

Waterford

Local Economic and Community Plan

2023 - 2029

Adopted by Waterford City & County Council on 14/12/2023



Comhairle Cathrach & Contae Phort Láirge
Waterford City & County Council

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Mayor Statement

As Mayor of Waterford City and County I welcome this new Local Economic and Community Plan for Waterford.

It is the second LECP for Waterford city and county and will continue the progress made in the first plan. It also allows us to take stock of where we are and creates the roadmap to plan for the future.

Along with the County Development Plan, it gives us a framework to keep supporting the sustainable growth of our local economy and communities.

This LECP represents the culmination of over eighteen months' work involving extensive research, public consultation, workshops, surveys, analysis, and committee meetings. The members of both the LCDC and the SPCs have played a key role in developing this plan. Under the lead of the Advisory Steering Group, they have reviewed and contributed to shaping the plans progression and ensuring that the plan is an inclusive approach towards economic growth and the benefits this can bring to all our citizens. It also acknowledges the need to act now on positive climate and biodiversity actions.

The High Level Goals, objectives and actions that we set ourselves will collectively work to ensure that our County continues to have a productive and sustainable business base. This plan positions Waterford as an economic driver for the Southeast and presents actions to compete and sustain investment and create jobs yet supports quality of life and an equitable and diverse society, while also safeguarding our natural and built environment.

I would like to take this opportunity to thank the members of the Advisory Steering Group, Strategic Policy Committee for Economic Development & Enterprise, the Strategic Policy Committee for Housing, Community, Libraries & Culture, and Local Community Development Committee (LCDC) for leading the development of the Plan, alongside council officer leads

and Ian Dempsey of Prescience Business and Management Development Ltd. I thank all the stakeholders who have participated in the process.

Finally, I look forward to working with all in achieving our vision of building our smart, sustainable, and inclusive Waterford.



Cllr. Joe Conway
Mayor of Waterford City and County

1. Introduction

The purpose of the Local Economic Community Plan (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 a Local Authority area.

This LECP provides a roadmap for how Government, Waterford City and County Council, development agencies and others will work together to improve the lives of all living and working throughout the City and County.

The LECP identifies the high-level goals, objectives, and actions and enablers needed to develop and sustain a vibrant economy and society in the period from 2023-2029. This is to be achieved directly by the Waterford City and County Council in partnership with all other economic and community development interests. The actions identified are undertaken, both by the Council itself directly and in partnership with other economic and community development stakeholders. It is aligned to the vision set out in the Waterford City and County Development Plan 2022 – 2028, which states:

“By 2028, Waterford City and County will have continued to grow and will be evolving to become an even more attractive, prosperous, resilient, and sustainable place, anchored by Waterford City and Metropolitan area as the Regional Capital, a University and Learning City, and an economic driver for the region. It will be the best City and County in which to live, learn, visit and do business”.

We will be recognised as the Regional Capital and for:

- Our enterprise and inventiveness in the knowledge economy and high-value markets – with a particular focus on biopharmaceuticals, technological innovation, tourism, food and drink, fishing, and primary industries.*
- The development and growth of our educational capital through our University and its synergies with the broader economy; and,*
- Our unique built, historic, cultural and natural environment, which will be protected and, where appropriate, enhanced as a key asset in underpinning a high quality of health/wellbeing, life and place.*

The economic elements of the LECP have been formulated in accordance with the National Planning Framework, the Southern Assembly’s Regional Spatial & Economic Strategy, Enterprise Ireland’s Strategy 2022-2024, the South East Regional Enterprise Plan to 2024, the Waterford Metropolitan Area Strategic Plan (WMASP), Waterford City and County Development Plan 2022-2028 and Waterford Local Development Strategy 2023-2027.

The Community elements of the LECP were developed using evidenced based planning to ensure that local societal, demographic needs, challenges and opportunities were considered within a changing funding and policy context. This process was bespoke to the LECP planning and implementation process and was shaped by a comprehensive review and understanding of local thematic and sectoral strategies including the Waterford Local Development Strategy, the Social Inclusion Community Activation Programme, the Waterford Wellbeing Vision, the Social Inclusion Statement of Intent, the Waterford Migrant Integration Strategy 2021-2024 and the Waterford Healthy Ireland & Sláintecare Programmes.

1.1 Principles and Drivers informing the LECP

The development of the LECP has been informed by and is supported by the drivers as outlined in Figure 1:

1. Climate action reflects the need to promote development that is compact, diverse, sustainable, resilient, and adaptive to climate change while working towards a low carbon economy and more sustainable businesses.
2. Digitalisation & Innovation requires us to be aware of and embrace technology change, and to transform with resilience and innovation to a SMART technology future. We also need to be cognisant of ongoing European initiatives which will inform a lasting strategy for innovation and digitalisation across Waterford and the region. It is essential that we drive more innovation focused businesses that can grow and scale, contributing to Waterford’s vibrancy and attractiveness as an investment location.
3. Policy environment reflects the need to align with government priorities while remaining agile and flexible in our response to allow newly emerging programmes, funding opportunities and policies to be considered in an ongoing way. WCCC also has a key role in informing national policy.
4. Economic resilience needs to be built into Waterford’s economy so that enterprise can continue to adapt to challenging market environments while maximising sustainable job retention and creation. Responding successfully to economic change requires us to remain constantly aware of our economic environment and to be agile to respond to this change. WCCC’s partnership with RIKON on monitoring our economic performance will ensure that real time data on the health of the local economy is available to allow a response and adjust course as necessary.

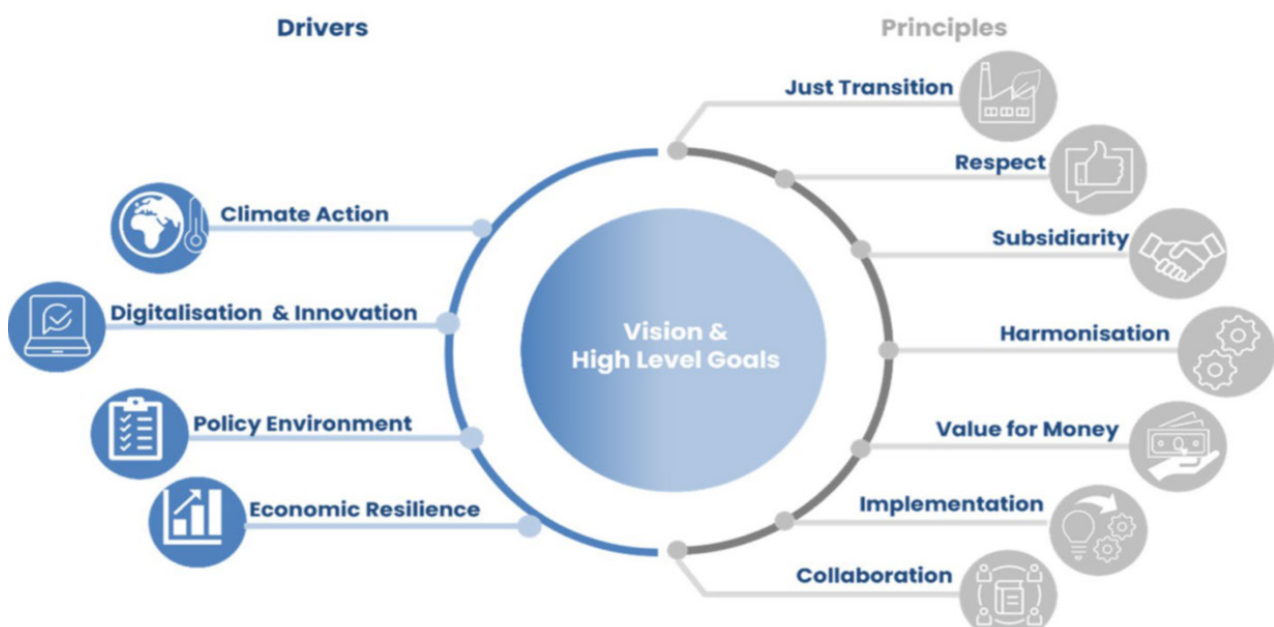


Figure 1

2. Policy Framework

The LECP will be delivered in parallel with the Waterford City and County Development Plan 2022-2028 which sets out the strategy for the proper planning and sustainable development of Waterford City and County over the plan period. The Development Plan is centred on the core principle of sustainability and compact growth with a focus on regeneration and economic development, supported by vibrant, liveable, climate resilient communities. Through its' alignment with the Waterford City and County Development Plan, this LECP plan will identify key priorities throughout Waterford whilst ensuring they develop in a sustainable way with a good quality of life and opportunities for all communities.

The policies as listed below outline the cascading nature of these national strategies and plans which have informed the development of this LECP and how the plans being developed at local level will complement each other to ensure harmonisation across the different themes and geographic level of focus.

2.1 National, Regional and Local Policies

The following National, Regional and Local policies and strategies have informed the development of the Waterford LECP.

National Policies and Plans

- Sustainable Development Goals National Implementation Plan 2018-2020
- Climate Change Sectoral Adaptation Plan
- Project Ireland 2040
- National Development Plan 2021-2030
- National Planning Framework – Project 2040
- Programme for Government – Our Shared Future
- Our Rural Future: Rural Development Policy 2021 – 2025
- Putting People First: Action Programme for Effective Local Government
- Town Centres First: A Policy Approach for Irish Towns
- Enterprise Ireland's Strategy 2022-2024
- Healthy Ireland Framework 2019-2025
- Sláintecare Implementation Strategy and Action Plan 2021-2023
- Equality, Diversity and Inclusion Strategy
- Transport Infrastructure Ireland
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024
- Housing for all: A New Housing Plan for Ireland
- IDA Ireland: Driving Recovery and Sustainable Growth 2021 – 2024
- Youth Justice Strategy 2021 – 2027
- National Action Plan for Equity of Access to Higher Education 2015-2021
- Making Remote Work: National Remote Work Strategy
- Roadmap for Social Inclusion 2020 – 2025
- National Positive Aging Strategy (NPAS)
- 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

Regional Policies and strategies:

- Southern Regional Spatial & Economic Strategy (RSES)
- South East Regional Enterprise Plan to 2024
- Southern Regional Assembly 'Our Green Region - A Blue Green Infrastructure and Nature based Solutions Framework for the Southern Region'
- Southern Regional Assembly '10 Minute Towns Accessibility and Framework Report'

Waterford Policies and strategies:

- Waterford City and County Development Plan 2022-2028
- Waterford Metropolitan Area Strategic Plan (MASP)
- Waterford Local Development Strategy 2023-2027
- Waterford Migrant Integration Strategy 2021-2024
- Waterford's Healthy Ireland & Sláintecare Programmes
- Waterford Social Inclusion and Community Activation Programme
- Waterford Public Participation Network Wellbeing Vision
- Waterford LCDC's Social Inclusion Statement of Intent
- Waterford Community Safety Plan 2023-2028
- Waterford Age Friendly Alliance Strategy 2023-2028
- Waterford Digital Strategy
- Waterford Climate Action Plan
- Waterford Metropolitan Area Transport Strategy
- Waterford City & County Council Housing Delivery Action Plan

2.2 Sustainable Development Goals

The LECP has been framed with reference to the United Nations Sustainable Development Goals (SDGs) and actions and initiatives that will contribute towards the local and global delivery of these goals will be mapped against the SDGs in the LECP. The Council's Corporate Plan and the SDGs will help put sustainability at the heart of economic planning across Waterford. Figure 2 below shows the relationship between the 17 Sustainable Development Goals, the National Strategic Outcomes as set out in the National Planning Framework and the Regional Strategic Outcomes of the Southern Region's Regional Spatial and Economic Strategy and how the Core Strategy Strategic Aims of the Waterford City and County Development Plan 2022-2028 will contribute to the delivery of these at local level. The LECP will be a key mechanism for delivering locally on the SDGs and the Strategic Outcomes outlined in the Development Plan.



Figure 2

2.3 Climate Action

The Climate Action and Low Carbon Development (Amendment) Act 2021 and the Climate Action Plan comprise the national framework within which Government supports climate mitigation and adaptation actions. This process has established a legally binding framework with clear targets and commitments set in law to ensure the necessary structures and processes are created on a statutory basis; enabling Ireland to achieve its national, EU and international climate goals and comply 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.

2.4 Southern Regional Assembly Regional Spatial & Economic Strategy

The Southern Regional Assembly has prepared a Regional Spatial & Economic Strategy (RSES) for the Southern Regional area which sets out the economic and spatial strategy for the next 12 years.

The primary aim of the RSES is to implement Project Ireland 2040, the National Planning Framework and to support Government policy for balanced regional development. The RSES which provides a vision and a long-term, strategic development framework for the future physical, economic and social development of the Southern Region seeks to:

- Nurture all our places to realise their full potential
- Protect, and enhance our environment
- Successfully combat climate change
- Achieve economic prosperity and improved quality of life for all our citizens
- Accommodate expanded growth and development in suitable locations
- Make the Southern Region one of Europe's most creative, innovative, greenest and liveable regions

RSES policy objectives are guided by the 5 principles of the RSES Economic Strategy: Smart Specialisation; Clustering; Placemaking for enterprise development; Knowledge Diffusion; and Capacity Building.

RSES policy objectives / initiatives include:

- Dungarvan designated as a key town
- Development of Waterford as a UNESCO Learning City and to development of the Southern Region as a UNESCO Learning Region in order to (i) Grow our Region's Human Capital base, (ii) to Improve Lifelong Learning, (iii) to develop the Region's skills and education proposition & (iv) to build Resilience and capacity building, and create a Smart Southern Region initiative which seeks to work with people and communities on collaborations across all sectors to harness digital and data to create vibrant, sustainable, and liveable communities

2.5 Waterford Metropolitan Area Strategic Plan (MASP)

The RSES includes a Metropolitan Area Strategic Plan (MASP) for Waterford. The MASP's primary deliverables are compact growth and maximising the potential of strategic locations. The Waterford MASP provides a high level strategic framework for the sustainable development of the Waterford Metropolitan Area based on the ambition for the City and Metropolitan Area as an innovation-centred, enterprising University City with a diverse population, a vibrant cultural sector, a thriving economy and a significant and substantial profile that brings European and international recognition. Waterford's MASP provides opportunities for enhanced linkages between the City and Dungarvan, designated as a key town within the RSES.

The vision for Waterford under the RSES and the MASP is 'To develop a concentric city both north and south of the river Suir (including areas within County Kilkenny). Development of educational resources and a university in Waterford, a Port City and International Gateway recognising the City's people as the heart of its' potential, is key to the vision for the Waterford MASP.'

3.The Planning Process

The LECP was planned and developed in accordance with [guidelines issued by Government](#) in 2021. 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.

3.1 Process & Timelines

The process to plan and develop the LECP commenced in September 2022 and progressed through four initial aligned and incremental stages to completion in September 2023. Thereafter, the implementation and monitoring and evaluation stages occur on an iterative basis annually to the plans completion in 2029.

Stage	Activity	Timeline
1. Preparation	Socio-economic Analysis	Sept – Oct 2022
2. Public Consultation	Development of and refinement of High-Level Goals	Nov 2022- Feb 2023
3. Objectives & Outcomes	Development of specific, measurable sustainable objectives and outline of the desired outcomes	Nov 2022- Feb 2023
4. Finalise Plan	Refinement and approval of LECP	March – Sept 2023
5. Implementation	Specific time bound actions for each High-Level Goal	2023-2029
6. Monitoring & Evaluation	Assessment of outcomes and impact	2023-2029

3.2 Evidence-based Planning

Evidence based planning was used to ensure that societal, demographic needs, challenges and opportunities were considered within a changing policy and funding context. This process was bespoke to the LECP planning and implementation process and was shaped by a comprehensive review and understanding of:

- Local Economic & Community Plans Guidelines 2021
- Relevant national, regional and local strategies
- Stakeholder legacy assets and perspectives
- Lessons learned from the development of the One Waterford (2015-2020) LECP
- A baseline for social, economic and environmental development as evidenced by the CSO 2022 Census of Population and other data as might be relevant
- Optimal use of the available programme resources aligned with priority themes/sub-themes
- Trade-offs necessary to create greatest add-value and impact
- Alignment to ensure coherence between the economic and community aspects of the LECP

Themes developed under the LECP included Sustainable Development (via 17 UN SDG goals); Health & Wellbeing; Quality of Life; Quality of Place/Liveability¹; Access, Inclusion and Equality; Climate action and Decarbonisation; Multi-generational (all ages; all abilities); Strategic Agility and Responsiveness.

The process to plan, develop and implement the LECP will adhere to the following principles and values:

Progressive; Sustainable; Inclusive; Connected; Accessible; Resilient; Creative; Collaborative; Innovative; Agile; Responsive.

3.3 Process and Milestones

In accordance with Government Guidelines, the planning process comprised the following stages:

Baseline Analysis – The first step in developing the plan was the initial collation and analysis of socioeconomic data from national databases and other sources as well as an initial policy review to identify key themes that a draft vision and high-level goals could be built around.

Socio-Economic Statement – This stage consisted of the development of the draft Socio-Economic Statement which included an initial summary analysis of key socio-economic data identified and the development of the vision and high-level goals. A socio-economic summary which informed public consultation is included in Appendix 3.

Stakeholder Consultation – During this stage an extensive range of stakeholder consultation was conducted including focus groups, written submissions, community survey, and a number of key stakeholder interviews – further details on the consultation process are on Appendix 2.

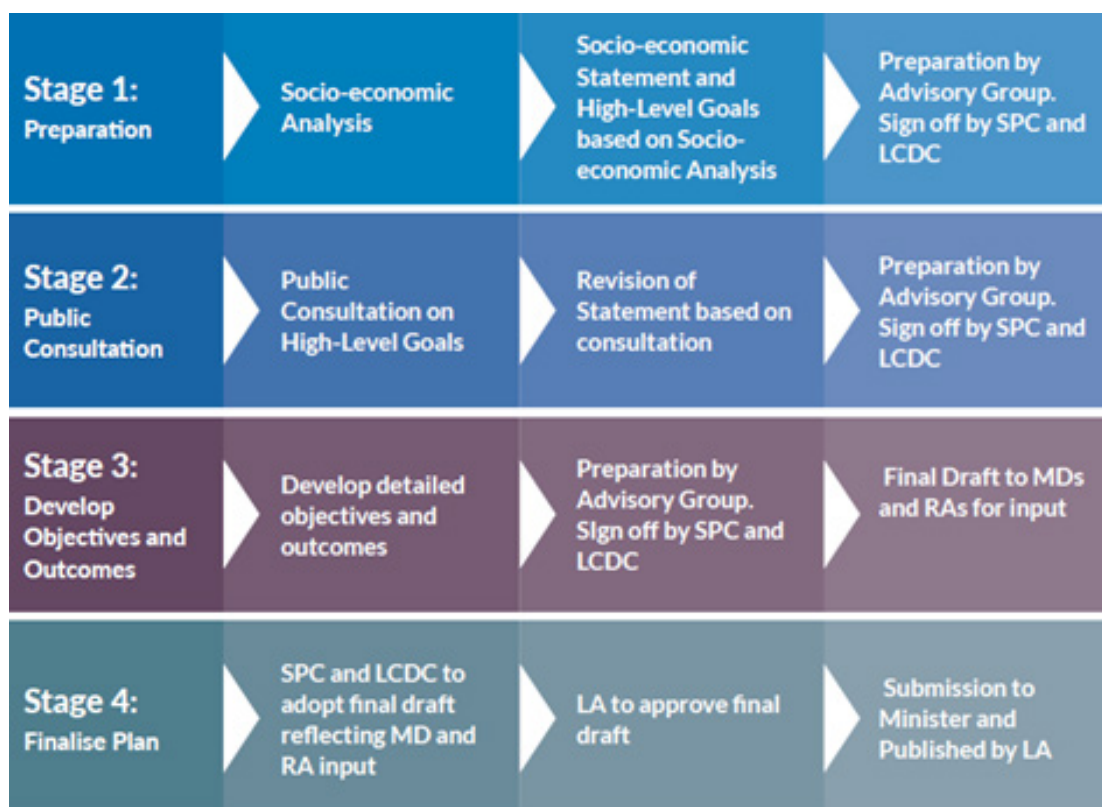
¹ Liveability is defined as the essential features to allow residents of all ages and backgrounds to thrive. Its dimensions include housing; health; physical & natural environment; infrastructure; provision of & access to services; range & quality of employment; amenities & public places; recreation; pollution-free, safety & comfort; accessibility &, connectivity; social capital; social cohesion; integration &, diversity; governance & representation; viable demographics; diverse & resilient economy; affordability; climate; scale, density & critical mass; identity, belonging, nurturing, etc

Development of the Sustainable Objectives and Actions – This stage saw the development of sustainable objectives and actions. The objectives and actions were developed in collaboration with key stakeholders and included the identification of lead owners and supporting agencies/groups for each action. Specific Key Performance Indicators (KPIs) were also identified and an approach for monitoring and evaluation of progress on implementation was also developed.

Draft Plan – A draft plan was subsequently developed. This was put forward to the LECP Advisory Steering Group, Economic Development & Enterprise SPC, Housing, Community, Libraries and Culture SPC, the LCDC, and to members of Waterford City & County Council. A Strategic Environmental Assessment Screening report and Appropriate Assessment Screening report were also conducted following completion of the draft plan.

Finalisation of Plan - Following feedback on the draft plan and the completion of the SEA and Appropriate Assessment screening reports, the draft plan was presented to the Southern Regional Assembly and then to Waterford City and County Council for adoption in December 2023.

The key tasks and milestones completed for each stage of the LECP planning process is summarised as follows:



3.4 Stakeholder Engagement

The LECP planning and development process was based on extensive and active stakeholder engagement. This was designed to ensure:

- Enhanced public awareness of the LECP, its purpose, scope and content
- The development of a future-oriented, evidence-led and needs-based LECP
- A shared ownership and commitment to LECP planning and implementation
- The widest possible stakeholder engagement including that of disadvantaged, marginalised and hard to reach communities
- Alignment of WCCC and multiple stakeholder perspectives.
- The development of a shared vision in which High-level Goals, Objectives and Strategic Actions are coherent and aligned
- Prioritisation of themes, objectives and strategic actions in a transparent manner

A strategy was devised in order to identify all relevant stakeholders, build an understanding of their needs and expectations, develop a mix of appropriate engagement methodologies to ensure stakeholder reach as well as to capture feedback and contributions in a consistent usable format. Stakeholder communication was coordinated by WCCC and comprised direct communications via email, social media, media advertising, online surveys, public meetings and thematic workshops.

The consultation process to inform the development of the LECP is outlined below in Figure 3.

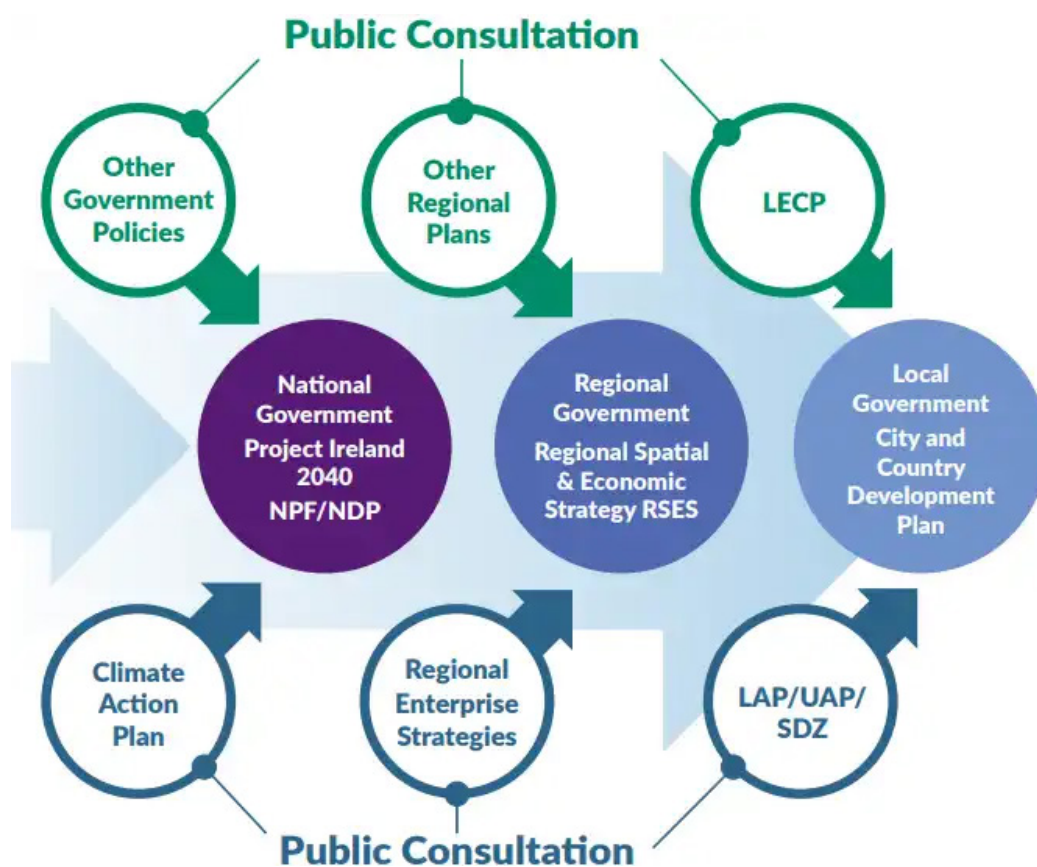


Figure 3

The active phase of stakeholder consultation took place between November 15th, 2022 and July 11th, 2023, anchored by four complementary approaches which included thematic meetings, open public meetings and online surveys as summarised in Appendix 2.

4. High-Level Goals

Subsequent to an analysis of the existing socio-economic data and informed by a comprehensive consultation process, the LECP comprises a set of eight High-Level Goals; four for economic development and four for community development, which though separate and distinct are intended to be mutually reinforcing and complementary.

The High Level Goals are as follows:

4.1 Economic

Low Carbon & Sustainable Economy: Waterford is a flagship demonstrator where research, business and the wider community will coproduce integrated solutions that will be scaled for roll out across Waterford and internationally.

Economic Diversity & Sustainable Growth: Waterford's economy is well connected, innovative, creative, able to adapt and will enable people to create their own opportunities.

Sustainable Placemaking & Destination Management: Waterford is a place of choice for talent, investment and visitors.

Innovation & Digital Transition: Waterford is a location which embraces the opportunities that digital technologies create, transitioning with resilience and innovation towards a SMART technology future to future proof our economy.

4.2 Community

Liveability & Quality of Life: Inclusive, sustainable development will help to ensure that Waterford continues to develop as a great place to live with high quality physical, social, cultural, educational and employment opportunities for all.

Health & Wellbeing: The health, wellbeing and the quality of life of individuals and communities will be improved through equitable access to resources and facilities that promote positive life choices, healthy habits and active lifestyles.

Inclusion & Accessibility: Waterford's publicly funded agencies will strive to ensure access to a full range of supports and resources for all demographics, ages and abilities.

Resilience & Sustainability: Effective communication, representation and networking will empower sustainable, resilient, inclusive and engaged communities.

The stakeholder engagement process yielded widespread agreement on the scope and nature of the High-Level Goals. With stakeholder approval secured, each of the High-Level Goals was further refined through an iterative process in which sustainable objectives and actions, key enablers and high level indicators were developed enabling evaluation over the 6 year plan 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 based on evidence-based prioritisation and the resources available in the plan period. Careful attention was made to ensuring coherence between the economic and community elements of the LECP.



5. Implementation Plan

In line with the Local Economic and Community Plan Guidelines issued by Government in 2021, the Waterford LECP comprises three main elements.

These are:

1. The economic element of the LECP outlining the High level goals, objectives, key actions and relevant KPIs over the six year period of the plan
2. The community element of the LECP outlining the High level goals, objectives, key actions and relevant KPIs over the six year period of the plan
3. Implementation Plans consisting of the actions and KPIs to assist in achieving the overall goals, objectives and outcomes over the first 2 year period of the plan

In order to deliver the Goals, Objectives and Outcomes, initial 2 Year Implementation Plans have been produced, one for the Economic actions and one for the Community actions – see Appendix 4 for both Implementation Plans. The Implementation Plans will be updated every two years to ensure it remains relevant and responsive to the changing circumstances, opportunities and challenges. The Implementation Plans sets out a series of actions against each objective that will make an individual and collective impact in delivering the High Level Outcomes.

The Council had to prioritise actions, recognising that the LECP will be supported by a much wider number of strategies, organisations and groups throughout Waterford, regionally and nationally. Actions have been prioritised by engagement with those agencies who have been and will continue to be responsible, alongside the Council, for supporting change and growth in Waterford.

The nature of the LECP means that it will be possible to identify additional actions where necessary to respond to changing circumstances and funding opportunities, or are identified as important by stakeholders, businesses and citizens. These can identify actions through our process of annual monitoring over the full six- year duration of the Plan.

While the LECP will be implemented by the LCDC and implementing partners, other locally developed plans and strategies will also assist in its delivery including the Rural Economic Strategy, Towns Centre First Plans, Fáilte Ireland's Destination Experience Development Plan, the Climate Action Plan, the Migrant Integration Strategy, Age Friendly Alliance Strategy, Community Safety Plan, Local Development Strategy, Healthy Ireland & Sláintecare Programmes, and the Social Inclusion Community Activation Programme.

5.1 Economic

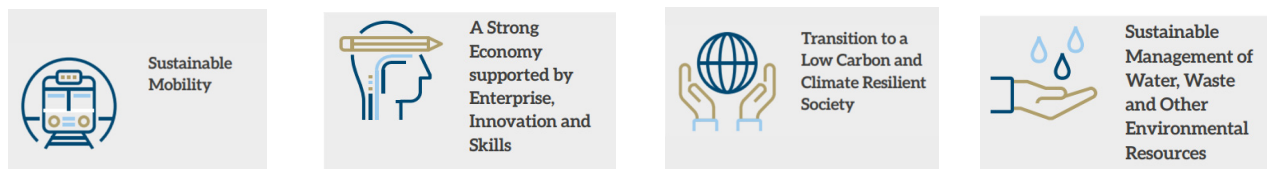
High Level Goal 1: Low Carbon & Sustainable Economy

Waterford is a flagship demonstrator where research, business and the wider community will coproduce integrated solutions that will be scaled for roll out across Waterford and internationally. The Climate Action Plan 2021 sets out a roadmap to deliver on Ireland’s climate ambition. While much of the plan focusses on climate mitigation – the imperative to reduce our emissions of GHGs and thereby reduce warming – the plan also acknowledges the need to focus on climate adaptation. The Plan notes that, local authorities, have a pivotal role to play in the decarbonisation transition, including through spatial planning, the provision of public housing and transport infrastructure, and the maintenance of biodiversity. The Plan also requires that each local authority identifies a decarbonisation zone.

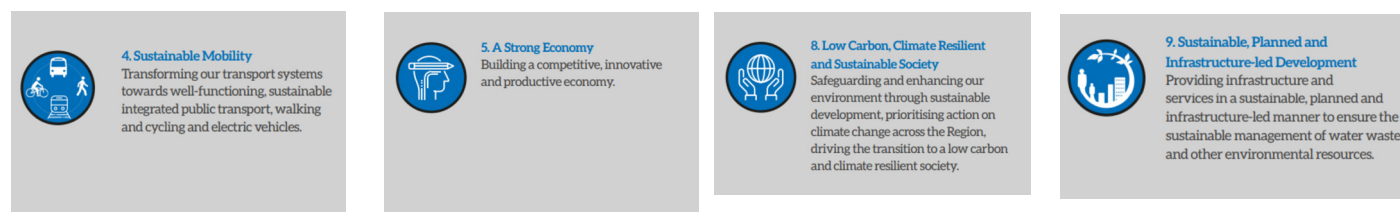
UN SDGs



National Planning Framework Strategic Outcome



RSES



	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
1.1	Develop a flagship green economy, including the circular economy, and maximising opportunities while transitioning to a low carbon and resilient economy	Profile the Waterford economy to identify likely challenges and opportunities in transitioning to a green economy and develop an action plan in support of the just green transition with a specific focus on Waterford business	WCCC	LEO, SETU & Partners, WWETB	MT
		Create an award scheme for SMEs / Social Enterprise incorporating green economy principals within their business	WCCC	EI/LEO	MT
		All LEO businesses to develop a sustainability or climate action plan as part of grant applications	EI LEO	SETU / WWETB / Skillnet	MT
		Enhance the skills and knowledge base within SMEs to accelerate the adoption and implementation of sustainable business practices among SMEs	EI / LEO		LT
Key Performance Indicators Reduction in carbon emissions					
1.2	Identify and develop opportunities in the commercial and industrial sectors for renewable energy generation and micro generation	Partner with SEEA to inform and assist local businesses re renewable energy generation & liaise with SEAI and other education and training providers to provide training and information days for businesses on renewable energies	WCCC	South East Energy Agency / SEAI SETU / WWETB / Skillnet / IDA	MT
		Creation of Commerce for a Carbon Neutral Waterford scheme where businesses can gain recognition for their contribution to Waterford meeting its Carbon Neutral targets	WCCC		ST
		Determine opportunities to optimize energy use by profiling key enterprise zones in the city, Dungarvan and Tramore including the IDA industrial estate, and others with a view to a focused campaign to reduce energy usage on the site	WCCC	IDA Chambers of Commerce	LT
Key Performance Indicators Increase in renewable energy generation					
1.3	Enhanced connectivity and sustainable mobility. (SRA's 10 minute City concept)	Work with the larger employers in the City to develop and implement Smarter Travel Workplace Plans that promote and encourage active and sustainable commuting	WCCC Active Travel	Chambers of Commerce	MT
		Work with the NTA to deliver the walking, cycling and public transport infrastructural and behavioral change objectives outlined in the Waterford Metropolitan Area Transport Strategy and Dungarvan & Tramore transport studies	WCCC	Private Sector	MT
		Partner with key employers in the city and county to facilitate work-from-home opportunities through developing and/or expanding remote working hubs in locations throughout the county	WCCC	Chambers of Commerce Leader	ST
Key Performance Indicators Increase modal share of sustainable transport modes					
1.4	Integrate climate change and adaptation considerations into land-use policy objectives and decision making processes to enhance our resilience to the effects of climate change and reduce our carbon footprint	Adhere to principles outlined the WCCC Climate Adaptation, SECAP and LACAP documents	WCCC	South East Energy Agency	ST
Key Performance Indicators Incorporate Climate action into all WCCC policy & plans					
1.5	Strategic use of public procurement and socially responsible public procurement	Implemented the GPP Policy for the Council and engage with local suppliers on Green Public Procurement.	WCCC		ST
		Identify groups / industry sectors and offer training supports and awareness around procurement	WCCC / LEO	Chambers of Commerce	ST
Key Performance Indicators Green Procurement Guidelines fully implemented					
1.6	Harness the knowledge base and research networks of our educational partners, university and Teagasc to accelerate capacity to deliver on this goal	Establish a forum to exchange knowledge, facilitate collaboration and enhance progression on the realisation of Waterford's Carbon Neutral Strategy	WCCC	SETU / WWETB / Teagasc / SEAI	ST
Key Performance Indicators Forum to exchange knowledge established					

Timeframes for Completion

ST - Short Term within 2years | MT- Medium Term 3- 4 years | LT - Long Term 5 – 6 Years

High Level Goal 2: Economic Diversity & Sustainable Growth

Waterford's economy is well connected, innovative, creative, able to adapt and will enable people to create their own opportunities

Economic diversity in the context of this plan refers to a process whereby the economy shifts away from reliance on a single or limited number of sectors towards multiple and a growing number of sectors. RSES and Waterford MASP present a number of Regional Priorities for Waterford. Key elements of the RSES acknowledge Waterford City and Metropolitan Area as a Regional Growth Centre with substantial increases in population and employment as well as a diverse housing supply. Development of a Balanced Concentric Metropolitan Area for Waterford, including significant expansion and growth of the north-side of the River Suir in co-operation with Kilkenny County Council. Compact Growth and Urban Regeneration including development of key locations such as the North Quays.

Diversification will encourage positive economic growth and development.

UN SDGs



National Planning Framework Strategic Outcome



RSES



1. Compact Growth
Strengthening and growing our cities and metropolitan areas; harnessing the combined strength of our 3 cities as a counterbalance to the Greater Dublin Area, through quality development; regeneration and compact growth; building on the strong network of towns and supporting our villages and rural areas.



2. Enhanced Regional Accessibility
Enhancing regional accessibility through upgraded transport infrastructure and digital connectivity allied to transformed settlement hierarchy.



5. A Strong Economy
Building a competitive, innovative and productive economy.



6. High-Quality International Connectivity
Optimising our international connectivity through investment and increased capacity in our ports and airports and provision of high-quality digital connectivity throughout the Region.



10. A Healthy and Learning Region
Achieving improved education, health and public services and facilities for all citizens and communities.

	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
2.1	Attract substantial investment and new enterprise with significant employment income and growth potential	Provide appropriate, innovative and competitive sustainable property solutions coupled with robust infrastructure to enhance Waterford as an International Gateway with a Port and Airport	WCCC IDA	Chambers of Commerce Private Sector	MT
		Monitor and evaluate Waterford's competitiveness and attractiveness against comparative areas nationally and internationally	WCCC	Chambers of Commerce Private Sector / SETU (RIKON)	ST
		Develop a suite of branding, marketing and communication material as part of Waterford 2040 campaign and build a network around promoting Waterford	WCCC	Chambers of Commerce Private Sector	ST
		Maximise opportunities presented by SETU, to advance entrepreneurship and hi performance start up in Waterford, to foster a strong local start-up support ecosystem	SETU	WWETB, LEO	MT
Key Performance Indicators Increase in the number of new enterprises					
2.2	Scale established indigenous enterprises to maximise their global growth and job creation potential	Create the optimum environment for SMEs to develop their export potential	LEO WCCC		LT
		Enhance the confidence and leadership skills of owner/managers to drive ambition of businesses to scale	EI	LEO, WCCC	MT
		Enterprise Ireland / LEO to maximize job creation potential & enhance opportunities for sector collaboration	EI	LEO, WCCC	MT
		Work with SETU / WWETB and other educational partners to ensure the availability of training and education programmes to support business growth	SETU WWETB	WCCC	MT
Key Performance Indicators Increase in the number of indigenous enterprises who commence exporting					
2.3	Enhance opportunities for clustering and collaboration for sectors that are active on the world stage	Prioritise concentrated investment and focus on existing strong enterprise clusters (Engineering, ICT, Life Sciences, Financial Services) with a view to enhancing and supporting productivity, innovation, skills development and networks	EI	IDA SETU, LEO, LEADER, FI, Skillnet, SEEDO, WWETB	LT
		Work with partners, including SETU and WWETB, to develop a regional agri-food cluster to enhance growth, competitiveness and sustainability in co-ordination with the Southern Regional Assembly in response to the Smart Southern Region initiative	Southern Assembly	IDA SETU, LEO, LEADER, Teagasc, FI, Skillnet, SEEDO, WWETB	MT
		Work with partners including SETU to mobilise resources to develop a life-science/pharma cluster and a digital creative cluster with a focus on shaping national and regional investment in infrastructure, education, training, research and economic support in co-ordination with the Southern Regional Assembly in response to the Smart Southern Region initiative	SETU	LEO SETU (PMBRC) Kinetic Labs SRA	LT
		Engage with tourism partners with a view to developing a tourism cluster with an emphasis on world class experiences and marketing same to attract visitors from abroad	WCCC	Fáilte Ireland, Visit Waterford	MT
Key Performance Indicators Number of clusters established					

2.4	Increase Waterford's human capital base by attracting, retaining and empowering people with the skills for the future and environmental, social and governance (ESG) talent	Comprehensive promotion programme in order to attract talent to Waterford with local stakeholders capitalising on Irish Times Ireland's best place to live award	WCCC		ST
		Engage with the South East Regional Skills Forum, South East Economic Development Office, SETU, WWETB and Skillnet to profile, assess and address current and future skills needs and to advance Waterford and the South East as a Learning City and Region	WCCC	SETU WWETB, Skillnet SERSF SEEDO	MT
		Support social enterprise and social innovation to address social, societal, economic and environmental challenges, and support the active participation, volunteering and employment of disadvantaged and marginalised groups	LCDC	WAP WLP WCCC	MT
		Council to lead on housing of all types and bring vacant properties back to use and support the development of a range of options for private sector and Identify opportunities for the reuse and repurpose of restored properties and sites which can be used and developed for inclusive community use and activity	WCCC	WAP WLP	LT
Key Performance Indicators Increase the proportion of skilled people obtaining work					
2.5	Identify, coordinate and continually improve the provision of infrastructure necessary to allow Waterford to grow and prosper over the long term	In partnership with the appropriate infrastructure provider undertake a capacity review of water, energy, transport and wastewater infrastructure to identify any constraint to development and work with other service providers to do similar review	WCCC	Irish Water, Energy Providers, TFI, Port of Waterford HSE, SETU, WWETB, Airport	MT
Key Performance Indicators Capacity constraints studies					
2.6	Support regeneration and active land management including the development of strategic employment locations and other potential sites and provision of associated services identified in the Waterford City & County Development Plan 2022-2028	Develop a masterplan for opportunity sites	WCCC	Irish Water, Energy Providers, TFI	MT
		Bring zoned and serviced land into active use and actively work on the development of brownfield sites	WCCC	Irish Water, Energy Providers, TFI	MT
Key Performance Indicators Employment opportunities created					

Timeframes for Completion

ST - Short Term within 2years | MT- Medium Term 3- 4 years | LT - Long Term 5 – 6 Years

High-Level Goal 3: Sustainable Placemaking & Destination Management

Waterford's economy is well connected, innovative, creative, able to adapt and will enable people to create their own opportunities. Economic diversity in the context of this plan refers to a process whereby the economy shifts away from reliance on a single or limited number of sectors towards multiple and a growing number of sectors. Diversification will encourage positive economic growth and development.

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National Planning Framework Strategic Outcome



RSES



	Objectives	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
3.1	Establish Waterford as a place of choice for inward migration, talent and investment and market Waterford as such	<p>Prepare Local Area Plans for the main urban centres along with Waterford City neighbourhoods, monitor and assess housing delivery across Waterford city, main urban centres and rural areas.</p> <p>Protect and enhance the identity and character of the unique culture and heritage of Waterford's town and villages</p> <p>Facilitate the collaboration between Higher Education Institutes, research centres of excellence, government agencies, industry partners and the third sector in education, research, skills development and life-long learning for all</p> <p>Development of Waterford as a UNESCO learning City and Southern Region as a UNESCO learning Region</p>	<p>WCCC</p> <p>WCCC</p> <p>SETU, WWETB, SOLAS, WAP</p> <p>SETU</p>	<p>All communities</p> <p>WCCC</p> <p>WCCC, WWETB, SETU, SRA, Skillnet, Kilkenny County Council</p>	<p>MT</p> <p>MT</p> <p>MT</p> <p>ST</p>
Key Performance Indicators Population growth & FDI Investment					
3.2	Build Waterford City's critical mass to fulfil its' role as a driver for economic development for the South East	<p>Complete development of North Quays SDZ to create more office accommodation and to provide commercial opportunities</p> <p>Facilitate the development of the new SETU University-Enterprise Quarter as a landmark enterprise, education, research and innovation facility to drive entrepreneurship and enterprise development</p> <p>Engage all relevant stakeholders and agencies in support of SMEs and their business challenges, specifically contributing to ongoing regional enterprise policy development and the work of the Ireland SE Development Office"</p>	<p>Harcourt</p> <p>SETU</p> <p>WCCC</p>	<p>WCCC</p> <p>WCCC Private sector</p> <p>LEO EI ISEDO Kilkenny County Council</p>	<p>LT</p> <p>LT</p> <p>MT</p>
Key Performance Indicators Increase in employment rate					

3.3	Create urban centres which offer a diverse choice of attractive, high-quality places, centred on the human scale and accessible to all	Reduce vacancy in urban centres by proactively promoting initiatives that enhance the town centres and carry out enforcement under the derelict site's legislation	WCCC		LT
		Proactively implement the Town Centre First Strategy by supporting town urban centres for enhancement opportunities from various funding scheme in order to bring activity to the town centres	WCCC		MT
		Target Town centres for infill and regeneration opportunities	WCCC	WLP	LT
		Engage targeted demographic groups in Inclusive Placemaking by trialling innovative uses, activities, one-off or pop-up events in underutilised locations, sites, buildings and amenities matched to specific demographic need	WCCC	WLP, WAP, PPN, AFW, Well Waterford	LT
Key Performance Indicators Reduction in vacant / derelict buildings					
3.4	Support the sustainable economic development of rural areas to advance rural economic regeneration.	Support the development of small towns and villages with targeted projects.	WCCC	WLP	LT
		Support the development and enhancement of rural tourism amenities	WCCC	FI, WLP	LT
		Support the development of An Ghaeltacht and Dungarvan as a Gaeltacht Service Town	WCCC	Údarás na Gaeltachta Foras na Gaeilge	LT
Key Performance Indicators Increased local employment					
3.5	Drive the delivery of sustainable communities with connected amenities and housing of all types (affordable, social and private) in key areas in Waterford for existing communities and to attract inward migration and talent	Support the creation of socially sustainable communities and an inclusive built environment	WCCC	All stakeholders	LT
		Implement a policy of active land management to assist in the delivery of sequential housing development across urban settlements	WCCC	Private Sector	LT
		Implement the housing targets and housing mix as set out in the Housing Strategy and available around urban centres to provide for the wide range of safe and inclusive amenities needed and that the highest standards of accessible and universal design are used to ensure that the needs of the community are met	WCCC	WSP, WLP, WAP, PPN, AFW, Well Waterford	LT
Key Performance Indicators Increase new and refurbished housing units					
3.6	Develop Waterford as a sustainable and accessible place that is attractive to both domestic and international visitors with a sense of place and connected tourist amenities to enhance and support local communities and realise additional economic growth for Waterford	Promote Waterford as a year round destination and enhance the quality of day and night time visitor experience in conjunction with various stakeholders	Visit Waterford	All stakeholders	MT
		Build capacity and cohesion in the tourism sector in partnership with (WWETB and SETU) by enhancing and expanding the level of collaboration in the sector and the skill base	WCCC	Private Sector	ST
		Develop and enhance visitor attractions including accommodation offerings, walking, cycling routes, garden trails and networking of tourism sites and facilities for all	WCCC	HSE, Well Waterford, WSP, WLP, WAP, PPN	LT
		Identify opportunities for growth of sustainable local rural tourism helping to promote and enhance the local environment and landscape arising from opportunities from Failte Ireland Tourism brand, Ireland's Ancient East	WCCC	Failte Ireland	MT
Key Performance Indicators Increase in room and bedspace capacity					
3.7	Protect, manage and enhance the natural heritage, biodiversity, landscape and environment of Waterford in recognition of its importance as a non-renewable resource, providing a unique identity and character for Waterford	Support community engagement and action to address climate resilience and biodiversity loss at a local scale.	WCCC	SETU, WWETB, Communities	MT
		Develop and implement a strategy to ensure appropriate wide-open space amenity and Blue / Green Infrastructure is provided across each city neighbourhood.	WCCC		MT
		Prepare and implement a new Biodiversity/Heritage Plan	WCCC		ST
Key Performance Indicators Favourable conservation condition of landscape, habitats and species and delivery of proactive conservation measures					

High-Level Goal 4: Innovation & Digital Transition

Waterford is a location which embraces the opportunities that digital technologies create, transitioning with resilience and innovation towards a SMART technology future to future proof our economy

The digital and socio economic divide between urban and rural areas has hampered the emergence and growth of new enterprises in rural areas and the sustainable economic development of their communities.

Addressing these inadequacies is essential if rural communities are to be equipped with the resources and capacities to address some of the many socio economic challenges they face and to help create a favourable climate to support an entrepreneurial eco system, including digital skills development. The SMART Villages concept is a critical dimension in enhancing the innovation capacities and capabilities of rural areas and therefore essential in future-proofing rural communities. The Waterford Digital Strategy: 2022-2026 sets out WCCC's ambitions in relation to the digital development of its communities and businesses. The strategy aims to help drive economic growth and ensure greater public participation in the digital economy. The Strategy provides a roadmap for the development of a SMART Waterford.

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	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
4.1	Develop Waterford as a SMART City to make Waterford more efficient and liveable to boost Waterford's location profile as an innovative place (SRA SMART Southern Region Initiative)	Continue to develop SMART initiatives as outlined in Waterford Digital Strategy.	WCCC	SETU, Walton Institute FDI - IDA, WWETB	LT
		Identify critical sensor requirements and associated technical architecture. Harvest, transform, store sensor data and provide access to data via next generation APIs	WCCC		LT
		Partner with SETU in the development of the Smart SE laboratory and incubator in the city centre	SETU	Walton Institute FDI - IDA, WWETB, WCCC	MT
Key Performance Indicators Number of Smart Initiatives					
4.2	Drive the revitalisation of rural communities through social and digital innovation and community and support their transition from traditional villages to SMART Villages status	Identify and develop a roadmap of applicable funding options (in EU for example), then prepare a plan to target these as a multi-agency initiative	WCCC	LGMA/ Smart South East	LT
		Leverage existing and new (such as the SETU European Digital Innovation Hub) mechanisms to support the digitalisation of rural communities	WCCC	WWETB WAP	MT
Key Performance Indicators Increase in the availability of high- speed broadband services in rural communities					
4.3	Drive the further digitalisation of public services to ensure maximum digital optimisation and transformation for citizens, businesses, and government. (Waterford's Digital Strategy)	Ongoing Projects to identify and review services amenable to digitalisation	WCCC	LGMA/ Smart South East	LT
		WCCC services will be analysed and redesigned as digital services with 90% of WCCC services accessed or provided digitally by 2030 and a review to identify those that may miss out	WCCC	WWETB WAP	MT
Key Performance Indicators Improved awareness of digital public services to enable equal access to all					

4.4	Drive a step-change in the digital transformation of businesses, in particular SMEs; sustain Ireland's attractiveness as a location for leading digital enterprises; and maximise the benefits of the digital transition for the wider economic ecosystem	Enable SMEs to develop the capacity and knowledge to adopt digital technologies by establishing a forum for collaboration with local SMEs	LEO	SMEs	MT
		Establish a govtech friendly environment, work with SMEs to identify potential service areas. (The term GovTech refers to the use of emerging technologies and digital products and services by government from start-ups and SMEs)	WCCC	LEO	MT
Key Performance Indicators Number of new digital enterprises					
4.5	Support the development of a coherent innovation eco-system aligned to research centres of excellence in SETU	Promote the knowledge, infrastructure and talent base available in SETU's Technology Gateways, Incubation and Research Centres to enterprise in order to enhance innovation and productivity	LEO, EI,		MT
		Work with stakeholders to create a more vibrant, connected start up ecosystem, underpinned with appropriate funding, infrastructure, clusters, pre accelerator programmes, training, national and international networks	EI		MT
		Utilise the Quintuple Helix Framework (academia, industry, government, and society) to innovate across Waterford City and County	EI		LT
		Catalogue and disseminate/showcase current state of the art in agri tech and associated adoption and identify applicable funding opportunities for agri-tech R&D."	SETU/ Walton		LT
Key Performance Indicators Additional funding support					

Timeframes for Completion

ST - Short Term within 2years | MT- Medium Term 3- 4 years | LT - Long Term 5 – 6 Years

5.2 Community

High-Level Goal 5: Liveability & Quality of Life

Inclusive, sustainable development will help to ensure that Waterford continues to develop as a great place to live with high quality physical, social, cultural, educational and employment opportunities for all.

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Goal 5: Liveability & Quality of Life: Inclusive, sustainable development will help to ensure that Waterford continues to develop as a great place to live with high quality physical, social, cultural, educational and employment opportunities for all

	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
5.1	Become a custodian and exemplar of the Sustainable Development Goals (SDGs)	<p>Formal adoption and implementation of each of the 17 SDGs</p> <p>Embed and integrate SDGs within all programmes, local project development and initiatives</p> <p>Align implementation and monitoring of SDGs with national implementation plan (NIP), reporting and data monitoring framework</p>	LCDC	<p>All constituent members</p> <p>All constituent members</p> <p>All constituent members</p>	<p>ST</p> <p>ST</p> <p>ST</p>
Key Performance Indicators (1)No. of programmes/initiatives linked to SDG implementation. (2) No. of actions linked to NIP. (3) No. of datasets linked to National Monitoring Framework					
5.2	Enhance livability, quality of life and quality of place through sustainable and inclusive actions to manage demographic change	<p>Encourage and enable active citizenship and volunteering in social economic and environmental initiatives by implementing existing strategies including Age Friendly, Community Safety, Migrant Integration, Youth and Sport</p> <p>Empower community ownership, care and stewardship of recreation facilities, amenities and open space</p>	LCDC	<p>All constituent members</p> <p>WCCC, WLP, WAP</p>	<p>ST</p> <p>MT</p>
Key Performance Indicators (1)No. of volunteer hours. (2) No. of communities supported. (3) No. of amenities developed. (4) No. of amenities improved					
5.3	Foster social cohesion and mainstream integration for all demographics, abilities and ages	<p>Enable access to and participation in education and employment to facilitate social inclusion and economic integration through the implementation of the SICAP and Age Friendly programmes</p> <p>Embed a culture and environment of education, life-long and life-wide learning, training and skills development in line with Waterford’s aspiration to become a UNESCO Learning City</p> <p>Support the implementation of the Migrant Integration Strategy (MIS)</p> <p>Collate and promote the availability of migrant networks, supports and resources</p>	LCDC/ WCCC	<p>All constituent members</p> <p>SETU, WWETB, Solas, Teagasc, WLP, WAP</p> <p>All constituent members</p> <p>WCCC, WLP, Well Waterford, WAP, WSP</p>	<p>ST</p> <p>LT</p> <p>ST</p> <p>ST</p>
Key Performance Indicators (1) No. of people who availed of the service annually. (2) % of population living below the national poverty line, by sex and age (3) Actions for MIS separately monitored and set (4) Attainment of UNESCO Learning City status					

Timeframes for Completion

ST - Short Term within 2years | MT- Medium Term 3- 4 years | LT - Long Term 5 – 6 Years

High Level Goal 6: Health & Wellbeing

The health, wellbeing and the quality of life of individuals and communities will be improved through equitable access to resources and facilities that promote positive life choices, healthy habits and active lifestyles.

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	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
6.1	Support good physical and mental health, enabling an improved standard of living and the development of skills across the life cycle for all	<p>Develop and enhance the 'Well Waterford' interagency structures to implement collaborative programmes locally that align with Healthy Ireland and Sláintecare Healthy Communities Frameworks</p> <p>Implement the PPN's Vision for Community Wellbeing in collaboration with the 'Well Waterford' structures</p> <p>Promote and organise awareness-raising events/campaigns in collaboration with key agencies to guide the population about healthier life choices and positive physical and mental health (including University Hospital Waterford as the regional health hub)</p> <p>Develop a Sports Plan for Waterford in collaboration with Waterford Sports Partnership and key stakeholders</p>	LCDC	<p>WCCC, HSE, Well Waterford, WSP, WLP, WAP, PPN</p> <p>WCCC, HSE, Well Waterford, WSP, WLP, WAP, PPN</p> <p>WCCC, HSE, Well Waterford, WSP, WLP, WAP, PPN, UHW</p> <p>WCCC, Well Waterford, HSE WSP, WAP, PPN</p>	<p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p>
Key Performance Indicators (1)No. of amenities developed. (2) No. of amenities improved. (3) No. of communities supported. (4) No. of events/campaigns. (5) No. of actions linked to Sports Plan					
6.2	Promote a network of open, accessible public facilities and civic spaces, including libraries, as Wellbeing Hubs	<p>Promote the library network and its physical and online resources as a Wellbeing Hub for social, cultural, educational, and economic development</p> <p>The new national public library strategy places libraries at the heart of their communities. Work in partnership with libraries to increase local community development in particular to disadvantaged and marginalised communities</p> <p>Audit, map and promote open and accessible spaces specifically designed to foster connection, inclusiveness, and social capital that includes infrastructure, services and resources throughout the city and county</p> <p>Provide free public Wi-Fi in all public place facilities and amenities</p> <p>Support the development of Waterford as a WHO Healthy City</p>	LCDC	<p>WCCC, Well Waterford, HSE, WAP, PPN</p> <p>WCCC, Well Waterford, HSE, Library Service</p> <p>WCCC, Well Waterford, HSE, Library Service, WAP</p> <p>WCCC, WW, WLP, WAP, PPN</p> <p>WCCC, WW, WLP, WAP, PPN</p>	<p>ST</p> <p>ST</p> <p>MT</p> <p>MT</p> <p>LT</p>
Key Performance Indicators (1)No. of amenities developed. (2) No. of amenities improved. (3) No. of communities supported. (4) % of land area that is open space for public use. (5) No. of users of open space for public use. (6) No. of users accessing public Wi-Fi (7) Achievement of WHO healthy city status for Waterford					
6.3	Improve the social determinants of health relating to the environment	Facilitate knowledge share about solutions to energy poverty and air quality impacts on health	LCDC	WCCC, Well Waterford, SEAI	ST
Key Performance Indicators (1)% renewable energy share in the total final energy consumption. (2) % of housing by central heating fuel type					

High Level Goal 7: Inclusion and Accessibility

Waterford's publicly funded agencies will strive to ensure access to a full range of supports and resources for all demographics, ages and abilities

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	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
7.1	Make Waterford the most socially inclusive County in Ireland	<p>Ensure compliance with the Public Sector Equality and Human Rights Duty and the legal responsibility to promote equality, prevent discrimination and protect human rights</p> <p>Build the capacity of communities to exert their rights and voice; enabling the co-design and implementation of policies and programs geared toward poverty reduction and social inclusion through the implementation of the SICAP and Leader programmes</p> <p>Ensure that the Guide for Inclusive Community Engagement in Local Planning and Decision Making is used for local consultation and engagement processes with marginalised groups</p> <p>Comply with the Official Languages Acts requirements for LCDCs and support initiatives that promote the use of the Irish Language</p> <p>Promote inclusivity and accessibility within all LCDC member's policies and strategies</p>	LCDC	<p>All constituent members</p> <p>WCCC, WLP, WAP</p> <p>WCCC, Well Waterford, WLP, WAP, TCDP, MIF</p> <p>All constituent members</p> <p>All constituent members</p>	<p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p>
Key Performance Indicators					
(1) No. of communities supported. (2) No. of hard to reach communities supported. (3) No. of Individuals aged 15 or over engaged on a one-to-one basis (4) % of SICAP caseload living in a disadvantaged area. (5) No. of Irish Language initiatives. (6) Increase in inclusivity and accessibility in policy/strategy delivery					
7.2	Create an enabling environment for community empowerment and diversity through social inclusion, transparency and accountability	<p>Integrate the Social Inclusion Statement of Intent within strategy planning, implementation, and review</p> <p>Resource, implement and review the Migrant Integration Strategy annually</p> <p>Support the implementation of the Traveller Accommodation Programme</p>	LCDC	<p>All constituent members</p> <p>WCCC</p> <p>WCCC</p>	<p>ST</p> <p>ST</p> <p>ST</p>
Key Performance Indicators					
(1) No. of people who availed of the service annually. (2) No. of Local Community Groups Supported. (3) No. of Travellers aged 15 or over engaged on a one-to-one basis. (4) No. of Migrants aged 15 or over engaged on a one-to-one basis. (5) No. of Travellers supported by the TAP					
7.3	Improve access to services through sustainable mobility and efficient, reliable and comprehensive public transport	<p>Assess public transport provision and frequency to ensure access to essential social and economic services</p> <p>Assess the potential for viable transport nodes at key locations in the city and county to facilitate mode integration and ease of connectivity between public and private transport users</p> <p>Evaluate the dependency of settlements in peripheral locations to those of important service centres in neighbouring Counties</p> <p>Identify areas in the County which experience public transport 'poverty and disadvantage' and 'forced car ownership'</p> <p>Engage with the Active Travel and the Roads Departments of the Council to develop permeability schemes where communities require them</p>	LCDC	<p>NTA, Local Link, WCCC, WLP, WAP</p> <p>WCCC</p> <p>WCCC, WAP</p> <p>WCCC, WLP, WAP</p> <p>WCCC, NTA</p>	<p>ST</p> <p>ST</p> <p>ST</p> <p>MT</p> <p>ST</p>
Key Performance Indicators					
(1) No. of new services developed. (2) No. of services with improved frequency. (3) No. of communities supported. (4) % of population with convenient access to public transport, by sex, age and persons with disabilities. (5) % modal share					

High Level Goal 8: Resilience & Sustainability

Effective communication, representation and networking will empower sustainable, resilient, inclusive and engaged communities

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	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion (*)
8.1	Establish Waterford as a model of excellence for public participation and citizen engagement	<p>Public agencies to maintain and publish and promote up to date information on enabling development supports, resources and associated personnel. Ensure horizontal coordination and effective communication across all local authority departments and functions</p> <p>Develop an open public engagement portal to crowdsource to imagine, test and implement innovative ideas for social, economic, and environmental development</p> <p>Promote and share amongst group established toolkits for developing sustainable and resilient communities</p> <p>Promote and encourage active membership of the PPN and explore ways to create seamless in-person and online channels for service and information delivery</p> <p>Further develop the My Open Library strategy, actions and resources throughout the county-wide library network</p> <p>Commit to an agreed annual programme of communication to stakeholders providing feedback and updating on progress in policy and programme implementation</p>	LCDC	<p>All constituent members</p> <p>WCCC</p> <p>WCCC</p> <p>WCCC</p> <p>All constituent members, PPN</p> <p>WCCC, Library Service</p>	<p>ST</p> <p>MT</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p>
Key Performance Indicators (1) No. of people who availed of the service annually. (2) No. of Local Community Groups Supported. (3) No. of PPN members reached. (4) Increase in PPN membership by pillar. (5) No. of website engagements. (6) No. of Toolkits distributed. (7) No. of Library users/members					

Timeframes for Completion

ST - Short Term within 2years | MT- Medium Term 3- 4 years | LT - Long Term 5 – 6 Years

6. Monitoring and Evaluation

The LECP will be implemented over the six-year period from 2023 to 2029. Priority actions have been identified in the Initial Implementation Plans which will commence within the first two years of this period. A number of these actions will complete within this time horizon while others will be delivered in additional years and potentially over the full lifetime of the LECP. The monitoring of progress of individual actions will therefore be critical in ensuring that the LECP and the Implementation Plans are responsive to change and in holding those tasked with delivering to account. This will facilitate a process of continuous evaluation alongside more formal reporting mechanisms and outputs. Responsibilities for and outputs of this process are described as follows:

Responsibilities

The monitoring of the economic High-Level Goals and actions will be the responsibility of Waterford City and County Council's SPC for Economic Development and Enterprise. This will include liaising with implementing partners who are responsible for economic actions.

The monitoring of the community High-Level Goals and actions will be the responsibility of the Waterford Local Community Development Committee (LCDC). This will include liaising with implementing partners who are responsible for community actions.

The LECP Advisory Group will have the responsibility for co-ordinating the monitoring process and preparing associated reporting outputs. This Group will draw upon support from the LCDC and SPC as required to prepare the annual monitoring reporting outputs.

Monitoring outputs

It is expected that those responsible for monitoring will collate information throughout the year to inform an annual monitoring process. This will include:

- Liaison with other national, regional and local agencies to collate published datasets which are required to assess progress against relevant High Level Goals
- Assembly of case study materials relating to specific actions as appropriate
- Gathering progress against actions from other local agencies who are implementing partners

Information gathered will be collated and presented to the SPC and the LCDC at their meetings throughout the year as a means of feedback and monitoring progress. Any issues arising will be actioned through these meetings. Ongoing monitoring and evaluation will help ensure the LECP is aligned with and supports county, regional, national, EU and other key strategies.

Drawing upon the process of continuous monitoring, the Advisory Group will prepare an Annual Monitoring and Evaluation report each year. This report will include:

- Where applicable, progress against the High-Level Goals actions. For actions not easily measured a summary of progress to date should be given
- A progress update against each action, including evidence to support progress against the identified KPIs
- Explanation where actions have not progressed as planned; and
- A removal of actions from the Plan where they are satisfactorily completed and/or are no longer applicable/ deliverable

Once the above is assembled the document should conclude with:

- An overall summary of progress
- Clear identification of Goals and objectives where there are concerns around the level of progress
- Identified issues which need to be considered and are impacting on performance including suggested actions to remedy issues; and
- The identification of additional actions to be included in the Implementation Plan

The report will be subject to Strategic Environmental Assessment (SEA) and Appropriate Assessment (AA) Screening processes as appropriate. This will ensure the LECP Implementation will conform to the Regional Strategy (RSES) and the City and County Development Plan. The Annual Monitoring and Evaluation Report will be presented to a joint meeting of SPC and LCDC for approval at their first meeting each year.

Appendix 1: Glossary

Appropriate Assessment (AA) – AA is the term given to the formal process by which any plan or project proposal undergoes an examination of its potential likely significant effects on sites designated as being of European-level importance and which are protected by National and European Law. These sites in Ireland constitute Special Areas of Conservation (currently candidate SACs or cSACs) and Special Protection Areas (SPAs). The obligation to undertake appropriate assessment derives from Article 6(3) and 6(4) of the Habitats Directive, and both involve a number of steps and tests that need to be applied in sequential order.

Accessible – Accessible information means that people with disabilities can readily access and understand it. An accessible service is one which is geared to serve people with disabilities alongside other service users. This LECP and Implementation Plan has sought to ensure its accessibility and that it reflects the principles of accessible services.

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

Climate Action Plan – The national Climate Action Plan 2021 sets out actions across all sectors, including enterprise, to deliver on the objective of a 51% reduction in emissions by 2030 across all sectors of society. This is consistent with the ambitions outlined in the EU Green Deal, with measures to cut greenhouse gas emissions, invest in research and innovation, and preserve Europe’s environment. Under the Climate Action Plan, each local authority is obliged to adopt a new Climate Action Plan setting out proposals to attain the national objectives and targets. WCCC’s Climate Action Plan is currently underway.

Compact Growth – The National Development Plan (NDP) establishes an objective to delivery Compact Growth. This aims to secure the sustainable growth of more compact urban and rural settlements supported by jobs, housing, community services and amenities. The intention being to achieve effective density and consolidation as opposed to more sprawl of urban development.

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. A two-year initial implementation plan has been prepared and published separately for this LECP.

Local Community Development Committee (LCDC) - The Putting People First - Action Programme for Effective Local Government was published in October 2012. It recommended the introduction of LCDCs in each local authority area as a way of improving community development and giving local government a more

central role in local and community development. The LCDC comprises of representatives who are members of the Local Authority, other state agencies, community and voluntary sector and social partners and its primary role is to develop, co-ordinate and implement a coherent and integrated approach to local and community development. A key function of the LCDCs is to prepare the community elements of 6-year Local Economic and Community Plans (LECPs).

Local Development Strategy (LDS) – The LDS is a community-led plan designed in partnership with the local community to achieve a collective vision and support the sustainable development of the LDS area.

Local Economic and Community Plan (LECP) – The Local Government Reform Act 2014 provided for the creation of a Local Economic and Community Plan (LECP) in each local authority area. The purpose 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 itself directly and in partnership with other economic and community development stakeholders.

Local Enterprise Office (LEO) – The LEO is the first stop shop for business supports services and provides advice, information and support to existing businesses and people interested in starting up a new business, including entrepreneurs, early-stage promoters, start-ups and small business looking to expand.

Teagasc – The Agriculture and Food Development Authority is the national body providing integrated research, advisory and training services to the agriculture and food industry and rural communities.

National Development Plan – The National Development Plan is the country’s detailed public investment plan for the period to 2027 and underpins the implementation of the National Planning Framework. Updated in 2021, the NDP outlines a €165bn investment plan with a focus on solutions to strengthen housing, climate ambitions, transport, healthcare, jobs growth in every region and economic renewal for the decade ahead. The NDP sets out a Regeneration and Development Fund Initiative which includes the Urban Regeneration and Development Fund (URDF) and Rural Regeneration Development Fund (RRDF). The URDF aims to achieve sustainable growth in Ireland’s five cities and other large urban centres. The RRDF provides investment to projects in towns and villages of less than 10,000 population.

National Planning Framework (NPF) – Irish Planning Framework has been developed to help shape future public and private investment, whilst promoting opportunities for all people and across all environments i.e., urban and rural. The aim of this framework is to

develop an economy and environment suitable to deal with how Ireland will be in 2040, focusing on the distribution of economic opportunities throughout the country.

The NPF confirms Waterford's status as the principal urban centre of the South-East with the objective for the city to become an important driver of national growth and a 'Regional City of Scale' with a defined Metropolitan Area. The NPF is targeting 50% growth across the five main urban areas to 2040 to enhance these cities potential to become cities of scale. Ireland's large and smaller towns, villages and rural areas are to accommodate the other 50% of growth.

Our Rural Future: Rural Development Policy 2021 - 2025

- Our Rural Future provides a framework for the development of rural Ireland over the next five years. The Government's vision is for a rural Ireland that is thriving and is integral to national economic, social, cultural and environmental wellbeing and development. That vision is built on the talent, skills and creativity of people in rural communities; on the importance of vibrant and lived-in rural places; and on the potential to create quality jobs in rural areas and sustain our shared environment.

Programme for Government: Our Shared Future – The Programme for Government sets out clear objectives and initiatives for the development of indigenous enterprise, for entrepreneurship and high risk, innovative start-ups, scaling enterprise, regional job creation, enterprise sustainability and diversity, and the generation of more exporting companies.

Project Ireland 2040 – Project Ireland 2040 is Ireland's overarching strategy which aims to deliver improved physical infrastructure and to support businesses and communities to realise their potential. Project 2040 is comprised of the National Planning Framework (NPF) and the National Development Plan (NDP).

Public Participation Networks (PPN) - The PPN were formally established under the Local Government Reform Act 2014 and is a structure that brings together Community and Voluntary, Environmental and Social Inclusion groups in each Local Authority area. The primary purpose of the PPN is to enable the PPN member groups to input into and have their voices heard within the formal decision-making structures of the local authority. The PPN is now the main way that local authorities connect with groups active in their area.

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 identify. The Government published the 'Roadmap for Social Inclusion 2020-2025 Ambition, Goals and Commitments'

in 2020 with the aim of reducing the number of people in consistent poverty in Ireland and increasing social inclusion for those who are most disadvantaged.

Social Inclusion and Community Activation Programme (SICAP) – Multi-annual programme that is aimed at reducing poverty and promoting social inclusion and equality. A central objective is to support disadvantaged individuals to improve the quality of their lives through the provision of lifelong learning and labour market supports. The Implementation Plan acknowledges SICAP actions.

South East Regional Enterprise Plan to 2024– The South East Regional Enterprise Plan to 2024 was launched in March 2022. The plan is future focused and centred around five strategic pillars:

Start and Grow: Encouraging entrepreneurship and enhancing the region's start up ecosystem. *Green Growth:* Ensuring that the green economy becomes an engine for future job creation and economic growth in the region.

Smart Specialisation and Clustering: The principles of smart specialisation and clustering are critical for the region to create a resilient, inclusive, sustainable, and competitive economy.

Innovate: Building on our existing RD&I capacity to place innovation at the heart of the South East economy.

Place: Developing a region that is attractive to both domestic and international visitors and communicating the benefits of living and working in the South East.

South East Technological University (SETU) – SETU was established on 1 May 2022 and is the first technological university in south east Ireland. It is a multi-campus university with campuses located in Waterford, Carlow and Wexford. Through inclusive education and high-quality research, SETU drives innovation, empowers communities, and delivers transformative impact for the South East.

Southern Regional Assembly: Regional Spatial & Economic Strategy – The Southern Regional Assembly has prepared a Regional Spatial & Economic Strategy (RSES) for the Southern Regional area which sets out the economic and spatial strategy for the next 12 years. The primary aim of the RSES is to implement Project Ireland 2040, the National Planning Framework and to support NPF policy for achieving balanced regional development. The RSES acknowledges the twin business transformation imperatives: low carbon and digital, which are critical for future business success and sustainable job creation.

Southern Regional Spatial and Economic Strategy (RSES) – The RSES came into effect on 31st January 2020 and provides a long-term, strategic development framework for the future physical, economic and social development of the Southern Region and includes Metropolitan Area Strategic Plans (MASPs) to guide the

future development of the Region's three main cities and metropolitan areas – Cork, Limerick-Shannon and Waterford. It seeks to achieve balanced regional development and full implementation of the Project Ireland 2040 – the National Planning Framework.

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

Strategic Policy Committees (SPC) - Strategic Policy Committees (SPCs) are local authority committees in city and county councils whose membership includes elected councillors, representatives of business, farming interests, environmental/conservation groups, trade unions and community and voluntary members. It is the task of the Strategic Policy Committees (SPCs), as committees of the council, to advise and assist the council in the formulation, development, and review of policy.

Sustainable Development – Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. The UN's 2030 Agenda sets out 17 Sustainable Development Goals, within a plan of action, which were adopted in 2015 by all UN Member States. The plan envisages a world in which nations can enjoy inclusive and sustainable economic growth, with decent work for all, and where consumption and production patterns, as well as the use of all natural resources, are sustainable.

Sustainable economy – The Environmental Protection Agency identifies that the economic resilience of Ireland is intimately linked to environmental quality and to the supporting role of the country's ecosystems and natural resources. The concept of a 'circular economy', described above, acknowledges the principle of sustainable economic growth whereby growth is maintained over the longer-term without creating economic problems or complications.

Town Centre First – The Government published 'Town Centre First: A Policy Approach for Irish Towns' in 2022. Our Rural Future outlined a vision to support the regeneration and development of rural towns and villages to contribute to local and national economic recovery, and to enable people to live and work in a vibrant environment. The Town Centre First Policy is central to this vision and aims to create town centres that function as viable, vibrant and attractive locations for people to live, work and visit, while also functioning as the service, social, cultural and recreational hub for the local community. Towns Centre First Plans will be produced for Waterford on a town-by-town basis.

Waterford Age Friendly Alliance Strategy 2023-2028 – In delivering this strategy, the Waterford Age Friendly

Alliance will ensure that the City and County continues to have an age-friendly approach to policies, programmes, services and infrastructure relating to the physical and the social environment, enabling older people to live in security, good health and continue to participate in society in a meaningful way.

Waterford Community Safety Plan– The Community Safety Plan is the result of collaborative efforts of the Local Community Safety Partnership and its constituent organisations, other stakeholders and the community of Waterford City & County Council. This plan aims to increase the perception and experience of safety in Waterford for everyone who lives, works, or visits the County. This plan sets out the context for Safety in Waterford, and outlines actions for the implementation of safety projects and initiatives.

Waterford LCDC's Social Inclusion Statement of Intent – Waterford LCDC developed a social inclusion Statement of Intent to inform the future actions of various bodies and the implementation of programmes from a social inclusion perspective.

Waterford Metropolitan Area Strategic Plan (MASP)– The Southern Regional Assembly has prepared a Metropolitan Area Strategic Plan (MASP) for Waterford. The MASP's primary deliverables are compact growth and maximising the potential of strategic locations. The Waterford MASP provides a high-level strategic framework for the sustainable development of the Waterford Metropolitan Area based on the ambition for the City and Metropolitan Area as an innovation-centred, enterprising University City with a diverse population, a vibrant cultural sector, a thriving economy and a significant and substantial profile that brings European and international recognition.

Waterford Metropolitan Area Transport Strategy –The Transport Strategy for the Waterford Metropolitan Area was prepared by the NTA in collaboration with Waterford City and County Council, Kilkenny County Council, the Southern Regional Assembly and Transport Infrastructure Ireland, covers the period up to 2040 and addresses all land transport modes. The objective of the Transport Strategy is to provide a long-term strategic planning framework for the integrated development of transport infrastructure and services in the Waterford Metropolitan Area.

Waterford Migrant Integration Strategy 2021-2024 –This strategy offers a supportive framework for the integration and inclusion of all migrant communities in Waterford City and County. It aims to support the integration of migrants in all facets of life in Waterford; it encompasses strategic actions that relate to all aspects of life, including the economy, civic life, public administration services, community development, sport, the arts and recreation.

Appendix 2: Consultation Process

List of stakeholder participants in consultation process:

LECP Advisory Steering Group
Economic Development & Enterprise SPC
Housing, Community, Libraries & Culture SPC
Economic Development Department Waterford City & County Council Community & Sport
Department Waterford City & County Council Waterford City & County Council Climate Action Team
Waterford Local Enterprise Office
Kilkenny County Council
Dungarvan & West Waterford Chamber of Commerce
Waterford City Chamber of Commerce
Waterford LEADER Partnership
South East Technological University (SETU)
IDA Ireland
Fáilte Ireland
Waterford and Wexford Education & Training Board (WWETB)
SME's Grouping Enterprise Ireland
Port of Waterford
Waterford Area Partnership
Teagasc
Mincéirí Port Láirge
Waterford Migrant Integration Forum
Waterford Migrant Integration Service
Waterford Libraries
Waterford Older Persons Council Healthy Waterford (Well Waterford) Sláintecare Healthy
Communities
Coiste Cúram Leanaí Phort Láirge
Intercultural Health Hub
Ukrainian Community Waterford
Africa Solidarity Centre
Tallow Enterprise
Comhairle na nÓg
Údarás na Gaeltachta
Waterford PPN
Foras na Gaeilge

A timeline of the scope and nature of the stakeholder engagement process is summarised as follows:

Date (2023)	Location	Representation/ Participation
Open Public Meetings		
February 7th	Dungarvan	12
February 8th	Waterford City	11
February 14th	Cappoquin	28
February 21st	Rathgormack	22
February 22nd	Dunhill	12
	Total	85
Online Survey – Representative Organisation & Advocacy Bodies		
November 15 th – November 28 th	Online	37
Online Survey - General		
January 31 st – July 11th	Online	96
	Total	133
Thematic Meetings		
SETU	Waterford Older People's Council	Waterford Childcare Committee
Waterford Area Partnership	Sláintecare Healthy Communities	Waterford Libraries
Mincéirí Port Láirge	Healthy Waterford & Sláintecare Healthy Communities	Waterford LEO
Waterford Migrant Integration Forum	Waterford LEADER Partnership	Ukrainian Community Waterford
Waterford Integration Service	Africa Solidarity Centre	Economic Development & Enterprise SPC
Waterford City & County Council Economic Development Department	Waterford City & County Council Climate Action Team	Dungarvan & West Waterford Chamber of Commerce
Waterford Chamber of Commerce	IDA	Enterprise Ireland
Fáilte Ireland	Waterford & Wexford Education Training Board	Waterford SME's
Port of Waterford	Teagasc	Housing, Community, Libraries & Culture SPC
Comhairle na nÓg	Waterford PPN	Waterford City & County Council Community & Sport Department

Appendix 3: Socio-economic Summary

Quantitative data used to provide an overview of the current economic and community development context in Waterford is set out in table 2. This data also establishes a baseline which will be used to evaluate and measure progress in the implementation of the LECP throughout the period 2023-2029. All data is derived from the CSO Census of Population 2016 unless otherwise stated.

Table 2.

Population (2022): 127,085 (+10,909)
Population Increase (2022): +9.4% (vs 8% nationally) Net migration (2016-2022): 7,564
Age Profile: Aged 18 and Under: 25.3%. Aged 65 and older: 15%
Total Housing Stock (2022): 55,159 Housing Stock Change (2016-2022): 5.1%
Residential Vacancy (2022): 3,916 premises (7.1%) of which 2% were vacant in both 2022 and 2016
Commercial Vacancy (2022): 14.3% (vs 13.9% nationally).
Total Household Disposable Income (2020): €2.70bn Annual Disposable Income per person (2020): €22,157 (Vs €23,165 nationally)
Number of Jobs: 38,423
Modes of transport for those working in Waterford: Private Modes: 80.7% Active Modes (walk/cycle): 10% Home Worker: 6.9% Public Transport: 1.6%
Number commuting into Waterford for work: 8,326
Number of IDA clients and jobs 41 (8,868 jobs)
Domestic tourists (2021): 232,000 Domestic tourist spend (2021): €51m
Live Register (Aug 2022): 5,380
Deprivation Index: Marginally Below Average -2.35 (2016)
National Broadband Plan (2022): 15,447 premises (24%)
General Health Status: Very Good or Good: 87.1%
Disability: 16,675 (14.3%)
Carers: 4,817 (4.1%)
Ability to Speak the Irish Language: 45,321 (40.5%)
Total Carbon Emissions: 962,905 tonnes of CO2 Emissions Reduction Target: -73%
Households with Oil-fired Central Heating: 45%

Waste Collection: 38,560 tonnes
Walking Trails: 49 (370kms) Cycling Trails: 6 (603kms)
Organisations affiliated to the Public Participation Network (PPN) (2022): 562 – Community (441), Social Inclusion (98) and Environment (23)
Access to Everyday Services: Average Distance to Emergency Department Hospital: Waterford: 17km State: 20.1km Average Distance to 24/7 Garda Station: Waterford: 7.2km State: 8km
Average Distance to Fire Station: Waterford: 4.1km State: 5.5km
Average Distance to Library: Waterford: 3.6km State: 4.5km
Average Distance to Primary School: Waterford: 1.5km State: 1.5km
Average Distance to Secondary School: Waterford: 4km State: 3.8km
Average Distance to GP: Waterford: 3km State: 3.1km
Average Distance to Pharmacy: Waterford: 2.9km State: 2.8km
Average Distance to Supermarket: Waterford: 2.2km State: 2.3km
Average Distance to Post Office: Waterford: 2.8km State: 2.5km
35.6% of Waterford's population (State 32.2%) reside where the nearest public transport stop had low frequency daily services during the working week
38% of Waterford's population (State 70.1%) reside within 5k distance to the national primary and secondary road network
96% of Waterford's population (State 94%) reside within 5km of the nearest outdoor sports facility

Appendix 4 – Implementation Plans 2023 - 2025

Economic Implementation Plan 2023 - 2025:

High Level Goal 1: Low Carbon & Sustainable Economy					
	LECP Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion *
1.2	Identify and develop opportunities in the commercial and industrial sectors for renewable energy generation and micro generation	Creation of Commerce for a Carbon Neutral Waterford scheme where businesses can gain recognition for their contribution to Waterford meeting its Carbon Neutral targets	WCCC		ST
	Key Performance Indicators Increase in renewable energy generation				
1.3	Enhanced connectivity and sustainable mobility. <i>(SRA's 10 minute City concept)</i>	Partner with key employers in the city and county to facilitate work-from-home opportunities through developing and/or expanding remote working hubs in locations throughout the county	WCCC	Chambers of Commerce Leader	ST
	Key Performance Indicators Increase modal share of sustainable transport modes				
1.4	Integrate climate change and adaptation considerations into land- use policy objectives and decision making processes to enhance our resilience to the effects of climate change and reduce our carbon footprint	Adhere to principles outlined the WCCC Climate Adaptation, SECAP and LACAP documents	WCCC	South East Energy Agency	ST
	Key Performance Indicators Incorporate Climate action into all WCCC policy & plans				
1.5	Strategic use of public procurement and socially responsible public procurement	Implemented the GPP Policy for the Council and engage with local suppliers on Green Public Procurement.	WCCC		ST
		Identify groups / industry sectors and offer training supports and awareness around procurement	WCCC / LEO	Chambers of Commerce	ST
	Key Performance Indicators Green Procurement Guidelines fully implemented				
1.6	Harness the knowledgebase and research networks of our educational partners, university and Teagasc to accelerate capacity to deliver on this goal	Establish a forum to exchange knowledge, facilitate collaboration and enhance progression on the realisation of Waterford's Carbon Neutral Strategy	WCCC	SETU / WWETB / Teagasc / SEAI	ST
	Key Performance Indicators Forum to exchange knowledge established				

High Level Goal 2: Economic Diversity & Sustainable Growth					
	LECP Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion
2.1	Attract substantial investment and new enterprise with significant employment income and growth potential	Monitor and evaluate Waterford's competitiveness and attractiveness against comparative areas nationally and internationally	WCCC	Chambers of Commerce Private Sector / SETU (RIKON)	ST
		Develop a suite of branding, marketing and communication material as part of Waterford 2040 campaign and build a network around promoting Waterford	WCCC	Chambers of Commerce Private Sector	ST
Key Performance Indicators Increase in the number of new enterprises					
2.4	Increase Waterford's human capital base by attracting, retaining and empowering people with the skills for the future and environmental, social and governance (ESG) talent	Comprehensive promotion programme in order to attract talent to Waterford with local stakeholders capitalising on Irish Times Ireland's best place to live award	WCCC		ST
Key Performance Indicators Increase the proportion of skilled people obtaining work					

High Level Goal 3: Sustainable Placemaking & Destination Management					
	LECP Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion
3.1	Establish Waterford as a place of choice for inward migration, talent and investment and market Waterford as such.	Lead the establishment and development of Waterford as a UNESCO learning City	WCCC	WWETB, SETU, SRA, Skillnet	ST
Key Performance Indicators Population growth & FDI Investment					
3.6	Develop Waterford as a sustainable and accessible place that is attractive to both domestic and international visitors with a sense of place and connected tourist amenities to enhance and support local communities and realise additional economic growth for Waterford	Build capacity and cohesion in the tourism sector in partnership with (WWETB and SETU) by enhancing and expanding the level of collaboration in the sector and the skill base	WCCC	Private Sector	ST
		Facilitate inclusive growth through Community Wealth Building initiatives that : a. Identify scope, activities and governance/ownership models for Community Wealth Building activities. b. Enable social enterprises and community organisations to provide training, volunteering, employment and educational opportunities for their wider communities. c. Engage with Corporate Social Responsibility (CSR) and philanthropic initiatives to leverage investments in and support for local community initiatives.	WAP		ST
Key Performance Indicators (1) Increase in room and bedspace capacity (2) Number of social enterprises/community organisations providing training, volunteering, employment and educational opportunities and (3) Number of Corporate Social Responsibility (CSR) and philanthropic initiatives engaged with.					
3.7	Protect, manage and enhance the natural heritage, biodiversity, landscape and environment of Waterford in recognition of its importance as a non-renewable resource, providing a unique identity and character for Waterford	Prepare and implement a new Biodiversity/Heritage Plan	WCCC		ST
Key Performance Indicators Favourable conservation condition of landscape, habitats and species and delivery of proactive conservation measures					

Community Implementation Plan 2023 - 2025:

Goal 5: Liveability & Quality of Life: Inclusive, sustainable development will help to ensure that Waterford continues to develop as a great place to live with high quality physical, social, cultural, educational and employment opportunities for all					
	LECP Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion*
5.1	Become a custodian and exemplar of the Sustainable Development Goals (SDGs)	Formal adoption and implementation of each of the 17 SDGs	LCDC	All constituent members	ST
		Embed and integrate SDGs within all programmes, local project development and initiatives		All constituent members	ST
		Align implementation and monitoring of SDGs with national implementation plan (NIP), reporting and data monitoring framework		All constituent members	ST
Key Performance Indicators (1) No. of programmes/initiatives linked to SDG implementation. (2) No. of actions linked to NIP. (3) No. of datasets linked to National Monitoring Framework					
5.2	Enhance livability, quality of life and quality of place through sustainable and inclusive actions to manage demographic change.	Encourage and enable active citizenship and volunteering in social economic and environmental initiatives by implementing existing strategies including Age Friendly, Community Safety, Migrant Integration, Youth and Sport	LCDC	All constituent members	ST
Key Performance Indicators (1) No. of communities supported.					
5.3	Foster social cohesion and mainstream integration for all demographics, abilities and ages	Enable access to and participation in education and employment to facilitate social inclusion and economic integration through the implementation of the SICAP and Age Friendly programmes	LCDC/ WCCC	All constituent members	ST
		Support the implementation of the Migrant Integration Strategy (MIS)		All constituent members	ST
		Collate and promote the availability of migrant networks, supports and resources.		WCCC, WLP, Well Waterford, WAP, WSP	ST
Key Performance Indicators (1) No. of people who availed of the service annually. (2) % of population living below the national poverty line, by sex and age (3) Actions for MIS separately monitored and set					

Goal 6: Health & Wellbeing: The health, wellbeing and the quality of life of individuals and communities will be improved through equitable access to resources and facilities that promote positive life choices, healthy habits and active lifestyles					
	LECP Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion
6.1	Support good physical and mental health, enabling an improved standard of living and the development of skills across the life cycle for all.	<p>Develop and enhance the 'Well Waterford' interagency structures to implement collaborative programmes locally that align with Healthy Ireland and Sláintecare Healthy Communities Frameworks</p> <p>Implement the PPN's Vision for Community Wellbeing in collaboration with the 'Well Waterford' structures.</p> <p>Promote and organise awareness-raising events/campaigns in collaboration with key agencies to guide the population about healthier life choices and positive physical and mental health (including University Hospital Waterford as the regional health hub).</p> <p>Develop a Sports Plan for Waterford in collaboration with Waterford Sports Partnership and key stakeholders</p>	LCDC	<p>WCCC, HSE, Well Waterford, WSP, WLP, WAP, PPN</p> <p>WCCC, HSE, Well Waterford, WSP, WLP, WAP, PPN</p> <p>WCCC, HSE, Well Waterford, WSP, WLP, WAP, PPN</p> <p>WCCC, Well Waterford, HSE, WSP, WAP, PPN</p>	<p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p>
Key Performance Indicators (1) No. of amenities developed. (2) No. of amenities improved. (3) No. of communities supported. (4) No. of events/campaigns. (5) No. of actions linked to Sports Plan					
6.2	Promote a network of open, accessible public facilities and civic spaces, including libraries, as Wellbeing Hubs	<p>Promote the library network and its physical and online resources as a Wellbeing Hub for social, cultural, educational, and economic development</p> <p>The new national public library strategy places libraries at the heart of their communities.</p> <p>Work in partnership with libraries to increase local community development in particular to disadvantaged and marginalised communities</p>	LCDC	<p>WCCC, Well Waterford, HSE, WAP, PPN</p> <p>WCCC, Well Waterford, HSE, Library Service</p>	<p>ST</p> <p>ST</p>
Key Performance Indicators (1) No. of amenities developed. (2) No. of amenities improved.					
6.3	Improve the social determinants of health relating to the environment	Facilitate knowledge share about solutions to energy poverty and air quality impacts on health	LCDC	WCCC, Well Waterford, SEAI	ST
Key Performance Indicators (1) % renewable energy share in the total final energy consumption. (2) % of housing by central heating fuel type					

Goal 7: Inclusion & Accessibility: Waterford's publicly funded agencies will strive to ensure access to a full range of supports and resources for all demographics, ages and abilities					
	LECP Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion
7.1	Make Waterford the most socially inclusive County in Ireland	Ensure compliance with the Public Sector Equality and Human Rights Duty and the legal responsibility to promote equality, prevent discrimination and protect human rights	LCDC	All constituent members	ST
		Build the capacity of communities to exert their rights and voice; enabling the co-design and implementation of policies and programs geared toward poverty reduction and social inclusion through the implementation of the SICAP and Leader programmes.		WCCC, WLP, WAP	ST
		Ensure that the Guide for Inclusive Community Engagement in Local Planning and Decision Making is used for local consultation and engagement processes with marginalised groups.		WCCC, Well Waterford, WLP, WAP, TCDP, MIF	ST
		Comply with the Official Languages Acts requirements for LCDCs and support initiatives that promote the use of the Irish Language		All constituent members	ST
		Promote inclusivity and accessibility within all LCDC member's policies and strategies		All constituent members	ST
Key Performance Indicators (1) No. of communities supported. (2) No. of hard to reach communities supported. (3) No. of Individuals aged 15 or over engaged on a one-to-one basis. (4) %of SICAP caseload living in a disadvantaged area. (5) No. of Irish Language initiatives (6) Increase in inclusivity and accessibility in policy/strategy delivery					
7.2	Create an enabling environment for community empowerment and diversity through social inclusion, transparency and accountability	Integrate the Social Inclusion Statement of Intent within strategy planning, implementation, and review.	LCDC	All constituent members	ST
		Resource, implement and review the Migrant Integration Strategy annually.		WCCC	ST
		Support the implementation of the Traveller Accommodation Programme		WCCC	ST
Key Performance Indicators (1) No. of people who availed of the service annually. (2) No. of Local Community Groups Supported. (3) No. of Travellers aged 15 or over engaged on a one-to-one basis. (4) No. of Migrants aged 15 or over engaged on a one-to-one basis. (5) No. of Travellers supported by the TAP.					
7.3	Improve access to services through sustainable mobility and efficient, reliable and comprehensive public transport	Assess public transport provision and frequency to ensure access to essential social and economic services	LCDC	NTA, Local Link, WCCC, WLP, WAP	ST
		Assess the potential for viable transport nodes at key locations in the city and county to facilitate mode integration and ease of connectivity between public and private transport users		WCCC	ST
		Evaluate the dependency of settlements in peripheral locations to those of important service centres in neighbouring Counties		WCCC, WAP	ST
		Engage with the Active Travel and the Roads Departments of the Council to develop permeability schemes where communities require them		WCCC, NTA	ST
Key Performance Indicators (1) No. of new services developed. (2) No. of services with improved frequency. (3) No. of communities supported. (4) % modal sha					

Goal 8: Resilience & Sustainability: Effective communication, representation and networking will empower sustainable, resilient, inclusive and engaged communities.

	Objective	Actions	Lead	Partners / Implementing Structure	Timeframe for completion
8.1	Establish Waterford as a model of excellence for public participation and citizen engagement	<p>Public agencies to maintain and publish and promote up to date information on enabling development supports, resources and associated personnel. Ensure horizontal coordination and effective communication across all local authority departments and functions</p> <p>Promote and share amongst group established toolkits for developing sustainable and resilient communities.</p> <p>Promote and encourage active membership of the PPN and explore ways to create seamless in-person and online channels for service and information delivery.</p> <p>Further develop the My Open Library strategy, actions and resources throughout the county-wide library network</p> <p>Commit to an agreed annual programme of communication to stakeholders providing feedback and updating on progress in policy and programme implementation</p> <p>Commit to an agreed annual programme of communication to stakeholders providing feedback and updating on progress in policy and programme implementation</p>	LCDC	<p>All constituent members</p> <p>WCCC</p> <p>WCCC</p> <p>All constituent members, PPN</p> <p>WCCC, Library Service</p> <p>WCCC, Library Service</p>	<p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p>
<p>Key Performance Indicators</p> <p>(1) No. of people who availed of the service annually. (2) No. of Local Community Groups Supported. (3) No. of PPN members reached. (4) Increase in PPN membership by pillar. (5) No. of website engagements. (6) No. of Toolkits distributed. (7) No. of Library users/members</p>					



Comhairle Cathrach & Contae Phort Láirge
Waterford City & County Council