreneurial advice, business training and information, and advice on Local Authority supports or activities that affect enterprise including, rates, procurement or planning.

The LEOs really came to the fore during COVID in terms of providing non-financial supports to a range of sectors, including the retail sector, particularly in terms of getting businesses trading online. LECPs can encourage greater engagement between various sectors and the LEOs.

Economic Action Area 4:

Economic components of the local/ community development role:

In addition to the LEOs, which are working closely with other national and local players to provide a customer driven service to develop entrepreneurial and job creation ideas without displacing existing business or jobs, action in this area should include:-

- the 164 Community Enterprise Centres which provide essential incubator space for new businesses, facilitate and provide business development programmes and training courses, as well as collaborating with other community enterprise initiatives;
- workforce development through improved educational opportunities and other local community activation measures, in particular for disadvantaged groups within the community;
- place-making activities and local improvement measures such as support for tidy towns efforts, protection and enhancement of the physical fabric of places and heritage/ historical resources, and other measures to improve the local environment, particularly with a view to realising economic potential, for example in relation to tourism; and
- enhanced coordination between community development and economic development arising from a closer alignment of local and community development programmes with Local Authority functions.

The last three actions in this area also form part of the community element of the LECP and relate directly to programmes and priorities that will be overseen and managed by LCDCs. It will be necessary, accordingly, to ensure integration across both elements of the Plan for these aspects. It should be noted that most of the actions relating to these areas will lie outside the remit of the Local Authority and a range of other actors will need to contribute to the achievement of goal and objectives in these areas.

Engagement with local actors such as Chambers of Commerce/Town Teams/Regeneration Committees when identifying potential applications for Government funded schemes such as Town and Village Renewal, RRDF, ORIS, will ensure local buy-in.

Economic Action Area 5:

Jobs & Labour Market Activation:

Local authorities need to take account of Pathways to Work 2021-2025, the Government's national employment services strategy, which focuses on helping people back into employment, training and education, thereby minimising the long-term effects of the pandemic on the labour force for those whose jobs are permanently lost.

The plan sets out a pathway for an inclusive and regionally balanced recovery, to help people get back to work, be that a return to their old jobs or to avail of new job opportunities that will emerge as the economy transitions.

It is critical that the potential for enterprise growth and job creation is facilitated. Nine Regional Enterprise Plan Steering Committees have been established that offer a bottom-up perspective on regional needs and opportunities and they will continue to drive collaborative responses through nine refreshed Regional Enterprise Plans (REPs) to 2024. The Department of Enterprise, Trade and Employment's Regional Enterprise Plans are focused on strengthening the ecosystem for job creation in the regions and in so doing will support the realisation of annual enterprise agency and LEO jobs and investment targets.

It is important to note that actions in these areas also are likely to lie primarily outside the functions of the Local Authority and other agencies need to be actively involved in this area.

Economic Action Area 6:

Further specific economic development action in line with regional priorities:

This involves proactive measures specifically designed to promote economic activity, beyond the mainstream Local Authority functions referred to in Economic Action Area 2. In contrast to the other action areas which are largely within the remit of individual Local Authorities, many of the actions in this area need to be pursued primarily in a regional context and should be strongly informed by the work of the Regional Enterprise Plan Steering Committee, particularly to identify matters that should be pursued on a regional or inter-authority basis rather than by authorities individually. Particular features of this action area are likely to include:-

- The Economic Strategy as set out in the Regional Spatial and Economic Strategy (RSES);
- Engaging with key business leaders and organisations in the area and region to identify the greatest potential for economic development and how the Local Authority can contribute to its achievement, especially through the Regional Enterprise Plan Steering Committee. In addition, Local Authorities, through this forum, should focus efforts on promoting and supporting the competitiveness of their area and wider region;
- Working closely with key economic development agencies such as the Department of Enterprise, Trade and Employment, Enterprise Ireland, IDA Ireland, and Fáilte Ireland, to ensure a coherent and coordinated approach to economic development, adding value to their efforts by virtue of the Local Authority's particular capacity, expertise, knowledge and standing. Particular focus should be on economic activities or sectors that are strongly "place related" or related to functions or services for which the Local Authority is responsible. It should be noted that the development of the new Regional Enterprise Plans to 2024 which are expected to be launched in Q3 2021 will be critical in this regard;
- Identifying factors related particularly to the area that can contribute to economic development, including particular advantages, strengths, capacities, opportunities, potential synergies, linkages, and other factors favourable to increasing enterprise, investment, and economic activity, and the development of associated place branding and marketing initiatives to exploit these advantages. This function will be strongly informed by the information and analysis outlined in Part 1 of these guidelines;
- Working in tandem with wider economic initiatives, including programmes such as the URDF Urban Regeneration Development Fund, Rural Regeneration Development Fund, the Regional Enterprise Development Fund, the SFI Research Centres Programme, the Strategic Banking Corporation of Ireland (SBCI), the Irish Strategic Investment Fund (ISIF) and a sub-portfolio of ISIF to be known as the Pandemic Stabilisation and Recovery Fund (PSRF), to identify how Local Authorities, particularly in a regional context, can best support and capitalise on such initiatives in their economic development role;
- Promoting integrated urban development, particularly in larger urban centres, including the mobilisation of efforts to secure substantial new enterprises, whether through attracting foreign direct investment or expansion of indigenous enterprises, which can yield a significant quantum of high-quality, sustainable employment, geared towards current and evolving markets, with capacity for growth and where possible, spin-off economic activity;
- Engaging proactively with third level institutions and other education service providers and research institutions and other education service providers and research institutes to develop the local workforce and to meet the identified needs of business sectors; and
- Working with telecommunication providers to support and facilitate the sustainable development of high-quality digital connectivity infrastructure in order to provide for balanced digital connectivity that improves economic competitiveness over time.

New developments should provide open access connectivity arrangements directly to individual premises to enable service provider competition and consumer choice in line with the requirements of the European Electronic Communications Code (2018). Council capital projects, including public realm improvements (where appropriate), should require the provision of telecoms / digital connectivity infrastructure to future-proof capital investment in digital connectivity infrastructure in line with the EU Broadband Cost Reduction Directive Regulation (2020).

Finally, while our Cities, towns and villages have shown remarkable resilience through recent crises, they require specific policy supports to ensure that they continue to function as viable, vibrant and attractive locations for people to live and work, to raise families, to act as the service, cultural and recreational hub for the surrounding areas, and to facilitate social and community interaction. In this context, the Programme for Government (PFG) committed to the development of a Town Centre First (TCF) policy, which when developed on a National Framework basis, will be central and compliment the objectives of the LECPs.

Local Authority Economic Development Role in a Regional and Inter-Agency Context

Local Authorities cannot effectively perform their economic development function in isolation from each other and it is important that Local Authorities take into account regional factors in preparing the LECP, especially in relation to Economic Action Area 6. In particular, regional co-ordination is essential to avoid wasteful duplication, negative competition or unrealistic “wish lists”. It is also important, particularly in pursuing Economic Action Areas 2 and 6, to replicate, adapt, or extend existing good practice and measures which have proved beneficial to economic development in other areas. Collaboration with other Local Authorities, Regional Assemblies and agencies including co-operation with local authorities on a north/south cross border basis, where appropriate is important in these Economic Action Areas. It is likely also that the necessary commitment of relevant agencies to economic development objectives will require engagement at regional level, including in relation to any proposed targets.

The economic elements of LECPs must be formulated in accordance with a regional framework set out in the Regional Spatial and Economic Strategy (RSES) and the ambitions and priorities of Enterprise Ireland’s Strategic Framework. Local Authorities should liaise with their Regional Assemblies and Enterprise Ireland, in order to agree the broad features of their economic strategy and objectives at NUTS3 level.

The Director of Services for Economic Development will provide leadership in promoting economic development, ensuring that economic development objectives are considered in all Local Authority services and policies, and, critically, engage with all stakeholders, especially in the private sector, to inform Local Authority plans and strategies for economic development. Other staff assigned to the economic development function should have relevant knowledge/skills, with provision for continuing professional development in this dynamic area. Local Authorities can also avail of some economic expertise through the regional assemblies. A review of the corporate plan should provide a suitable opportunity to address any organisational or other measures needed to perform effectively economic development functions.

Other Economic Actors

- While the Local Authority has a key role in promoting economic development within its area and in coordinating the economic elements of the LECP, it is important to note that there are many other key actors who have roles in contributing to local economic development and whose own strategies and plans should include actions addressing the key economic priorities of the LECP. These economic actors should, therefore, be involved in the preparation of the economic elements of the LECP and should be actively involved in the preparation of the Implementation Plans. Amongst the principal bodies which will have a role in local economic development are the following, though this list is not necessarily exhaustive and different bodies will have different levels of impact in the various Local Authority areas.
- Enterprise Ireland
- IDA Ireland
- Údarás na Gaeltachta

- The Western Development Commission
- Fáilte Ireland
- Local Development Companies
- Higher Education Institutes and, in particular, the Technological Universities which have a specific regional development remit
- Education and Training Boards
- Teagasc

Given the focus on climate change actions in the LECP and in all policy, it is also worth considering the role of a local energy agency if such is in existence. Other bodies may be of relevance also in particular Local Authority areas.

In the preparation of the LECP and the Implementation Plans, it is important that these agencies are committed to identifying and implementation actions directed at the Goals and Objectives of the LECP. Their direct involvement in their development is likely to be fundamental to that commitment being obtained.

Economic Element of the LECP

Content of Economic Elements

The economic elements of the LECP will guide and support the economic development role of the Local Authority within the wider regional context referred to above. The core drivers of the economic elements will be:-

- **Objectives** - Sustainable Economic Development Objectives (SEDOs);
- **Actions** - required to achieve the objectives identified, covering the full range of Economic Action Areas identified at paragraph 3 – the Main Categories of Economic Action.

Sustainable Economic Development Objectives (SEDOs)

The LECP should set out a finite set of key objectives which need to be prioritised to make a significant contribution to achieving required overall economic development outcomes. The SEDOs need to be specific, measurable and have an associated timeframe and the LECP should specify relevant outcomes in respect of each objective and appropriate metrics for measuring those outcomes. The following is an indicative “menu” of the types of objectives, in very general terms, which are likely to warrant inclusion, subject to being adapted or extended

as appropriate, and made more specific, having regard to local circumstances and priorities and wider regional considerations:-

- Attracting substantial investment and new enterprise with significant employment, income and growth potential;
- Sustaining/expanding existing enterprise, particularly in sectors having significant growth potential in international markets;
- Improving the quality and diversity of employment in the area;
- Identifying mechanisms for providing hubs for remote workers in accordance with an agreed strategy and encourage existing hubs to join the national hub network connectedhubs.ie;
- Support the use of existing assets such as lighting, traffic poles, street furniture for the deployment of telecoms equipment;
- Encourage the sharing and co-location of digital connectivity infrastructure (including small cells, access points, communications masts and antennae);
- Economic transformation/regeneration of urban centres affected by economic decline;
- Strengthening the economic fabric of smaller towns/villages and their capacity to advance rural economic regeneration;
- Economic development objectives in the local/community development programmes and the micro-enterprise support function;
- Economic objectives in relevant national, regional, sub-regional and city/county level plans and strategies;
- Mitigating the climate-change impact of enterprises and commercial activity;
- Developing the green economy including a circular economy; and
- Developing a workforce with the skills necessary to sustain and be in demand in the emerging economy.

It should also be noted that Section 15 of the Local Government Rates and Other Matters Act 2019, enables Local Authorities to create a rates waiver scheme (waiving all or a portion of rates) to support policy objectives in specific plans, one of which is their LECP. Commencement of this and other sections of the Local Government Rates and Other Matters Act 2019 is expected in 2021 with prescribed regulations following in 2022.

Once commenced, this provision will offer Local Authorities a key measure to support specific objectives within their LECP to promote community, social and economic development.

Actions

The specific actions and practical measures by which the Sustainable Economic Development Objectives (SEDOs) are to be achieved, identified in conjunction with the Regional Spatial and Economic Strategy (RSES) and the Regional Enterprise Plans (REPs), and relevant economic development agencies, should be set out in the LECP Implementation Plans Timeframes. Other relevant metrics (performance indicators and progress milestones) should also be detailed to enable monitoring of progress towards achievement of the SEDOs, should also be specified. While it is for each Local Authority and other economic partners to determine, in the context of the 6 Economic Action Areas and the particular actions required to achieve the SEDOs.

General Principles to Guide Formulation of the LECP

In formulating the strategic, high-level economic elements of the LECP a baseline and related projections should be constructed, planned objectives determined and actions to achieve the objectives identified. The Plan should be evidence-based and informed by certain broad principles, including:-

- **Analysis:** It is necessary to identify factors which are liable to impact positively or negatively on economic performance (“externalities”). It is also important to assess what actions are likely to work well towards achievement of objectives – it cannot be assumed that a particular measure will have the desired effect or is the correct means to achieve a particular objective. It is necessary to identify potentially conflicting factors and to avoid aspirations that are not likely to be achievable, or actions which will not contribute to desired objectives. The nature of factors influencing economic activity in particular locations needs to be analysed, recognising that some (for example, scale of population and conditions that arise only with large urban centres) are not capable of being addressed by a local plan. Ideally, the identification of relevant factors should be based on sound theoretical foundations or similar, where there is evidence that outcomes are impacted by identified actions.

This can be difficult in complex socio-economic environments, so it is also appropriate that best likelihood approaches are also adopted where that is necessary.

- **Coherence:** Possible conflicts in objectives should be addressed or minimised, for example by ranking objectives in terms of priorities, and feasibility, and also by allowing for possible trade-offs between objectives.
- **Consistency:** The LECP should be internally consistent as far as possible but, it is essential there are no conflicts in the actions that are taken to achieve objectives. Where an approach that will have positive impacts for one objective but may have negative implications for another, mitigation of the negative impacts should also be identified where possible.

Areas Relevant to the Economic Elements of the Plan

Section 66C of the Local Government Act 2001 provides for general matters to which Local Authorities must have regard in preparing the LECP. More specific factors influencing economic development which it would be desirable to consider in formulating the economic element of the LECP include:-

- current and on-going national policy developments, including the National Economic Recovery Plan (NERP) which provides a roadmap for a resilient and sustainable economy and sets out the priorities and objectives for Ireland’s medium-term economic recovery from the COVID-19 Pandemic in the National Recovery and Resilience Plan;
- current and on-going national and European initiatives to support economic development including:
 - Initiatives under Project Ireland 2040, which is the Government’s long-term overarching strategy that aims to make Ireland a better country through creating new jobs, new homes, heightened cultural and social amenities, enhanced regional connectivity and improved environmental sustainability;
 - The Economic Strategy of the relevant Regional Spatial and Economic Strategy (RSES);

- The Urban Regeneration and Development Fund (URDF) which aims to deliver more compact and sustainable development, as envisaged under Project Ireland 2040 with a fund of €2 billion to support the growth of Ireland's five cities and other large urban centres;
- The Rural Regeneration and Development Fund which is provided to further the aims of the Government's strategy - Our Rural Future with a fund of €1 billion to invest in rural renewal to allow towns, villages and outlying rural areas to grow sustainably;
- Allied to this is the potential to explore the development of remote working hubs, in line with the Making Remote Work National Strategy which creates potential for remote working/connected hubs as a means to increase footfall in towns and villages and retain talent/young people locally. Local Authorities are provided with a unique opportunity to attract young people back to their local areas;
- The EU Commission's Cohesion Policy European Structural and Investment Funds (ESIF) programmes for the period 2021 to 2027 will oversee an investment envelope of €1.14 billion across the ERDF, ESF, Just Transition Fund and European Territorial Cooperation programmes. Subject to fund rules the funds are matched by Exchequer, public and private funds. Programmes will go on public display for consultation in 2021;
- Further EU Commission programmes which will be delivered in Ireland under the partnership principle European Maritime, Fisheries and Aquaculture Fund;
- The Department of Agriculture, Food and the Marine's Seafood Development Programme 2021-27 (EMFAF) will see an investment of EU funds €142.3 million of EU funds. The total package is dependent on public match funding;
- On 1st June 2021, Ireland announced its completion of the National Recovery and Resilience Plan. The plan is at the centerpiece of Ireland accessing the EU Recovery and Resilience Facility, and includes flagship projects with the value of up to €1 billion. For the period 2021-2022, Ireland is expected to receive approximately €915 million EUR in grants;
- Support from the EU commission to provide response to the global pandemic continues with an investment envelope of €84 million in 2021 and 2022. The 2021 allocation is delivered under the ESF 2014-2020 Programme;
- The Creative Ireland Programme which will see a capital investment of €1.2 billion in cultural infrastructure in Ireland over ten years, as part of Project Ireland 2040;
- The Sports Capital Programme is another Project Ireland 2040 initiative and offers a grant of up to a maximum of €150,000 for the development of sports and physical recreation facilities and the purchase of non-personal sports equipment;
- The Climate Action Fund which will provide at least €500 million in government funding up to 2027 to provide assistance and financial support to projects which will help Ireland achieve its climate and energy targets;
- The Disruptive Technologies Innovation Fund (DTIF) which offers a challenge-based fund of €500 million that will see investment in the research, development and deployment of disruptive technologies and applications on a commercial basis;
- Ireland Strategic Investment Fund, which invests on a commercial basis in a manner designed to support economic activity and employment in Ireland and their sub portfolio the Pandemic Stabilisation and Recovery Fund (PSRF), which focus on supporting medium and large enterprises in Ireland affected by COVID-19;
- The Strategic Banking Corporation of Ireland which provides access to flexible funding for Irish SMEs;
- The LEADER programme which has a particular remit for economic development in rural areas and with a focus on social and micro-enterprise; and
- The SICAP programme which has role in addressing economic disadvantage in particular populations.
- All other relevant initiatives and schemes available at the time of preparation of the LECP including the 'Just Transitioning Fund' (forthcoming) which will be available in 8 counties; Town & Village Renewal; the Greenway Fund; the Regional Enterprise Development Fund and the Shared Island Fund.

- approaches to economic development that have proved successful in other areas;
- need for adequate balance and diversity in the nature of development and economic activity in different locations, including town centres versus out of town locations;
- the importance of maintaining and maximising the potential of existing enterprises, including the large proportion who trade within the domestic market, as well as promoting new economic activities, for example through promoting innovation on the part of existing enterprises;
- possible support needs of categories of enterprises which may not come within the remit of the economic development agencies or the LEOs, including in relation to cost competitiveness within the area, and scope to help indigenous enterprises to compete domestically and globally;
- need for strong focus on skills requirements in line with the National Further Education and Training Strategy 2020–2024;
- the general economic and fiscal environment, including likely constraints on the public finances;
- cost implications of any proposals, based on rigorous costing and the need to maximise value for money;
- the importance of “place-related” factors to competitiveness (particularly for certain sectors such as tourism), subject to the likelihood that all locations will not have capacity to fulfil the same economic roles or reach the same level of performance. Unrealisable aspirations to disperse economic development equally to all locations need to be avoided;
- the need to respond to changes in the competitiveness environment and to requirements of enterprise in that regard;
- wider economic trends and issues, particularly with regard to economic development in the regional context, including:-
 - trends in economic activity/enterprise, including regional variations, geographic concentration, and changes in the structure of enterprises;
 - potential for indigenous enterprises expanding into global markets as an increasing source of economic development;
 - in the context of foreign direct investment, the need to focus increasingly on services;
 - changes in the factors that provide advantages for economic development (e.g. the likelihood that FDI may be increasingly influenced by factors such as educational attainment and attributes of local areas);
 - interaction between factors influencing local economic activity (e.g. between operation of the local labour market, housing market transport or locational factors) and possible need for research on these to address gaps in knowledge; and
 - the possibility that economic development may be more broadly-based in the future, with possible increased difficulty in identifying specific areas of potential growth.

Assessment of Sustainable Economic Development Objectives (SEDOs)

The SEDOs should be subject to a specific written assessment and report to ensure consistency with the REPs/RSEs, by the planning or economic staff of the Regional Assembly, prior to finalisation of the LECP. The SEDOs should include a high-level economic appraisal to ensure their robustness from a value for money and economic return perspective.

Part 3:

Community Elements of the LECP

Role of LCDCs and Local Authorities in Local and Community Development

Local Authorities and Local and Community Development

Local Authorities are the key agents of government responsible for local and community development at local level and the statutory basis for this role is set out in Section 66 of the Local Government Act 2001. Local Authorities have a long history of involvement in community initiatives and service provision at local level, including libraries, leisure, recreation, arts and amenity facilities and services, as well as estate management, urban and village renewal, tidy towns, 'pride of place' and the operation of community employment schemes. These are important and rich interventions that help build social capital and have been a fundamental part of the role local government has played in local and community development to date.

Putting People First: Action Programme for Effective Local Government significantly strengthens and expands local government's role in local and community development, with particular focus on promoting the well-being and quality of life of citizens and communities, with LCDCs as the primary vehicle for the coordination of local and community activity within the administrative area of the Local Authority.

Role of the Local Community Development Committees (LCDCs) in Local and Community Development

Local Community Development Committees (LCDCs) were established "for the purposes of developing, coordinating and implementing a coherent and integrated approach to local and community development". The general roles and functions of LCDCs are set out in Part 6 of the Local Government Reform Act 2014 and have been elaborated upon in the [Guidelines for the Establishment and Operation of Local Community Development Committees](#)

Under *Putting People First: Action Programme for Effective Local Government* and the *Local Government Reform Act of 2014*, LCDCs are groups established in each Local Authority area and draw on the expertise and experience of public and private individuals and organisations in that area. LCDCs promote meaningful citizen and community engagement in the planning and evaluation of development programmes.

Since their inception, the LCDCs have established themselves as critical structures that make a significant positive contribution to addressing the overall responsibilities conferred on Local Authorities to support economic and community development. In addition, they enable a collaborative approach between Local Authorities and other bodies in the delivery of effective and efficient programmes and services in these areas.

LCDCs manage the Social Inclusion and Community Activation Programme (SICAP) at a local level with support from Local Authorities and actions are delivered by Local Development Companies (LDCs). They also support the delivery of the LEADER programme in rural areas, the Community Enhancement Programme and the Healthy Ireland Initiative.

The LCDC Review, published in 2019, made recommendations aimed at strengthening the role and effectiveness of LCDCs. These recommendations were echoed in the 2019 policy document, *Sustainable, Inclusive and Empowered Communities: a five-year strategy to support the community and voluntary sector in Ireland*.

DRCD are coordinating the implementation of the strategy, with work currently focusing on a comprehensive training needs assessment of the sector and its supporting structures. The outputs of the assessment will inform the design of supports to assist the sector and its supporting structures including LCDCs and PPNs, to build capacity, and to strengthen their role – with the ultimate objective of better outcomes for communities and the individuals who live, work in and enjoy them.

Community Elements of the LECP

Nature and purpose of the Community Elements of the LECP

The main principles guiding the formulation of the plan under the economic element detailed above also apply to the Community related High-Level Goals. The purpose of the community elements of the LECP is to promote local and community development and to ensure the coordination of relevant public-funded local and community development actions in a way that reduces duplication, targets available resources where they are most needed and maximises benefits for communities. The focus of the community elements of the LECP should be on the social and economic issues that have relevance and can be addressed at a community level. Determination of relevant community concern should involve community engagement and participation, address the specific needs of communities, identify areas of priority and indicate the most appropriate programmes or other resources to be linked with each particular priority.

In drafting the community elements of the Plan, regard should be given to the need to:-

- promote and mainstream equality;
- develop and implement Sustainable Community 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; and
- set the local context for mainstream funding programmes such as local development/social inclusion programmes, community services programmes, etc.

Content of Community Element

The Sustainable Community Objectives (SCOs) may include for example:-

- improved quality and increased frequency of community-based services available to promote social inclusion and tackle poverty and disadvantage;
- physical, social, economic and environmental regeneration of deprived urban and rural communities;
- community building to support sustainable communities e.g. from a housing perspective, objectives that will support the provision of appropriate supports for new housing developments;
- enhanced education and training infrastructure;
- the creation of new jobs, especially in the low carbon and green economy;
- increased access to and use of high quality information and communication technology; and
- the contribution which communities can make to addressing climate change through mitigation and adaptation and through targeted actions or the inclusion of climate change considerations in actions targeted at other outcomes.

These and other relevant objectives should be included in the Framework LECP with the actions to support the achievement of these objectives detailed in the Implementation Plan process (see section B).

Identifying Sustainable Community Objectives (SDOs)

The achievement of specific objectives based on key priorities for communities will require communication between agencies/local delivery bodies. It will also require greater clarity of responsibility within particular areas of activity, with a willingness by agencies/delivery bodies to coordinate funding and other interventions in a more collaborative way so as to contribute towards outcomes which may not be theirs alone or may not have been a priority of that particular agency.

Strategic issues can rarely be addressed by targeting one action area alone. This issue of unemployment, for example, is likely to require actions related to economic development, education and training, employment services, activation policy, infrastructure provision, marketing and employer support. It is important, therefore, that a collaborative approach be taken to the way in which a particular objective is delivered.

Following the identification of High-Level Goals in the socio-economic statement, the LCDC should extend the socio-economic analysis on which this is based and identify 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. To underpin this analysis, the LCDC should map and profile local service provision. The expected output is a socio-economic profile of the LCDC area; a map of key local service provision within the LCDC area e.g. services operated by HSE, DSP Intreo offices, etc., as well as services provided by voluntary bodies; a range of sustainable community objectives to be included in the LECP framework. This process should also consider priority actions to be included in the initial Implementation Plan.

In identifying the SCOs, LCDC members, particularly delivery bodies/agencies, will do the following:-

- come together to capture the key strategic issues for the community sector in moving from the current situation to the goals set out in the socio-economic statement. It would be helpful to cluster these issues under each of the High-Level Goals identified in stage one. Consultation should take place with delivery bodies/agencies not on the LCDC in terms of identifying key strategic issues;
- in the context of the High-Level Goals for the LECP, the LCDC members will agree specific objectives required to drive the sector towards the realisation of the vision. These objectives should seek to address the key strategic issues (to which they should be cross referenced) and enable the goals for the sector to be met. This section should also describe the key stake-holding communities/groups/societal sectors etc. targeted as beneficiaries by each specific objective;

- as part the LECP framework development process the desired outcomes for the identified objectives over the lifetime of the LECP should be included in the LECP framework. The specific actions to support the achievement of these objectives and the realisation of the outcomes form part of the Implementation Plans; and
- as the first Implementation Plan will form part of the LECP framework development process members should agree highest priority actions and interventions necessary to contribute to the achievement of the specific objectives for the sector, with responsibilities for actions assigned to the relevant delivery body/agency. These actions will form the key elements of various operational plans of the delivery bodies/agencies. These actions should clearly demonstrate:-
 - identified need based on a needs analysis of named target groups and/or disadvantaged areas;
 - a targeted approach to named target groups and/or disadvantaged areas;
 - actions that are specific, are within a defined timeframe time-horizon and have measurable outputs and outcomes;
 - how they contribute to the achievement of the identified objectives;
 - measurable impact on named target groups and/or disadvantages areas;
 - value for money and the elimination of duplication;
 - provision of complementary funding (public, private); and
 - that they are sustainable.

Once the actions have been agreed the members should then identify the outputs, outcomes and impacts for each community objective to be included in the community elements of the LECP. See logic model below as an example of how to identify these.

Figure 7

Sample Logic Model				
EU 2030 Priorities				
Employment				
78% of the population aged 20 to 64 should be in employment (currently 69-71%)				
LECP High-level Goal				
Increased level and quality of employment and income				
Sustainable Objective				
Address under representation of women in employment and entrepreneurship in area X				
Inputs	Actions	Outputs	Outcomes	Impacts
Local Development Company	Various Programmes that support Women to Employment	Areas targeted Women engaged with	Women in work New female entrepreneurs	Rise in employment participation rates
Education and Training Board	FETAC programmes provided as necessary	Training places delivered Additional supports provided	Women access other types of education Women's general literacy and numeracy is increased.	
Lone Parent Group	Mentoring supports	Childcare assistance provided	Enhanced feeling of confidence, better mental health (SI Outcome)	
County Childcare Committee LCDP/ SICAP	CETS programme accessed/Childcare costs subsidised			
Local Enterprise Office/LCDP/ SICAP	Grants and mentoring supports provided to female entrepreneurs	Women access grants and mentoring		

Figure 8

LECP High-Level Goal	Framework LECP
Sustainable Community Objectives	Framework LECP
Input	Implementation Plan
Actions	Implementation Plan
Outputs	Implementation Plan
Outcomes	Framework LECP
Impacts	Framework LECP

LCDCs and LECPs

The Act confers responsibility for the preparation, adoption and implementation of the community elements of the LECP on the LCDC. This includes either direct implementation or oversight of implementation in partnership with other relevant stakeholder.

In the context of developing and implementing the community elements of the LECP the role and function of LCDCs is to:

- Bring a stronger focus on local and community development, firstly in terms of setting jointly agreed local and community development goals and objectives that the key public funded agencies and bodies will work collaboratively to achieve, and secondly in terms of promoting local and community development interventions as fundamental contributions to the development of the LCDC administrative area generally.
- Take a strategic view of public-funded interventions and supports at local level for the purpose of co-ordinating them in a way that meets the High-Level Goals of the LECP. This should include the examination of both current and potential funding streams, as well as funding pressures across the area, and exploring how the outcomes that matter to communities and citizens can be achieved as budgets change and contract.
- Bring all the relevant public-funded agencies bodies together to target their resources in a way that delivers on the high-level LECP goals generally and the community objectives and actions specifically. These resources will include:
 - a) resources directly under the management responsibility of the LCDC including, for example the Social Inclusion Activation Programme (SICAP) and the Community Enhancement Programme (CEP);
 - b) resources under the direct management and oversight responsibility of LCDC partners, for example those local and community development resources managed directly by Local Authorities, HSE, Education and Training Boards (ETBs), Department of Social Protection (DSP), Local Development Companies (LDCs) etc.; and
 - c) resources under the direct management of other public-funded local development agencies and bodies who may not be represented on LCDCs including for example, Children and Young Peoples Services Committees (CYPSCs), Traveller Interagency Groups (TIGs), Drugs Task Forces (DTFs), Family Resource Centres (FRCs), other Community Development Projects and bodies, etc.

Consultation

The community elements of the LECP should be developed in a collaborative, consultative and participative way, affording key stakeholders the opportunity to contribute in a meaningful way. Local communities, organisations, stakeholders and the public in general should have the opportunity to see where their interests, needs and opportunities are reflected in the LECP.

There will be consultation on the preparation of the socio-economic statement, covering both the economic and community elements of the LECP. Further consultations on the community elements of the draft should be carried out, once this draft has been prepared under the guidance of the Advisory Steering Group but before it is submitted to the Municipal Districts and Regional Assemblies for consideration. The approach at this stage will be largely a matter for local determination, but there should be a strong focus on stakeholder, community and citizen participation and a process that is open to all.

Consideration of cross cutting priorities

In addition to ensuring consistency with the RSES as well as the City and County Development Plan full consideration should also be given to assessing the potential impact of the plan on a number of cross cutting/horizontal priorities, also known as proofing. These should include

- **Sustainability including Climate Change**
- **Equality**
- **Poverty**
- **Rurality**
- **Age**
- **Disability**

Described as proofing, the process of consideration of these priorities is particularly important in the context of the delivery of community-based interventions. The process of proofing the community elements of the LECP can be a difficult and time-consuming task. However the range of issues to be addressed in a community context warrants full consideration of all variables that can affect or be impacted by the outcomes. A very clear example of this is the need to ensure that the LECP is in line with the National Disability Strategy in order to support sustainable and impactful interventions when considering people with disabilities. Similarly, LCDCs must ensure that the community elements of the LECP meet any proofing obligations set out in national policy in relation to other relevant policy areas. A list of potential policy and strategies is provided in Appendix 6.

It is recommended, therefore, that the following stages be included in a process that assesses any potential impact of the LECP objectives on these cross cutting priorities;

Screening: This part of the process should identify those elements of the LECP that are likely to have a significant impact on the various priority areas. Only those that are likely to have such an impact should be included in the assessment. A two-stage screening process (or at intervals during the plan development process) which could include initial screening at an early stage of the LECP followed at a later stage by more comprehensive screening when more concrete and specific outcomes etc. had been identified by the Plan. Basic review of ongoing policy/strategy/ priority considerations should form part of the ongoing implementation plan process to ensure that any emerging needs are considered as part of LECP implementation.

Scoping: Identify the relevant issues arising, using the indicators associated with each objective.

Assessment: The assessment should identify the likely direction and scale of the impact – positive, neutral or negative and minor, medium or major, without seeking undue accuracy.

Review and mitigation: The reconsideration of an approach or the introduction of mitigation measures in the event of negative impacts. Ideally, the assessment should be included in the consultation process so that the views of those likely to be impacted on can be incorporated into the outcome, and where appropriate, integrated with any SEA and/or Appropriate Assessment under Article 6 of the Habitats Directive undertaken.

Ongoing Review: Where a significant impact is identified but it is determined that it would be appropriate to go ahead with or without mitigation, the issues of concern should be specifically monitored, and corrective action taken if the impacts indicate it.

Section B:

Implementation plan process

Introduction

The LECP process will include the overall strategic Framework LECP that outlines the High-Level Goals, objectives and outcomes over the 6-year planning period and an Implementation Plan process that will detail the prioritised actions for that implementation plan period. The overall LECP process will include both of these elements with a need to maintain ongoing comprehensive recognition of the links between the framework and the implementation plans. The implementation plans should also be integrated in nature in line with the Framework LECP and consider the economic and community objectives of the framework LECP in each implementation plan where appropriate.

This method of implementation should be fully considered when developing the High-Level Goals and objectives with any prioritisation of goals and objectives considered from an implementation plan perspective.

Each Implementation Plan will determine the actions to be implemented that will contribute to the achievement of the objectives and High-Level Goals outlined in the Framework LECP. These actions should be developed through prioritisation based on the framework LECP, context and experience and resources both human and financial that are available to implement the actions in that given year.

The structures used to support the development of the Framework LECP should also be involved in supporting the development of the Implementation Plan.

- LCDCs should be involved in the development of actions for the Community Element of the work-plan.

- The individual bodies represented on the LCDC should also contribute to the formulation of the Implementation Plan.
- Local Authorities through relevant SPC should be involved in the development of actions for the Economic Element of the Implementation Plan.
- Other relevant bodies should be requested to contribute to the Implementation Plan also where their actions are of significant importance in the achievement of identified objectives.

The Advisory Group are responsible for ensuring that the actions are coordinated in line with its role to develop an integrated framework LECP.

Policy and contextual developments

As the framework LECP requires consideration of the strategic policy perspective for all relevant policy areas the actions to support the High-Level Goals and objectives should be in line with the national targets and objectives. However, it is also important that the implementation plans reflect any emerging needs or policy developments and consider these when developing actions.

Particularly important in this context is the need to consider the funding or potential funding resources that may be available to implement actions in any given year. This section of the Implementation Plan should reflect any changes made to the frameworks supporting the funding streams and these changes should be reflected in the actions prioritised in any given year.

Some of the relevant policy areas are detailed below. This is not an exhaustive list but provides some direction with regard to the treatment of the policy/programme that may be relevant to the Implementation Plan. This should be considered in conjunction with the framework LECP, identified priorities, local contexts and the relevant lists provided at Appendix 6.

General

Project Ireland 2040 – National Planning Framework & National Development Plan

The National Development Plan that is currently under review sets out the investment priorities that will underpin the implementation of the national planning framework. There are a number of funding instruments under this plan that relate to Rural and Urban development as well as Climate Action and an innovation fund. Funding opportunities under these funds will be important tools to support sustainable development at a regional and local level and as such should be built into the LECP Implementation Plans as appropriate.

Regional Spatial and Economic Strategies

The RSES is the statutory link between the National Planning Framework, the City and County Development Plans and the Local Economic and Community Plans. Each RSES provides a high-level statutory development framework and economic strategy for each region that supports the implementation of the National Planning Framework (NPF) and the relevant economic policies and objectives of Government.

In line with section 44 of the Local Government Reform Act 2014 (66B)(4)(b) all LECPs shall be consistent with the relevant Regional Spatial and Economic Strategy (RSES).

SICAP

The Social Inclusion and Community Activation Programme (SICAP) is a multi-annual programme that is implemented through an annual planning process. This process should be built into the LECP Implementation Plan. SICAP actions should be used to deliver on any relevant social inclusion objectives identified and prioritised in the LECP framework.

Our Rural Future

Our Rural Future represents the Irish Government's blueprint for a post-COVID-19 recovery and development of rural Ireland over the next five years. It provides the framework to achieve the vision of transforming the quality of life and opportunity for people living in rural areas. Of particular relevance to the LECP is the focus in Our Rural Future on place-based approaches to sustainable rural development that encourages and supports rural communities to develop cohesive and integrated plans to meet the long-term needs of their own particular areas.

The LECP is an important framework that will support the achievement of the objectives set out in Our Rural Future and in this context consideration of Our Rural Future objectives in the LECP Framework and its constituent Implementation Plans where relevant, is critical.

Town Centre First' (forthcoming)

Our Rural Future also commits to the development of a Town Centre First approach which seeks to align policies and target available resources to deliver the best outcomes for our towns and villages. This approach encourages Government Departments, Local Authorities, businesses and communities to put town centres at the heart of decision-making where appropriate. Town Centre First will develop a framework for stakeholders in each town to work collectively to identify their own plan-led approach and it will support the delivery of these plans through the provision of financial and technical resources. Town Regeneration Officers will play an important role in Town Centre First. The LECP should support the development and delivery of the Town Centre First Approach.

LEADER

The LEADER element of the Rural Development Programme, which is co-funded by the EU and the Irish Exchequer, supports private enterprises and community groups to improve quality of life and economic activity in rural areas. In areas where LEADER supports are provided, actions should be included in the LECP Implementation Plan that support the relevant objectives in the LECP framework. The LECP Implementation Plan will work alongside the LEADER Local Development Strategies (LDS) required to support the implementation of the LEADER funding at a local level.

As the LECP should reflect all actions that support the sustainable economic and community development of the area, LEADER actions should be reflected in the LECP Implementation Plan where appropriate and of significant importance.

Healthy Ireland/Healthy Cities and Counties

The Healthy Ireland Framework 2013–2025 supports Government’s response to Ireland’s changing health and wellbeing profile. The Framework draws on existing policies but also proposed new arrangements to ensure effective co-operation and collaboration to implement evidence-based policies at Government, sectoral, community and local levels. It is about each individual sector helping to improve health and wellbeing for all. Actions identified as part of the Healthy Ireland initiative should be included as actions to achieve identified Health and Wellbeing objectives in the framework LECP.

Climate Action

As indicated above while actions to mitigate for climate change should be fully considered in their own right comprehensive climate change interventions are cross cutting and need to be considered across all areas under the LECP.

The legal process that will underpin Ireland’s commitments to the achievement of Climate Change targets including the Climate Action and Low Carbon Development (Amendment) Bill 2021 will support Ireland’s transition to Net Zero and achieve a carbon neutral economy by no later than 2050. This includes a legally binding obligation to reduce carbon emissions by 50% by 2030. The role of the Local Authority is detailed in section 15 of the Bill and requires each Local Authority to make a Local Authority climate action plan, which shall specify the mitigation measures and the adaptation measures to be adopted by the Local Authority. The Bill goes on to outline that each LA Climate Action Plan should be consistent with the most recently approved national Climate Action Plan and national adaptation framework and also outlines the consultation that should be undertaken in developing the Climate Action Plan. A Public Consultation in relation to this plan took place under the NDCA in March of 2021 which will be published later in 2021. Consideration of Climate Action in the LECP should complement the role of the NDCA, LA Climate Action Plan and City/County Development Plan taking into consideration the specific role that local initiatives could have in achieving overall county goals as they relate to climate change.

Relevant National Policies and Strategies

Section 66C(1)(d) of Local Government Reform Act 2014 require the Local Authority and its relevant committees to have regard to the need for consistency with the policies and objectives of the Government or other public authority in so far as they may affect or relate to the promotion of economic and community development. Lists of potentially relevant policies and strategies from both an Economic and Community Perspective can be found in Appendix 6. Each Local Authority should ensure that any relevant policies and strategies are fully considered as part of the LECP development process.

Implementation Plans

Each Implementation Plan should examine the High-Level Goals/Sustainable Objectives and outcomes as set out in the Framework LECP and determine the actions to be pursued in that particular planning period to contribute to the achievement of the goals and objectives. The Implementation Plan should include actions of all relevant stakeholders that can contribute to the achievement of the LECP High-Level Goals. The Implementation Plan should take into consideration the programmes and funding streams available under initiatives such as those described above and other potential funding streams, for example Clár, Community Enhancement Scheme, as well as the availability of other relevant resources. This prioritisation process should be collaborative and include consultation with relevant stakeholders to ensure the inclusion of all realistic actions that may contribute to the achievement of the overall objectives. While the Implementation Plan process does not require the comprehensive consultation process required to develop the framework LECP there should be ongoing collaboration through the relevant consultative structures to ensure that the actions identified are in line with what was envisaged in the LECP framework consultation. This is particularly important in the case of those organisations that are not formally represented on the LCDC who may not feel the same commitment to the process as those that are.

SMART Actions

An action is defined as a specific step to be taken to support the achievement of a defined goal. All actions, both Economic and Community should be designed within a SMART framework with each action being **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime Bound (within a clear time horizon). Actions outlined in Implementation Plans may relate to Economic Objectives, Community Objectives or be integrated actions addressing both types of objectives.

The implementation of actions may be the responsibility of the Local Authority, other relevant stakeholders/partners or actions requiring collaboration at a number of levels.

Collaborative Actions

There was some indication through the consultation process that the process of implementation of collaborative actions needs to be improved. In this context, the following is suggested to support the implementation process for collaborative actions;

- The Framework LECP should describe generally the role of all partners who commit to a collaboration as part of the LECP process.
- In supporting the implementation of this collaboration the Implementation Plans should, clearly outline the role of each partner in the delivery of the relevant action.
- To ensure more efficient implementation of collaborative actions a lead partner should be agreed and the role of the lead partner should be to co-ordinate the activities of the other partners and to progress the implementation of the action.

Figure 9

Policy/Planning Framework	Economic
Sustainable Development Goal (SDG)	Goal 8: Decent work and economic growth
National Development Plan (NDP)	National Strategic Outcome 5: A Strong Economy, supported by Enterprise Innovation and Skills
Regional Spatial and Economic Strategy (RSES)	Offer excellent standards of infrastructure services and property assets for all scales of enterprise, from start-ups to FDI.
LECP Framework	High-Level Goal
	Supporting improved quality employment and career opportunities in rural areas
LECP Framework	Sustainable Economic Development Objective (SEDO)
	To continue to develop encourage and create an environment for innovation, enterprise and entrepreneurship in the County.
LECP Implementation Plan	Prioritised Action
	Support the development of 2 digital hubs to facilitate remote working within the county.
LECP Implementation Plan	Lead Agency and Partners
	LEO, County Council, IDA, EI, Chambers of Commerce
LECP Implementation Plan	Key Performance Indicators
	Number of digital hubs developed
	No of people using the digital hubs
Potential Funding Sources (example)	Connected Hubs Funding, Other Enterprise related funding.

- It should be clear that where a partner is a lead in a collaborative action, it should be under obligation to communicate with the other partners and to arrange meetings and reporting mechanisms where appropriate.
- It is not the role of the lead partner to implement the action on its own. It should also be made clear, that when an organisation agrees to be part of a collaborative action, it is committing to provide resources and time to engage in the implementation of the action.
- The extent of interaction on collaborative projects should be part of the monitoring and review framework for the LECP and the Implementation Plan in particular.

It should be noted that, while actions are identified in the Implementation Plans, actions may span a number of years. An estimate of the number of years it will take to complete an action should be indicated in Implementation Plans and considered in the context of monitoring and review.

Economic Actions

Figure 9 (above) provides an illustrative example of how the LECP framework and Implementation Plan can look at contributing to the achievement of International, National, Regional and Local Goals and objectives that are relevant in an economic context. The table also includes reference to the need for collaboration and suggested appropriate partners relevant to specific actions. In addition, the table includes some suggestions on what funding streams may be available to support the implementation of the relevant identified prioritised actions.

The following is an indicative summary of some broad areas of action from an economic perspective that should be considered (with appropriate detail and adaptation to the Local Authority area) in the LECPs Implementation Plan):

- action to promote competitiveness and a favourable business environment, including moderation of business costs, addressing housing requirements, regulatory impact and efficiency of public services;
- action to develop – economic activities which have strong “place-related” aspects and marketing/promoting the area, or specific places in the area, accordingly, or other promotional activity which the Local Authority is well placed to lead or assist, in concert with other economic development agencies, as appropriate;
- action to enhance the physical, social, environmental, or cultural character and quality of the area (including aspects such as the natural/built environment, public realm, urban environment, local heritage/history, sport, leisure, civic/cultural/ recreational amenities, facilities and activities) which can contribute to economic development, directly (for example tourism), or indirectly by enhancing the attractiveness of the area to investors and as a business location;
- formulating a systematic approach in other “mainstream” Local Authority functions (for example, spatial planning/land use, infrastructure, housing, traffic and parking) to help underpin economic activity generally and advance prioritised sectors or areas of economic activity;
- action, including appropriate measures arising from Our Rural Future – Rural Development Policy 2021-2025 which provides a strategy for post-COVID-19 recovery and development of rural Ireland over the next five years. It provides the framework to achieve the vision of transforming the quality of life and opportunity for people living in rural areas and acknowledges the interdependence of urban and rural areas;
- measures to attract national and EU investment in the delivery of the strategy e.g. INTERREG funding and the new ERDF Urban Development Fund;
- action related to relevant initiatives of investment programmes such as the SFI Research Centres Programme and the Irish Strategic Investment Fund;
- action to support a shift towards low-carbon and climate resilient economic activity, including increasing efficiency in the use of resources and in energy use, reducing greenhouse gases, and promoting the supply and use of renewable energy sources, by-products and wastes;

- providing a co-ordinated local focus to support and inform the efforts of the economic development agencies and identifying any gaps in that regard;
- identifying possible risks to local employment, developing strategies to address them in conjunction with relevant agencies and coordinating/mobilising response to such eventualities;
- economic development measures within the local/ community development programmes;
- measures to support labour market activation under commitments in the forthcoming National Economic Recovery Plan (NERP);
- measures related to the delivery of support to micro-enterprises locally, in accordance with the provisions of service level agreements with Enterprise Ireland, to SMEs in line with the National Recovery and Resilience Plan (NRRP) and to other businesses operating in the Local Authority area, as appropriate;
- measures to ensure that the skill needs of enterprises and potential enterprises in the area are addressed by education and training providers particularly the ETBs and HEIs; and
- measures to ensure that adequate and appropriate enterprise space is available at a wide range of locations throughout the county to facilitate FDI and local enterprise development and growth reviews of development policies to identify any major barriers to enterprise development in rural areas and the steps which might be taken to address these barriers.

Other areas of action, primarily in the context of regional economic development opportunities, include:-

- targeting relevant economic sectors/activities with strong potential for success and growth based on the inherent attributes, resources, capabilities or other strengths of the area;
- measures to capitalise on identified potential, including development of critical mass, clustering, synergy, or a platform/catalyst to generate or stimulate further sustainable economic activity, identifying particular local opportunities in that regard, and specifying action to maximise that potential in line with the principles of smart specialisation and place-making;

- action to improve infrastructure of strategic importance to economic development within the context of the region and regional economic development priorities;
- promoting linkage/synergy between businesses (including between existing and enterprises and prospective investors), third level institutions or other relevant parties, such as business networks, arrangements for provision/sharing of data, information, and market intelligence, and interaction/ collaboration between sectors and organisations; and
- mobilising necessary action (by relevant agencies/institutions in relation to factors of strategic importance to economic development such as educational opportunity, relevant research, technology and innovation, strategic infrastructure (physical or ICT), public transport and access generally, effectiveness and productivity of the work force and enhancement of its skill base and resilience, with particular focus on sectors targeted for economic development in the region.

Information and Input

The information outlined in the “Content of Economic Elements” of this document is an essential platform for the LECP. Further sources of information of specific relevance to the economic element are referenced in this section. Duplication with work of other agencies must be avoided, but such work should, provide a framework/platform for the economic development role of the Local Authority and other locally-focused economic development bodies with local objectives and actions being formulated which are consistent with national policy and regional objectives and strategies. A statement of current economic performance using relevant data could help to provide an economic baseline for the formulation of the LECP. This could help to identify where performance needs to improve and could be used to develop likely scenarios of future performance and policy options.

Sources of information and other input of particular relevance to the formulation of the economic element of the LECP could include the following:-

- national policy and regional strategy in relation to economic development and related matters;
- engagement with leaders of key enterprises regarding potential for and approaches to, promoting economic activity and maximising growth in the area, especially through the Regional Enterprise Plan Steering Committee;
- input of other relevant parties in business, educational, civic, cultural, and social sectors to maximise the contribution of, and synergy between, their sectors or institutions and the achievement of the SEDOs, and promotion of economic development generally in the area;
- plans or proposals of private sector entities for investment, development, or other projects in the area; and
- other relevant policy/strategy documents or study reports at national, regional and local levels; an indicative list of current items is provided in Appendix 6.

Implementation

While much of the material in these guidelines is concerned with formulation of the LECP, having regard to the statutory requirement to do so, the most critical aspect of the entire process is the effectiveness of implementation of the specific actions contained in the Implementation Plans. These will need to be followed up vigorously, including by engagement with other agencies and interests, as well as by supporting action within the Local Authority's own functions, including spatial implementation aspects. Each Local Authority should draw up implementation arrangements to suit the content of its Plan and local circumstances. This could, for example, involve either incorporating implementation programmes in respect of key Objectives within the LECP or as separate instruments flowing from it. As part of ongoing implementation, Local Authorities may consider it desirable to develop particular initiatives, projects, incentives, etc. to support the implementation of actions. It may be useful to refer to practice in other Local Authorities which have followed a well-structured approach to economic development.

Community

Implementation Plans should examine the High-Level Goals in the framework LECP and prioritise community objectives in the context of the resources available in each year. The plan should then outline the actions to be implemented in that timeframe that will contribute to the achievement of the chosen objectives. The plan should be practical and realistic and should aim to use the resources available in that year to implement the identified actions.

Figure 10 below provides an example of a High-Level Goal matrix. The example detailed below relates to a health and wellbeing goal suggesting relevant objectives and suggested actions in the context. This example is based on information from previous LECPs and is used for illustrative purposes only. The actions identified in the examples below are examples of actions that will require a collaborative approach to implement and in this context the relevant partner stakeholders are also outlined below;

Figure 10

Policy/Planning Framework	Community
Sustainable Development Goal (SDG)	Goal 10: Reduced inequalities
National Development Plan (NDP)	National Strategic Outcome 3: Strengthened Rural Economies and Communities
Regional Spatial and Economic Strategy (RSES)	Local Authorities shall identify measures in LECPs for regeneration in small towns and villages cores.
LECP Framework	High-Level Goal
	Enhancing the participation, leadership and resilience of rural communities
LECP Framework	Sustainable Community Development Objective (SCDO)
	To continue to plan sustainable community facilities and amenity spaces across the county as a mechanism to promote and support community development, healthy lifestyles, training, education and recreational opportunities
LECP Implementation Plan	Prioritised Action
	Incorporate amenity space into all planned development of the county to enable the provision of play, recreation and sporting facilities to a high standard
LECP Implementation Plan	Lead Agency and Partners
	County Council, Sports Partnership, PPN
LECP Implementation Plan	Key Performance Indicators
	No of amenities developed
	No of amenities improved
	No of communities supported
Potential Funding Sources (example)	Outdoor Recreation Infrastructure Scheme (ORIS), Sports Capital Grants

Collaborative Actions

The same comments made above with regard to collaborative economic actions apply to collaborative actions in the community context.

Community Actions

The following is an indicative summary of some broad areas of action from a community perspective that should be considered (with appropriate detail and adaptation to the Local Authority area) as part of the LECP Implementation Plan development process. As indicated previously, consideration of any potential actions should form part of the development of the High-Level Goals and Objectives in the LECP framework but the detailing of prioritised actions and commitment to their implementation is a function of the Implementation Plan.

- Education, training and skills development, the provision of life-long learning opportunities, and the development of training infrastructure to support greater access to employment and self-employment and improve people's work readiness, including marginalised target groups and young people;
- creation and sustainment of employment and self-employment opportunities, with a particular focus on:-
 - a. developing and supporting small and micro-enterprises; and
 - b. promoting social enterprise and social entrepreneurship;
- developing social, economic and physical infrastructure to address social exclusion, poverty and disadvantage, reverse social and economic decline and to realise growth potential and the sustainability of communities, including:
 - a. supporting bottom-up local community planning;
 - b. expansion of local basic services, including small scale leisure, culture, recreational and tourism infrastructure;
 - c. provision of services related to health and well-being, social integration, tackling disadvantage and combating poverty;

- d. development of local, community-based transport services to complement existing public and private transport services;
 - e. enhancing access to and use of ICT; and
 - f. maintenance, restoration and upgrading of the cultural and natural heritage of communities, environmental upgrading and general actions to enhance the environmental, amenity and physical attributes of communities;
- developing synergies between supports for children and young people, such as the educational and developmental opportunities, and investment in services that address issues affecting children and young people;
 - enhancing the capacity of communities to improve their well-being through, for example, providing practical assistance and support for community organisations and structures, and developing leadership capacity within communities and the capacity of individuals and communities to engage in policy development and decision-making;
 - promoting the general welfare of communities through, for example, investment in community development activities in the areas of crime prevention, juvenile diversion and support for vulnerable members of communities; and enhancing support for local volunteering, citizen engagement and active citizenship including the participation of youth in decision making; and
 - identifying and supporting community action to address climate change through actions of mitigation or adaptation and either as directly targeted actions or as elements of actions targeted at other priorities.

It is important in identifying the SCOs to prioritise and develop actions

- a) where the LCDC has a remit;
- b) where collaborative working can make progress in relation to the prioritised items; and
- c) where the objectives can be achieved and actions delivered within the six-year time frame of the LECP, (particularly with the commitment of the bodies/agencies on the LCDC to working together on the objectives and actions identified in the LECP and ensure they are included in their own work programmes).

This does not preclude other priorities being addressed by bodies/agencies on the LCDC, or those that support the LCDC, continuing to work on their own priorities.

It is at this point also that performance indicators and progress milestones, which enable monitoring of progress in implementing the actions and measurement and assessment of their effectiveness towards achievement of the SCOs, should be specified. Further guidance on the use of indicators in relation to the community elements is outlined in Appendix 7 of the Guidelines for the Community Elements of the Local Economic and Community Plan (March 2014).

It is important also that buy-in and commitment to the development and implementation of the community elements of the Plan is given, not only by LCDC partners, but also by other local public funded agencies/bodies and other funded development agencies that are not represented on the LCDC. Delivery of this support will be underpinned at national level through the Inter-Departmental Group on Local and Community Development, which will focus on ensuring that local governance structures under the aegis/responsibility of central funding Departments and agencies commit to the development and delivery of locally set objectives in the LECP. The relationship/agreement with relevant agencies/bodies will be managed through a memorandum of understanding between the LCDC and LCDC member agencies/delivery bodies, e.g. HSE, ETB, Local Authority itself, or through a joint protocol between the LCDC and non-member agencies/delivery bodies, e.g. CYPSCs, TIGs, FRCs etc.

Implementation

In line with text in previous paragraphs each Implementation Plan should be clear on responsibilities for the delivery of specific actions. This specificity should relate to those actions that are within the remit of the LCDC, the Local Authority and other partner organisations involved in LECP actions. There is a role for the Advisory Group to ensure that these responsibilities are clearly detailed in the Implementation Plans.

It may be useful to include a table of actions that also details the roles and responsibilities for each relevant stakeholder.

Monitoring Evaluation, and Review

As indicated previously a set of high-level indicators should be considered when developing the LECP Framework that will support the monitoring and evaluation of the Framework and provide performance indicators for the Implementation Plans. As the framework LECP and the implementation plans are integrated the systems in place to support their monitoring, evaluation and review should span both the community and economic elements.

Once the relevant actions have been prioritised in any given year those relevant indicators can then be used to support the monitoring of the Implementation Plans. As also indicated previously case study collection should become part of the monitoring of both the Framework and individual Implementation Plan where appropriate. It should also be noted that, as noted earlier, the gathering of monitoring data may need to be built into actions where such data is not available through other means.

Integrated and Ongoing Initiatives

There may be ongoing initiatives at a local level that are integrated in nature and not necessarily tied to a particular time. These initiatives or the desire to develop such initiatives should be included in the LECP framework and if relevant in the Implementation Plan. These may be activities that are being implemented by partner organisations or in a collaborative way but should be included in the LECP/Implementation plan should they be deemed to be contributing to the overall achievement of the High-Level Goals set out in the LECP.

Implementation Arrangements

While much of the material in these guidelines is concerned with formulation of the LECP and its constituent Implementation Plans, having regard to the statutory requirement to do so, the most critical aspect of the entire process is the effectiveness of implementation of the specific Actions contained in Implementation Plans and linked to the LECP framework.

Implementation of the actions will need to be monitored on an ongoing basis and this should form an integral part of the Implementation Planning process. This should include ongoing engagement with other agencies and interests, as well as by supporting action within the Local Authority's own functions, including spatial implementation aspects. Since the specific nature of this work will depend on the content of the Actions each Local Authority should draw up implementation arrangements to suit the content of its Plan and local circumstances. These arrangements should be reflected in the LECP framework and the Implementation Plans.

The Implementation Plan should be designed to support the achievement of the High-Level Goals outlined in the LECP framework document. The plans should include actions to be implemented in that year by all relevant stakeholders that seek to support the achievement of the objectives set out in the framework LECP. This will include actions to be delivered directly by and through the LCDCs, the Local Authorities and other economic and community partners at a local level.

The LECP advisory group should play a key role in ensuring that the Implementation Plans are in line with the LECP framework and have fully considered the integration of both the community and economic elements where appropriate.

Section C:

Appendices



Appendix 1:

Membership of LECP Advisory Group

Bairbre Nic Aongusa - Assistant Secretary, Department of Rural and Community Development (Chair)

Finola Moylette & Deirdre Kelly - Department of Rural and Community Development

Regina Deegan & Cian Ó Lionáin - Department of Housing, Local Government and Heritage

Colm O'Neill - Department of Enterprise, Trade and Employment

Denis Kelly - Northern and Western Regional Assembly representative

Malachy Bradley & Pauline Riordan - Eastern and Midlands Regional Assembly representative

Kevin Lynch - Southern Regional Assembly representative

Economic Representatives

Frank Nevin, Liam Conneally & Des Foley - Business, Enterprise, Innovation & Urban/Town Economic Renewal (BEIUR) Committee of the CCMA

Community Representatives

Alan Farrell & Sonya Kavanagh - Rural Development, Community, Tourism, Culture & Heritage (RCTCH) Committee

Appendix 2:

Illustrative Outline of Framework LECP

This suggested outline is provided for illustrative purposes only.

Introduction

Context

- Relevant programmes, plans, policies and Strategies
- National Context
- Regional Context
- Local Context

Consistency of LECP and Cross Cutting priorities/Proofing

- Consistency of LECP with RSES and CDP
- Proofing with cross cutting priorities

Socio-economic Evidence Based (Socio-economic Statement)

Vision, themes, High-Level Goals and Sustainable Community Objectives

- Introduction including summary of consultation
- Vision for the 6-year period
- Themes:
 - Health and Wellbeing
 - High-Level Goals and Objectives
 - Economic Development
 - High-Level Goals and Objectives
 - Community and Local Development
 - High-Level Goals and Objectives
 - Climate Action
 - High-Level Goals and Objectives
 - Integrated and Ongoing

Implementation Arrangements

Initial Implementation Plan

Monitoring and Evaluation

- General
- 2023/2024 Review

Appendices:

- Public Consultation Information
- List of written submissions
- Membership of relevant structures (LCDC, SPC)

Appendix 3:

Illustrative Outline of Implementation Plan

This suggested outline is provided for illustrative purposes only. The number of prioritised actions and relevant High-Level Goals should be area specific, realistic, and practical in the context of the resources available in any given plan period.

Introduction

Policy and contextual developments

Actions for this year

- High-Level Goal 1 - Economic
 - Priority Action 1
 - Resources
 - Responsibility (Internal and Inter Agency as appropriate)
 - Priority Action 2
 - Resources
 - Responsibility (Internal and Inter Agency as appropriate)
- High-Level Goal 2 - Community
 - Priority Action 1
 - Resources
 - Responsibility (Internal and Inter Agency as appropriate)
 - Priority Action 2
 - Resources
 - Responsibility (Internal and Inter Agency as appropriate)

Ongoing Initiatives

Implementation Arrangements

Appendix 4:

Illustrative Outline of Socio-economic Statement

This suggested outline is provided for illustrative purposes only.

- Introduction
- Local Economic and Community Plan Vision
- Socio-economic Highlights - Based on available data (see details above)
- Economic and Community SWOT Analysis
- Outline High-Level Goals
- Sustainable Community and Economic Objectives and desired outcomes
- Next Steps

Appendix 5:

Values and Principles

Values

Community and voluntary sector organisations and the work that they do is framed by a set of values that underpin the approach to the communities and individuals that they support. These important values serve to ensure that the diversity of all communities is fully supported and considered when determining the appropriate supports for those communities and their individual members.

It is important for collaboration and partnership working at a local, regional or national level that all relevant organisations and public bodies consider the values listed below and ensure that these values inform the design, implementation and monitoring of policy and programmes. This will ensure that all members of the community are considered as part of that partnership process and are facilitated to engage with the processes in an effective way. This in turn will support more effective policy and programme design and implementation that allows all members of the community to engage with policy and programme processes that will/may have an impact on them and their communities.

Social Justice

The concept of Social Justice believes that everyone deserves equal economic, political and social rights and opportunities and can be seen as a commitment to comprehensive engagement to ensure the promotion of cultural, environmental, economic and socially sustainable policies and practices.

Sustainable Development

Sustainable development is seen as 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs.' Sustainable development is a continuous, guided process of economic, environmental and social change aimed at promoting wellbeing of citizens and non-citizens now and in the future.

To realise this requires creating a sustainable and resource-efficient economy founded on a fair and just society, which respects the ecological limits and carrying capacity of the natural environment.

Social Inclusion

Prioritising the needs of communities experiencing social or economic exclusion, including rural isolation poverty and social exclusion, and recognising that promoting social and economic inclusion requires us to recognise and seek to address the root causes of exclusion as well as developing strategies and mechanisms to promote and ensure inclusion.

Human Rights, Equality and Anti-Discrimination

A commitment to human rights, equality and anti-discrimination, involving promoting human rights and equality in society and committing to addressing the multiple forms of discrimination experienced by many groups. Responsibilities under the Public Sector Equality and Human Rights Duty are relevant to all public bodies in the context of this particular value.

Empowering Communities

A commitment to empowering communities, increasing their knowledge, skills, consciousness and confidence to become critical, creative and active participants. Supporting people and communities to be resilient, organised, included and influential.

Active Participation

A commitment to active participation of all stakeholders, including citizens and non-citizens. Participation is rooted in the belief that communities have the right to identify their own needs and interests and outcomes required to meet them. Building active participation involves a recognition that policies and programmes targeted at communities and groups will not and cannot be effective without the meaningful participation of those communities in their design, implementation and monitoring.

Principles

The strategy design process was informed and underpinned by a set of principles outlined below and the implementation of its objectives and actions seeks to give effect to these principles. In this context these principles should also underpin and inform the design, development, implementation and monitoring of national, regional and local policies and programmes that will/may have an impact on communities.

Principle 1: Respect

Commit to respect for the diversity of knowledge, skills, views and lived experience being brought to a process by all stakeholders. In addition, bodies will make every effort to maximise the potential this diversity brings while managing any conflict or disagreements which may arise in a positive and inclusive way.

Principle 2: Subsidiarity

Recognise and facilitate the ability of communities, whether communities of interest or geographic communities, to influence and, where possible, take decisions and actions, promoting power sharing and the exercise of power as close to communities as possible.

Principle 3: Harmonisation

Ensure consistency with existing strategies and implement agreed objectives and actions relevant to local and community development. Support and facilitate approaches promoting harmonisation and common standards of good practice in local development and community development programme, policies and processes throughout the country.

Principle 4: Value for Money

Promote and facilitate value for money approaches underpinned by a collaborative, partnership and whole-of-government ethos that prioritises societal value and community need.

Principle 5: Implementation

Make every effort to leverage the structures already in place locally and nationally seeking to maximise the potential of these structures.

Principle 6: Collaboration

Work in collaboration with relevant stakeholder and communities to support sustainable approaches to policy and programme development and implementation.

Appendix 6:

Indicative List of Relevant Policies & Strategies to inform the development of the LECPs

Economic

National Policies & Plans

- [Pathways to Work Strategy 2021 - 2025](#)
- [National Economic Plan \(NEP\)](#)
- [National Recovery and Resilience Plan](#)
- [Housing for All: A New Housing Plan for Ireland](#)
- [Project Ireland 2040](#)
- [Town Centre First Policy](#)
- [National Development Plan 2018 - 2027](#)
- [National Planning Framework](#)
- [Rural Development Policy 2021-2025 - Our Rural Future](#)
- [National Broadband Plan](#)
- [Putting People First: Action Programme for Effective Local Government](#)
- [Enterprise 2025 Renewed - Building resilience in the face of global challenges](#)
- [Report of the SME Taskforce: National SME and Entrepreneurship Growth Plan.](#)
- [Sustainable Development Goals National Implementation Plan 2018-2020](#)
- [National Further Education and Training Strategy 2020 - 2024](#)
- [Building Future Skills: The Demand for Skills in Ireland's Built Environment Sector to 2030](#)
- [Waste Action Plan for a Circular Economy](#)
- [People, Place and Policy - Growing Tourism to 2025](#)
- [Transport Infrastructure Ireland](#)

- [National Social Enterprise Policy for Ireland 2019-2022](#)
- [Supporting the sustainability of our islands and coastal communities](#)

Regional Policies and Strategies

- [Regional Spatial and Economic Strategy \(RSES\) for the Southern Region](#)
- [Regional Spatial and Economic Strategy \(RSES\) for NWRA](#)
- [Regional Spatial and Economic Strategy \(RSES\) for EMRA](#)
- [Regional Enterprise Plans](#)

Community

National Policies and Plans

- [Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024](#)
- [National Policy Statement the Bioeconomy](#)
- [CAP Strategic Plan 2023 - 2027](#)
- [Rural Development Policy 2021-2025 - Our Rural Future](#)
- [Housing for all: A New Housing Plan for Ireland](#)
- [Town Centre First Policy](#)
- [Climate Change Sectoral Adaptation Plan](#)
- [Youth Justice Strategy 2021 - 2027](#)
- [National Action Plan for Equity of Access to Higher Education 2015-2021](#)
- [Programme for Government: Our Shared Future](#)
- [Civil Defence - Towards 2030](#)
- [Making Remote Work: National Remote Work Strategy](#)
- [IDA Ireland: Driving Recovery and Sustainable Growth 2021 - 2024](#)
- [Sustainable Development Goals National Implementation Plan 2018-2020](#)
- [International Financial Services Strategy](#)
- [Ireland's Diaspora Strategy 2020-2025](#)
- [Sláintecare Implementation Strategy and Action Plan 2021-2023](#)
- [Healthy Ireland Framework 2019-2025](#)
- [Roadmap for Social Inclusion 2020 - 2025](#)
- [National Positive Aging Strategy \(NPAS\)](#)
- [National Dementia Strategy](#)
- [National Carers Strategy](#)
- [Putting People First: Action Programme for Effective Local Government](#)
- [20-Year Strategy for the Irish Language 2010-2030](#)
- [National Traveller and Roma Inclusion Strategy 2017 - 2021](#)
- [National Migrant Integration Strategy](#)
- [National Disability Inclusion Strategy \(2017-2021\)](#)
- [LGBTI+ Inclusion Strategy 2019-2021](#)

Notes



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Government of Ireland