



WEXFORD COUNTY
DEVELOPMENT BOARD

Action for Change

Wexford County Development Board Strategy 2009-2012



CDB REVIEW 2009

“Action for Change”
Wexford County Development Board Strategy 2009-2012

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Message from the Chairman

As Chairman of Wexford County Development Board, I welcome the strategy 'Action for Change'. It illustrates a comprehensive response on the part of the CDB to the current and future needs of our County.

I value the role which Wexford County Council has within the County Development Board. It illustrates the many new competencies which Local Authorities have developed. Wexford County Council promotes development across economic, social and cultural spheres. It has incorporated best practice on social inclusion and community development into its everyday activities and supports various programmes across the CDB.

Within the CDB, I believe that we can achieve our aims through reaffirming our commitment to work together, through voicing our concerns and challenging our organisations when required. In the next three years, I also believe it is important that the synergy which exists between Wexford County Council and Wexford County Development Board is enhanced and its full potential utilised. This is particularly true of policy development and we must ensure that we have effective cross-cutting policies in place which will support economic growth in the County in the future.

Our efforts must also ensure that we support strong communities that care for their citizens and welcome new members in the Wexford tradition. We must ensure that all our citizens are valued and that their contribution is recognised. We face difficult challenges but we are fortunate in having a vibrant Board with many resources which it can utilise.

We are even more fortunate in that we can call on the resources of our citizens who will play their part in realising the vast potential of our County.

I congratulate the County Development Board on this Strategy and wish them every success in their efforts.

Cllr. Anna Fenlon
Chairman
Wexford County Council

Teachtaireacht ón gCathaoirleach

Ba mhaith liom, mar Chathaoirleach an Bord Forbartha Loch Garman ‘Plean Gníomhaíochta maidir le h-Athrú’ a fháil. Léiríonn sé freagairt cuimsitheach an CDB maidir le riachtanais ár gContae, anois agus amach anseo.

Is mór agam rola Comhairle Chontae Loch Garman laistigh den Bhord Forbartha Contae. Léiríonn sé inniúlachtaí nua a chruthaigh na nÚdarais Áitiúla. Cuireann Comhairle Chontae Loch Garman forbairt eacnamaíochta, soisialta agus cultúrtha chun cinn. Úsáidtear dea chleachtais sna himeachtaí laethúil maidir le cuimsiú sóisialta, forbairt pobail, chomh maith le tacaíocht do sna tionscnaimh éagsúla trasna CDB.

Laistigh den CDB creidim trí chomhoibriú le chéile go mbeimid ábalta ár n-aidhmeanna a chur i gcrích agus dár ndóigh mar eagraíochtaí ceistneoidh muid a chéile más gáth. Creidim chomh maith le linn na dtrí bliana amach anseo go neartófar an síneirgíocht idir Comhairle Chontae Loch Garman agus Bord Forbartha Contae Loch Garman. Tá sé seo fíor, go háirithe ó thaobh forbairt polaisí de agus caithfidimid a chinntiú go bhfuil polasaithe éifeachtúil againn a thugadh tacaíocht don eacnamaíocht sa Chontae amach anseo.

Caithfidimid a chinntiú go dtugtar gach tacaíocht do sna pobail a thugann an-aire dá saoránaigh agus dár ndóigh baill nua a fháil isteach i dtrádisiúin Loch Garman chomh maith. Caithfidimid a áirithiú go n-aithneofar obair agus luach ár saoránaigh ar fad. Cé go bhfuil dúshlán deacair ós ár gcomhair amach táim cinnte leis an mBord creathach seo go n-éireoidh linn.

Tá an tadh dearg orainn toisc gur féidir linn braith ar muintir Loch Garman páirt a ghlacadh le dul chun cinn an Chontae.

Ba mhaith liom comhghairdeas a dhéanamh leis an mBord Forbartha Contae maidir leis an straitéis agus rath Dé ar a gcuid oibre agus a ndícheallacht.

Comhairleoir Anna Fenlon

Cathaoirleach

Comhairle Chontae Loch Garman

Foreword

Wexford County Development Board is embarking on the final three years of its ten-year strategy for economic, social and cultural development. This strategy, Action for Change, is entering a very different economic climate for the next three years which presents a number of challenges. However, with the level of social capital and expertise established to date, the CDB, now more than ever, provides a forum for agencies to work in a collaborative way to pool resources to achieve better service delivery and improved value for money.

The strategy, Action for Change, has a strong economic focus to its action plan. This reflects the priority needs to provide inter-agency responses to job creation and supporting local enterprise. The plan is based on three core themes:

1. Action for Employment
2. Action for People
3. Action for Living

The strategy identifies both the successes and shortcomings of the implementation phase of the previous CDB action plans. A key focus for the next three years is strengthening the CDB's role in co-ordinating service provision and achieving value for money. The CDB recently facilitated the cohesion process and the establishment of the unified local development company provides an opportunity for the CDB to focus on its strategic policy role and for Wexford Local Development and other agencies to focus on the operational aspects of project delivery.

As Director of Services with responsibility for the CDB, I look forward to the implementation of the new strategy. The issues facing Wexford over the next three years are complex and challenging and will require the sustained commitment of all agencies. The central focus of all our work is to improve the quality of life for the citizens of County Wexford and I believe the CDB provides the mechanism at County level for agencies to engage in a meaningful way to improve service provision.

Tony Larkin
Director of Services

Réamhrá

Tá Bord Forbartha Contae Loch Garman ag gabháil do na trí bliana deiridh dá straitéis deich mbliana um fhorbairt eacnamaíoch, shóisialta agus chultúrtha. Beidh an straitéis seo, Gníomh um Athrú, ag feidhmiú i dtimpeallacht eacnamaíoch thar a bheith éagsúil sna trí bliana amach romhainn, agus baineann roinnt dúshlán leis sin. Mar sin féin, mar gheall ar an leibhéal de chaipiteal sóisialta agus de shaineolas a cuireadh ar bun go dtí seo, anois níos mó ná riamh, cuireann an Bord Forbartha Contae (BFC) fóram ar fáil do ghníomhaireachtaí inar féidir leo comhoibriú chun acmhainní a thiomsú agus chun seachadadh feabhsaithe seirbhíse agus luach feabhsaithe ar airgead a bhaint amach.

Tá fócas eacnamaíoch láidir ag plean gníomhaíochta na straitéise ‘Gníomh um Athrú’. Léiríonn sin na riachtanais tosaíochta atá ann, is iad sin freagairtí idir-ghníomhaireachta a chur ar fáil chun poist a chruthú agus chun tacú le fiontair áitiúla. Tá an plean bunaithe ar thrí théama phríomhúla:

1. Gníomh um Fhostaíocht
2. Gníomh um Dhaoine
3. Gníomh um Maireachtáil

Sa straitéis, aithnítear buanna agus easnaimh chéim feidhmiúcháin na bpleananna gníomhaíochta BFC roimhe seo. Beidh treisiú ról an BFC maidir le seachadadh seirbhísí a chomhordú agus luach ar airgead a fháil ina fhócas príomhúil do na trí bliana amach romhainn. Le deireanas, d'éascaigh an BFC an próiseas comhtháthaithe, agus mar gheall ar bhunú cuideachta forbartha áitiúla aontaithe, tá deis ag an BFC díriú isteach ar a ról maidir le beartas straitéiseach, agus tugtar deis d'Fhorbairt Áitiúil Loch Garman agus do ghníomhaireachtaí eile díriú isteach ar na gnéithe oibríochtúla a bhaineann le seachadadh tionscadal.

Mar Stiúrthóir Seirbhísí le freagracht as an BFC, táim ag tnúth go mór le cur i bhfeidhm na straitéise nua. Beidh ar Loch Garman déileáil le saincheisteanna casta, dúshlánacha sna trí bliana amach romhainn, agus beidh gá le tiomantas leanúnach na ngníomhaireachtaí uile. Is é fócas lárnach ár gcuid oibre uile feabhas a chur ar cháilíocht beatha shaoránaigh Chontae Loch Garman, agus creidim go gcuireann an BFC meicníocht ar fáil ag leibhéal an Chontae a chuireann ar chumas gníomhaireachtaí idirghníomhú ar bhealach bríoch d'fhonn feabhas a chur ar sheachadadh seirbhíse.

Tony Larkin

Stiúrthóir Seirbhísí

Executive Summary

This section gives a synopsis of the strategic development process, key achievements from the previous strategy, sub-structures of the Board, socio-economic and policy context and actions for the 2009-2012 period.

When the County Development Boards were enacted in 2000, they represented a new approach to how local agencies develop, deliver services and interact with each other. The Boards' premise essentially was to build on the informal networks which may or may not have existed and to foster effective working relationships which could lead to a 'Shared Vision' at county level. The workings of the various County Development Boards (CDBs) have been reviewed periodically since their inception in 2000. The review process reflects the challenges that are inherent within the process and the importance of sharing learning across the County in order to build on good practice.

This document is based on the third comprehensive review conducted by Wexford County Development Board. The purpose of the review was to:

- Identify a limited number of key priorities on which the CDB will focus for the 2009-2012 period.
- Refer to policy and socio-economic changes that have occurred since the last review and examine their implications for the Board.
- Identify the key achievements that have taken place since the last review.
- Examine the work practices of the Board and its associated structures.
- Agree on any adjustments necessary to improve the workings of the Board.

The review process began with a workshop in which Board members discussed the strengths and weaknesses of the Board. This was followed by one-to-one agency consultations conducted by the director and staff of Community and Enterprise. A review was also conducted of the relevant policies that shape the Board's operational environment. The process gave due recognition to the rapidly changing economic circumstances which currently exist.

Subsequently, the Board has developed an action plan which encapsulates 9 actions under three themes. These priority actions reflect the real issues that affect our County. The document also outlines the key CDB structures and how they will operate in the 2009-2012 period. The underlying factor in the operation of the Board's sub-structures is to achieve greater co-ordination of services and greater efficiencies in the delivery of resources and supports.

There is a clear review and monitoring arrangement in place which will allow the Board to periodically assess progress under each action.

Key Achievements Since the Last Review

In the 2005-2008 period, Wexford CDB successfully delivered a number of initiatives. Many of these have become mainstreamed into the ongoing work programme of relevant agencies. In drafting the priority actions for 2009-2012, the Board first reflected on its success to date and the learning that emerged from there. Key outcomes of note are:

- The development of the Traveller-led Network (Traveller Interagency Group and Wexford Traveller Network)
- Social Inclusion plans for Gorey and Wexford (CWP & WAP, 2008)
- Mapping of Social Inclusion funding across the County (Wexford County Council, 2007)
- Re-skilling for farmers who can no longer farm full-time (CDB, 2006)
- Feasibility study to identify alternatives to the sugar beet industry in County Wexford (Wexford County Council & Teagasc, 2006)
- Supports for farmers to add value to farm gate produce (WORD)
- Key multi-agency infrastructure in Gorey and Wexford (Wexford County Council)
- 'Room to Grow' – Model for Primary Education Sector Planning (Wexford County Council, 2008)
- Development of the Research Function (Wexford County Council)
- Assessment of Childcare Need in County Wexford (Wexford County Council, 2008)
- Spirit of Enterprise Seminar (CEB, 2007)

The role of the Board can be considered not only through the actions it delivered but also from the perspective of the structures it developed and the value they bring. The Social Inclusion Measures (SIM) Working Group is a particular example. The SIM Group is a collaboration of the key agencies with a social inclusion brief in the County. They monitor the implementation of relevant actions within the strategy and they have made a significant contribution to co-ordinating services for the socially excluded. The other key structures supported by the Board are:

- Traveller Interagency Group
- Gorey Social Inclusion Implementation Team
- County Wexford Community Forum
- RAPID
- Sports Active Wexford (Local Sports Partnership)

- Comhairle na nÓg
- Disability Focus Group

Each of these structures reflects a different aspect of the Board's operation and scope. The Disability Focus Group, for example, was established at the request of the Department of Environment, Heritage and Local Government. Its role is to monitor the implementation of relevant Departments' sectoral plans under the Disability Act 2005. Within this monitoring role, there is also an opportunity for the CDB to support members in joint actions which can lead to better outcomes for client groups. There is also potential to achieve greater efficiencies in service delivery.

Programmes such as Sports Active Wexford and RAPID reflect another dimension in that they are led by multi-agency Boards which have a similar membership to the CDB. These Boards benefit from having the expertise of CDB members at senior executive level and the advantage of a more defined remit. This is important in ensuring that the strategic focus of these programmes is compatible with the CDB and that programmes have the full support of any particular agency.

Other initiatives such as Comhairle na nÓg illustrate where the CDB was given a concept – promoting civic participation amongst young people – and asked to establish a mechanism at County level which would assist young people in promoting their views on wider issues. The Comhairle has been particularly successful in County Wexford and recognised as the key platform for young people to articulate their views.

The economic sub-group is a new structure which has emerged from the review. It is part of the CDB's approach to stimulating economic activity and employment generation across the County.

The diverse range of structures reflects the depth of expertise within the CDB and its ability to encompass the key issues facing the County in the 2009-2012 period.

Policy Background

Wexford County Development Board operates within a wide policy sphere encompassing National, Regional and Local Policies. Since its establishment in 2000, the County Development Board has been recognised through a variety of policies as a key mechanism for the development of the County and the CDB's role has expanded accordingly. Towards 2016 and the National Action Plan for Social Inclusion have recommended the strengthening and expansion of CDBs' role in general, with more specific recommendations including:

- **Co-ordination and Integration:** OECD Public Management Review, Green Paper on Local Government, South East Regional Planning Guidelines (Infrastructure), Wexford County Development Plan 2007-2013, Towards Sustainable Local Communities
- **Integration of Public Services:** Green Paper on Local Government, Review of CDBs (DEHLG conducted by Indecon)

- **Leader within the County:** National Action Plan Against Racism through the development of an Anti Racism & Diversity plan, County Development Plan 2007-2013 - in the identification of social & community infrastructure needs.
- **Specific Activities:** OECD Public Management Review (through Schools Planning), Report of the Task force on Active Citizenship (through a Community facilities audit), National Recreation Strategy for Young People (through a Recreation strategy)
- **Monitoring Progress:** Towards 2016 (through the establishment of a dedicated Children's committee to be chaired by the HSE)
- **Delivering on Social Inclusion:** National Development Plan 2007-2013
- **Supporting Consultation:** White paper on Supporting Voluntary activity (through the Community Forum).

Most of these recommendations cannot be assigned to a single agency or statutory body. They demonstrate the clear need for the CDB to bring together a broad-based coalition that can provide both vision and co-ordination at County level and fulfil regional and national functions.

Situation Analysis

The review carried out by the Wexford County Development Board and the Indecon Report have highlighted good practice and learning which will be outlined in the final three years of the strategy, 2009-2012. Wexford is in a very different context from when it embarked on its first steps of integrated service delivery and achieving a joint vision for Wexford requires input from a diverse range of collaborative partners. Increasing unemployment and a contracting economy are reflected in the strong economic focus of our actions. The learning over the past three years and the future vision require significant changes and illustrate how core joined-up thinking and service integration must be central to the way we provide services. The SWOT analysis outlines what has worked well, the challenges and opportunities ahead.

Socio Economic Profile

The Wexford County Development Board is operating within a different economic, social and cultural environment to when the original strategy 'Remodelling the Model County' and the subsequent 2005 review, 'The Next Steps', were developed. The most significant changes have occurred within the past year to mid-2009, where global imbalances, the development of a domestic property bubble, the decline in our export market and subsequent loss of competitiveness have triggered a massive increase in our national fiscal deficit, resulting in a tough economic climate for Ireland and County Wexford in 2009. The following is a brief socio-economic profile of the county at present.

- **Live register** figures have increased in the County from 6,529 in April 2006 to 16,009 in April 2009
- The **Commerce and Financial Services sector** is now the largest sector of employment in the County, accounting for almost 24% of employment. The Building and Construction sector is the next largest at 16.7% in 2006.
- In 1986, the **Agriculture** sector employed 25% of the County's population. In 2006, this had decreased to only 7.5%
- **House Completions** in the County decreased from 3,043 in 2004 to 1,998

in 2008 with further decreases apparent in 2009. Planning applications have decreased by 30% in the years from 2005 to 2008

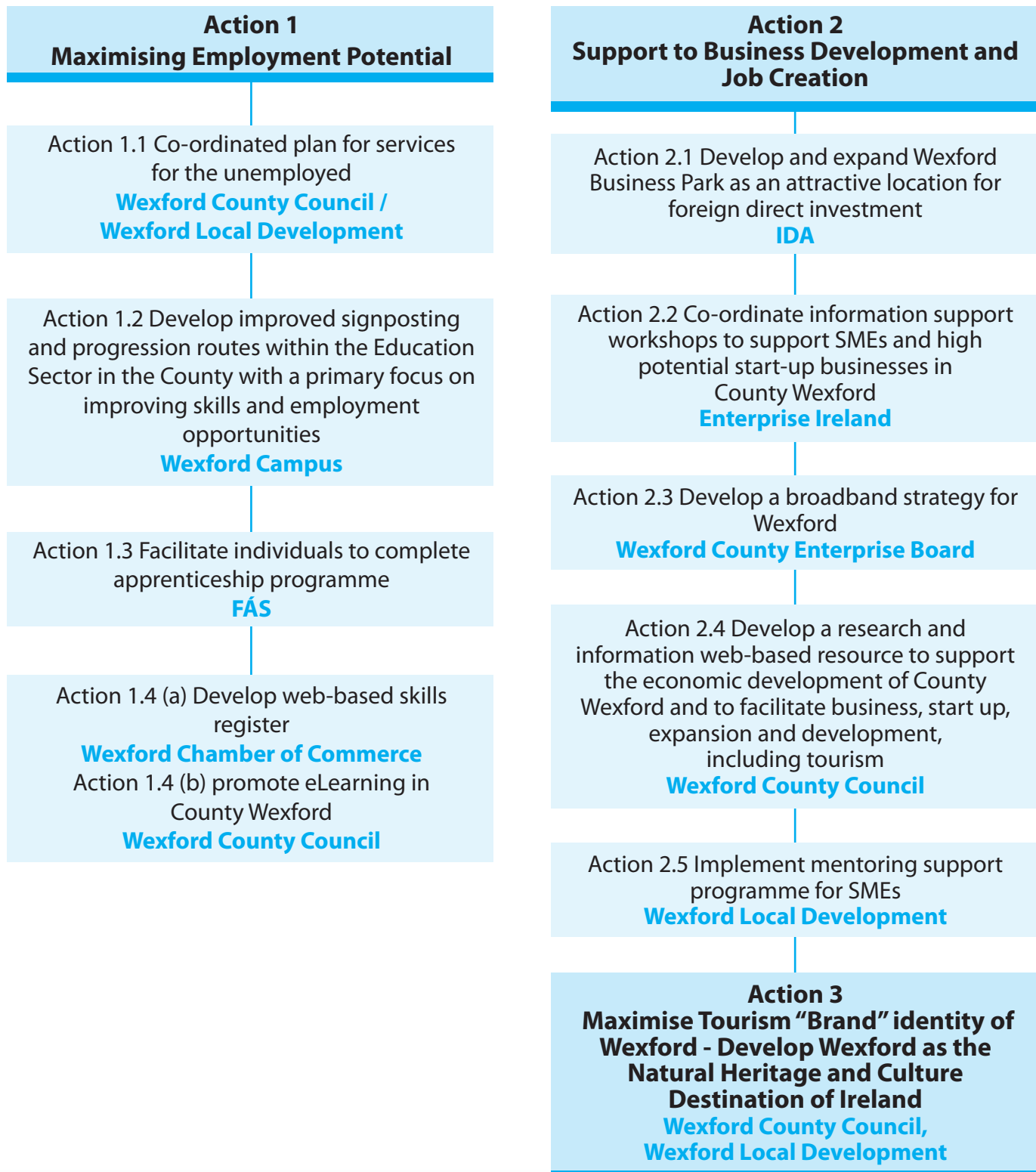
- **22%** of the population of County Wexford have attained **Primary level education** only, compared to 18% nationally and 19.5% regionally
- **11.4 % of the population** of County Wexford and 13% of the population of the South East region are qualified to degree level, considerably below the State average of 18.5%
- The largest proportion of **Third Level graduates** in County Wexford are qualified in the **Social Sciences, Business and Law** areas. The health and construction areas are the next most popular subjects of Third level graduates in the county, region and state
- County Wexford has grown to **131,749 persons** and had the **highest growth rate of 13% in the region** in the Census period to 2006. County Wexford has grown in population by 15,019 persons since 2002. 71% of the population increase from 2002 to 2006 is estimated to be the result of **inward migration**
- Increase in the numbers of people between the **ages of 20 and 55 years** and a high youth population, 15% of the population are under 9 years.
- There are 45,566 **households** in the County
- 10% of the County have **Broadband** Internet access, well below the State average of 20%
- 17,293 people or almost 17% of the population in County Wexford are involved in one or more areas of **voluntary activity**, with 85,218 people over 15 years not involved in any voluntary activity
- **Under the Haase and Pratschke Index of Deprivation**, the most disadvantaged Electoral divisions are Enniscorthy Urban, Taghmon, Wexford Urban No. 2, New Ross Urban and Ferns. Under this Index, Wexford is considered to be the second most disadvantaged local authority area within the region and the eleventh most disadvantaged county in Ireland as a whole. The relative position of Wexford has slightly deteriorated over the past 15 years from -1.4 in 1991 to -2.5 in 2006.
- **Small Area Health Research Unit (SAHRU) Index of Deprivation**, 8 electoral divisions within the county are considered to have become more deprived in the years from 2002-2006, in comparison with other electoral divisions across the country. These are New Ross Rural and Barrack Village, Killanne, Dunmain, Killag, Rosslare, Castle Talbot, Moyacomb and Monaseed.

These figures show persistent levels of deprivation which will be aggravated by the rise in unemployment. They also illustrate an over-reliance on the construction sector compounded by low levels of educational attainment. A more positive trend is the increase in population and an increase in the 20-to-55 age cohort. These trends will have an effect on our economic progress but will also impact across social, cultural and environmental spheres where cost efficiencies and value for money will be of utmost concern. This is a challenging environment for the County Development Board. However, it does provide opportunities for all partners to focus on the specific needs of the County while maximising the benefits of synergies, co-ordination and collaboration in order to achieve the best possible outcome for the County.

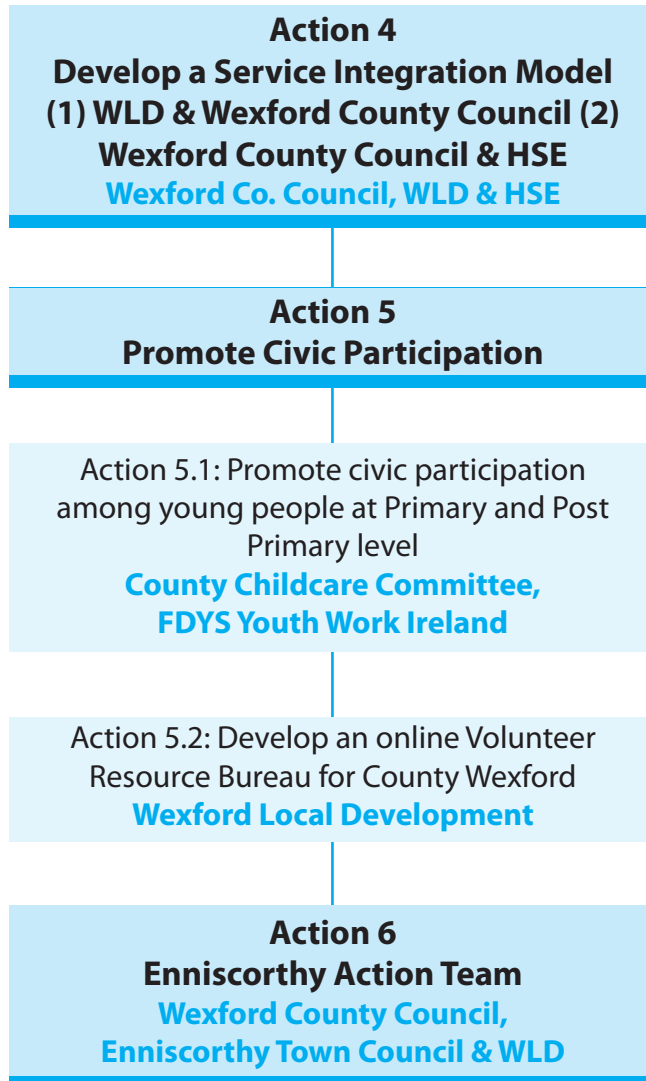
Action for 2009-2012

Three key themes emerged from the review process. Within each theme, the Board recommended a series of actions. They are summarised as follows:

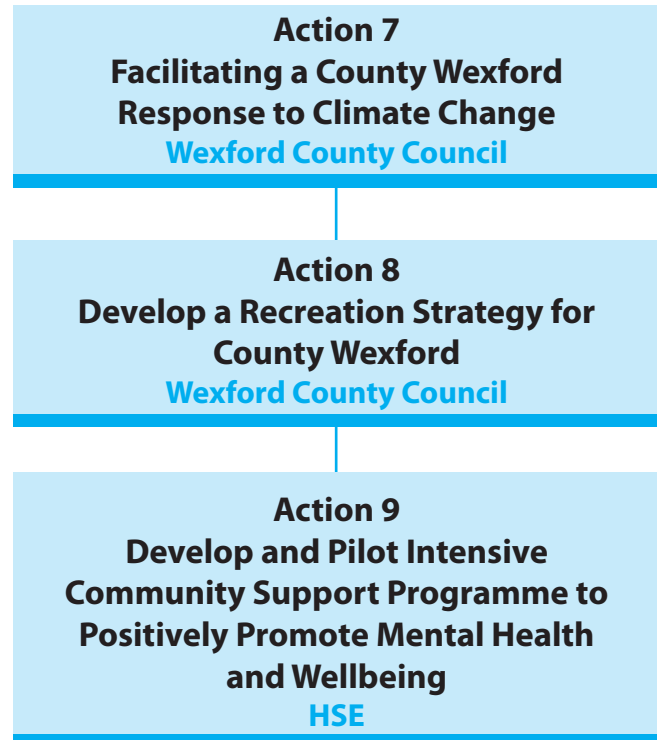
Action for Employment



Action for People



Action for Living



In the 2009-2012 period, the CDB will monitor the implementation of these actions and promote satisfactory outcome for the client groups concerned. The Board will also continue to support its associated structures and respond to new challenges as they emerge.

Key Achievements 2005-2009

The 34 City and County Development Boards (CDBs) were established in early 2000, and their strategies for the economic, social and cultural development of their areas were published during the first half of 2002. At local level, Wexford CDB published “Remodelling the Model County” a Strategy for the Economic, Social and Cultural Development of County Wexford 2002-2012.

Following on from the strategy review by each CDB in 2005-2006, the Board identified that the strategy had too broad a remit. In line with national policy, it was agreed that the CDBs would identify a limited number of key priorities and actions on which the CDB would concentrate over the following three years. Particular reference was made to achieving the core CDB objective of improved co-ordination of local public service delivery.

The revised strategy, “Remodelling the Model County – The Next Steps” 2005–2008, built on the ground-setting work established by the previous strategy and concentrated on issues of critical concern to the County. The previous three years have overseen the successful implementation of 86% of the actions in the strategy.

During the implementation process, both the successes and shortcomings of the strategy became obvious and work had a strong focus on social inclusion areas. Certain issues benefited from a vibrant multi-agency approach but in other areas, gaps in service provision were more difficult to overcome. In particular, through the Social Inclusion Measures (SIM) group, the actions can require a longer timescale due to the distance that those most excluded find themselves from key services. Projects of this nature require more supports before the benefits can be seen. A further challenge to the CDB’s co-ordination role in relation to social inclusion work is the complexity and number of the diverse range of agencies working in this area.

Sustaining Existing Initiatives and Progress

Over the past three years, the CDB has sustained and enhanced the work of the previous strategy, ‘Remodelling the Model County’. The following outlines some of the key achievements:

Cohesion

The Director of Services for Community & Enterprise was requested by the DCRGA to facilitate the cohesion process and oversee the merger of the three local development companies: County Wexford Partnership, Wexford Area Partnership and Wexford Organisation for Rural Development. The CDB successfully facilitated the establishment of Wexford Local Development (WLD). The new Board is responsible for the Local Development Social Inclusion Programme and the Rural Development Programme in County Wexford. WLD presents a real opportunity for the CDB to co-ordinate services in local development and the new strategy has prioritised negotiations within the CDB framework to develop an integrated service delivery model for County Wexford.

County Wexford Community Forum

The County Wexford Community Forum embarked on an ambitious work programme over the past three years. The Forum acts as the designated platform for the community and voluntary sector in the County and is represented on a number of decision-making bodies including the CDB where the forum has two seats. A key achievement of the Forum has been a review of its current structures and work and the development of a three-year strategic plan from 2008 to 2010. The purpose of this Strategic plan is to provide a framework for the future development and direction of County Wexford Community Forum's work. Five priority themes were developed within the plan:

- Theme 1: Structure
- Theme 2: Membership
- Theme 3: Communication
- Theme 4: Representation
- Theme 5: The Volunteer

The priority training need identified in the 2007 Training Audit was access to funding. As a result, training sessions were held in each area - New Ross, Enniscorthy, Wexford and Gorey - providing tips for community groups on how to complete funding application forms and sources of funding. Other training events hosted by the Forum to assist community volunteers included Local Government Structures and Effective Communication Skills for Community Forum nominated representatives, Age Wise Workshops through Age and Opportunity, Training for SPC Community Representatives, a Higher Certificate in Community Arts Management in partnership with the Arts Department (Wexford County Council and IT Carlow Wexford Campus) and Local Area Profiling.

Children & Youth

The CDB was requested by the Office of the Minister for Children & Youth Affairs to establish a forum at County level (Comhairle na nÓg) to facilitate the views of young people aged 12 to 18 years who would represent their County at the national forum for young people, Dáil na nÓg. Wexford County Council worked in collaboration with FDYS Youthwork Ireland to develop a successful programme over the past three years. The project built on the initial work of hosting a consultation day for over 100 young people from every post-primary school in the County. A key focus of the recent strategy was the inclusion of young people who do not attend the formal education system. Proactively targeting young people from youth projects and youth training centres has greatly enhanced the representation of young people in the county. Through an enhanced programme of services for young people, Wexford has established a youth cabinet which meets at its own chamber within FDYS Youthwork Ireland offices in Wexford. The core group of young people meets on a regular basis to provide continuity to their work and to inform local decision making. The work remit has included:

- Planning and design of the Comhairle na nÓg event
- Development of a newsletter

- Deputation to the Economic and Social Strategic Policy Committee of Wexford County Council to discuss issues of concern to young people
- Advocacy work for youth facilities which have seen the development of youth drop-in centres and Gorey skate park
- Development of a youth bursary awards scheme with the Arts Department of Wexford County Council

To support families, a Play Day event has been organised in Wexford and New Ross. This aims to encourage children and their families to participate in outdoor play, fun and games. The Play Days were very successful and it is planned to expand the model to Gorey and Enniscorthy. The events involved a range of agencies and local volunteers pooling resources.

RAPID

The RAPID (Revitalising Areas by Planning, Investment and Development Programme) has been in existence since 2002 in New Ross and Wexford. RAPID targets those who are most disadvantaged in the community by targeting investment and promoting better co-ordination of services. To date, the RAPID Programme has delivered €13 million investment, with support given to specific projects including:

- Provision of playground facilities and multi-use games areas (MUGAs)
- Traffic calming and housing estate enhancement
- Community applications for funding for community facilities particularly through Dormant Accounts
- Creation of a pilot Community Policing Service in Wexford and establishment of Mountain Bike Unit
- Establishment of locally based sports and arts programmes
- Additional funding to successful sporting organisations under the Sports Capital grants
- Securing of funding and establishment of Southend Family Resource Centre
- Development of the Healthy Living Centre in New Ross
- New Ross Allotments Project
- New Ross Community CCTV Scheme
- Graffiti reduction programme in Wexford and New Ross
- The government in Summer 2009 announced the expansion of the RAPID programme to five new towns including Enniscorthy

Local Sports Partnership

The Local Sports Partnership (LSP) Co-ordinator commenced employment with Wexford County Council in January 2008. The LSP developed its vision, the name and logo for Sports Active Wexford (SAW) and launched its strategy in 2009. The LSP aims to promote the participation in sports and physical activity for all. Key projects include:

- Audit of Community Arts and Sports Facilities
- Promotion of minority sports, such as badminton and athletics, through small-scale equipment grants, training advice and information

- Promotion of social inclusion, in particular hosting intercultural days, and promotion of access for people with disabilities
- Development of a pilot programme in Bunclody with a targeted group of students aged 8-12 years, in collaboration with the County Library service and Athletics Ireland. The project was aimed at developing literacy and numeracy skills using sports as the vehicle based on the theme of the Olympics. The project was extremely successful and was also awarded a National Prize in conjunction with RTE 2FM and Kellogg's
- The launch of the Wexford Talented Athlete Squad which aims to improve standards within County Wexford and provide support and stimulus to all other young athletes within the County. This squad will become the focal point of Junior Athletes within the County
- Grant Information Workshops held with over 40 community and sports organisations
- Buntús Programme which aims to train primary level school teachers to be able to deliver Physical Education with confidence in the Primary Curriculum. To date, 17 schools have completed the training.
- Code of Ethics Courses undertaken by 142 people across the County
- The FAI Football Development Officer works closely with the LSP to promote sport and both programmes are hosted by Wexford County Council

Migrants Taskgroup

The Migrants Taskgroup was established in 2007 in acknowledgement of the diverse and numerous nationalities residing within the County. It was decided that the activities of the CDB partners in this area had been disjointed and a collaborative co-ordinated plan was required to facilitate synergies between the partners and to further the integration of services for the new communities. To this end, the group undertook a Survey of Needs in 2007/2008 which informed a dedicated Action Plan for the actions of all agencies and groups, in order to support this group. 'Merging Cultures in the Model County' was launched in 2008 by the Minister for Integration, Mr. Conor Lenihan, TD. The collaborative taskgroup included Wexford County Council, Wexford County Development Board, County Wexford Partnership, Wexford Area Partnership, DSFA, An Garda Síochána, Department of Education and Science, Wexford County Enterprise Board, Citizens Information, County Wexford VEC, Chambers of Commerce, HSE, WORD, Trade Unions and Integrating Ireland. Funding and resources for the development of the plan was received from the DSFA, WAP, WORD and WCC. The achievement of actions under the dedicated plan will be overseen by the SIM group.

NewComers Guide

The Polish Consulate, Margaret Kozik, officially launched the Newcomers Guide to the South East and the Wexford & Enniscorthy Pull Out Map Guide in 2007. The guide aims to introduce newcomers to all aspects of living in the South East and has proven a useful tool for new communities living in County Wexford as a directory and sign post to services. The guide is printed in four languages - English, Polish, Russian and Czech - in an accessible and user-friendly format. The project was an example of inter-agency collaboration and was supported by a number of agencies, including Comhairle, Citizens Information, HSE, Wexford County Council, County Wexford Partnership, Wexford County Enterprise Board, County Wexford VEC and MABS.

Review of Strategic Priority Actions

The following 14 strategic actions were prioritised by the County Development Board in the 2005 – 2008 strategy:

Action 1	Further development of the Traveller-led Network and co-ordinating role of Traveller Inter Agency Group.
Lead Partner	Traveller Inter Agency Group & Wexford Traveller Network.
Why?	The SIM group prioritised Travellers as a target group for the co-ordination of services given the significant Traveller population in the County. Travellers are one of the most marginalised groups in society in terms of health status, educational attainment and poverty. A key focus of the work was the establishment of The Traveller Inter Agency group providing a forum for service providers and the Traveller Network which provides a collective voice for Travellers in the County to improve quality of life.
What was done?	<ul style="list-style-type: none"> • Establishment, consolidation and growth of Co. Wexford Traveller Network in Co Wexford. Development of new community premises at Ballyhine Centre and allocation of development worker • Establishment of inter-agency forum to focus on Traveller issues and co-ordinate Traveller County Plan recommendations. Facilitated training workshop for members to clarify role of Traveller inter agency group • Successful funding applications under 'Fund for Interagency Projects in Relation to the Travelling Community' supporting early school leaving, work with Traveller men and development of the Traveller Network • Hosting of successful inter-agency seminar and publication of report "Developing Strategies to engage Traveller Men in Co. Wexford" • Implementation of a number of inter-agency targeted initiatives including: <ul style="list-style-type: none"> - Taghmon Traveller Men's BTEI Project - Bunclody Young Men's Project - Wexford Town Initiative - New Ross Younger Men's Project
Outcome	<ul style="list-style-type: none"> • More co-ordinated approach to service provision • Increased investment and targeting of services for Travellers, in particular outreaching to Bunclody where there were significant gaps • Development of Traveller Network to support Traveller participation and establishment of Traveller Community Resource Training Centre to support Networks activities • Review of Traveller Action Plan illustrated 23 out of 29 actions initiated

Action 2	Pilot Tenant Family Support Programme – Wexford Borough Council.
Lead Partner	Wexford Borough Council.
Why?	Research shows that families at risk benefit more when agencies deliver their supports as a package rather than individually.
What was done?	Due to the new strategic theme of Family Support, Wexford Borough Council agreed that this action would be more appropriate under the new RAPID programme going forward in 2009.
Outcome	Actions developed under the RAPID 2009 Family Support Plan to improve service delivery and implementation team established as part of RAPID process.

Action 3 & 4	Develop a Social Inclusion Plan for Gorey & Wexford.
Lead Partner	Coonty Wexford Partnership – Gorey, Wexford Area Partnership – Wexford.
Why?	Increasing population growth in both towns was placing additional demand on public infrastructure and existing services. It was considered important to assess the current situation in both towns and to develop social inclusion plans to cater for the needs of those most vulnerable in our society.
What was done?	In Gorey, lead partner CWP brought together an interagency group which prepared the Gorey Social Inclusion Strategy. In Wexford, lead partner Wexford Area Partnership prepared the Wexford Social Inclusion Plan, “Building Communities - Making Social Investment Work”.
Outcome	Both towns have comprehensive social inclusion plans with a range of actions based on the current and future service needs of the population.

Action 5	Develop Community Building Pre-planning Sessions.
Lead Partner	Wexford County Council.
Why?	Good planning at the design and building stage will ensure maximum usage and value for money from community infrastructure.
What was done?	Over the 2005-2008 period, groups were able to avail of advice around general planning issues and energy management in particular. However it was not possible with staffing constraints to develop this action to its full potential.
Outcome	This action will be delivered in 2009 and will facilitate improved allocation of resources and planning of community infrastructure and it will include the expertise of the local sports co-ordinator. It will be considered under Wexford County Council's recreational facilities plan.

Action 6	Mapping of Social Inclusion Funding.
Lead Partner	Wexford County Council.
Why?	The allocation of funding across the county was disjointed with ad hoc co-ordination of resources allocated by individual agencies, responsible for Social Inclusion activities.
What was done?	<p>The areas of high deprivation across the county using the Haase & Pratschke Index and the SAHRU Index were mapped in order to highlight the location of the specific areas.</p> <p>A detailed map of the Social Inclusion funding allocated on a geographical basis in the county by each individual State agency, local development agency, community project and other groups was developed.</p>
Outcome	This has facilitated strategic planning in funding and resource allocation in order to target areas of high disadvantage across the county.

Action 7	Re-skill Farmers who can no longer farm fulltime.
Lead Partner	Teagasc.
Why?	Experience from Teagasc advisers on the ground and programmes such as Tus showed that farm families were looking for other sources of income and, in most cases, they required training and support.
What was done?	A broad inter-agency working group was formed and, with LEADER funding hosted a training fair. It produced an associated directory which was published and distributed to each registered herd owner in the County. A follow-on course, Farmers in Transition, was developed by Enniscorthy Enterprise & Technology Centre and FÁS.
Outcome	Increased awareness of training on offer and increased attendance of farmers on mainstream training courses.

Action 8	Feasibility Study to identify alternatives for the sugar beet industry in County Wexford.
Lead Partner	Teagasc & Wexford County Council.
Why?	The decline of the sugar beet industry dealt a significant blow to the farming industry in the county. This study supported the development of suitable alternatives to sugar beet, particularly suited to County Wexford and the region.
What was done?	This study was completed by Teagasc and Wexford County Council in 2007. The Renewable Energy group (established by WLD, formerly WORD) was expanded with the purpose of developing and assessing renewable energy possibilities for County Wexford.
Outcome	A guide is available to farmers wishing to explore alternative crops to replace the acreage under sugar beet. A group is in place to develop specific projects within the renewable energy sphere, providing expert advice and financial support to projects developed across the county.

Action 9	Develop the ability of farmers to add value to their products and market a range of farm produce.
Lead Partner	WORD
Why?	The purpose of this action was to support the development of Farmers' Markets across the County through ensuring that there is a range of produce and quality value-added products available.
What was done?	WORD provided a range of training and direct grant aid for relevant projects. With Wexford County Council and other partners, WORD also supported the development of the markets in each of the four towns.
Outcome	Each of the four main towns has established thriving markets with an extended range of produce available for sale.

Action 10	Develop and implement an action plan based on the WORD Rural Tourism Study.
Lead Partner	WORD
Why?	An action plan was required to address issues raised by the rural tourism study to promote rural tourism in County Wexford.
What was done?	<ul style="list-style-type: none"> • Questionnaire circulated and extensive consultation with tourism stakeholders • First phase completed in development and publication of Rural Tourism Study for the County launched in 2007
Outcome	Framework established to inform WORD policies on the allocation of grant aid to tourism promoters to support rural development in County Wexford.

Action 11 & 12	Future Planning for Wexford & Gorey.
Lead Partner	Wexford County Council & Wexford Borough Council.
Why?	<p>Wexford Town has been designated a Hub town under the National Spatial Strategy. If Wexford Town is to achieve its full potential under this strategy, it must have a strong strategic plan in place indicating the resources and developments required in order to embrace its new status</p> <p>Gorey was recognised as the fastest-growing town in the Southeast. This placed considerable demands on key public and civic infrastructure. The population increase also comprised largely people from outside the County and migrant workers. For such cohorts, it was considered particularly important to deliver a range of services from a centralised facility</p>
What was done?	<p>Wexford: Wexford at the Hub conference was held in February 2006 in collaboration with Wexford Borough Council and the Chamber of Commerce showcasing the private and public developments in Wexford Town</p> <p>A high-level Hub Implementation Team was formed in 2006 under the direction of the DEHLG to plan for developments within Wexford Town. A Strategic Investment Plan for Wexford Town was developed by WCC in collaboration with the Hub Implementation Team and launched by An Taoiseach Bertie Ahern TD in October 2006. This plan brought together the public and private investment already in place and required in order to allow Wexford Town develop to its full potential</p> <p>Gorey: Wexford County Council ensured the timely delivery of the town's priority infrastructure needs; Gorey By-Pass; Town Sewage Scheme; Town Water Supply</p> <p>The one-stop-shop concept is incorporated into the new civic buildings which will be completed by the year end. This complex will include a number of agencies including HSE, the Courts & Judiciary, County Wexford VEC, and Wexford County Council services including the town Library. The overall investment in this project was €20 million</p>
Outcome	The towns have benefited from a significant investment in public infrastructure which facilitate and support their development in the long term.

Action 13	Existing and Future Demand on the Education Sector.
Lead Partner	Wexford County Council.
Why?	<p>County Wexford has seen a significant increase in population in recent years. This exerts pressure on many services and particularly the education services, which are very important for economic and social reasons</p> <p>Development of the school sector is done on an ad-hoc basis by individual schools. A plan for the development of the overall sector was required in order to plan effectively, taking into account education requirements of the increased population of the county. The OECD Public Management review has recently reiterated the need for CDBs to make advances in this area</p>
What was done?	<ul style="list-style-type: none"> • WCC and the Department of Education & Science agreed the terms of reference of the research and developed the plan for schools provision in the county • A model of current and projected demand for schools across the county was developed • A co-ordinated plan and priority of focus for development for the primary school sector in the county, which has informed the DES in its plans for schools development across the county. This plan, 'Room to Grow', was approved by the CDB in March 2008. • Established a proactive process for schools planning across the county with the Department of Education and Science • Due to timing issues, the second level sector plan is outstanding, and will be considered under the current priority programme
Outcome	An agreed plan for primary schools provision into the future.

Action 14	Development of the Research Function.
Lead Partner	Wexford County Council.
Why?	The benefits of sound research have become more apparent, particularly in times of scarce resources.
What was done?	<ul style="list-style-type: none"> • A consultative CDB Research Strategy was developed with Tipperary Institute and launched in 2007, in order to form a comprehensive plan for the development of the CDB Research function • Completion of key research pieces including reports on the Census, skills requirements within the county and Merging Cultures in the Model County ,a plan for foreign nationals • Developed linkages with Third Level Institutes such as NUI Maynooth, IT Carlow, WIT and UCD • Completion of a Research Audit on information and research resources available through the CDB • The development and delivery of a Community based Research Training programme
Outcome	An agreed strategy for development is in place, meeting the collaborative research needs of CDB partners.

Other related achievements

- **Assessment of Childcare Need in County Wexford (CDB, 2008)**
This was completed by Wexford County Council, County Wexford Childcare Committee and IT Carlow to assess the level of need for childcare across the county and the level of provision in order to identify gaps in services and geographical areas. The report was launched in June 2008.
- **Spirit of Enterprise seminar (CDB, 2007)**
This seminar took place in October 2007 as part of the regional Spirit of Enterprise Initiative. The aim was to showcase public sector and private sector developments across the County and it was conducted with the involvement of the Town Councils in Wexford, Enniscorthy, New Ross and Gorey in association with each town's Chamber of Commerce.

Policy Background

Wexford County Development Board operates within a wide policy sphere encompassing national, regional and local policies. In recent years, the CDB has been recognised through these varying policies as a key mechanism for the co-ordination and integration of local services as well as other purposes. To this end, many policies have advocated the strengthening and expansion of its role, as well as some modifications to where CDBs would be best suited to operate. The following policies have identified a role for the CDBs within their policy remit:

National Policy Context

Towards 2016 Ten-Year Framework Social Partnership Agreement 2006-2015 states that the CDB structure *'will be developed and strengthened to ensure that it can operate effectively as a vehicle for supporting a more integrated approach to service delivery at local level.'* The CDB is given a direct role in monitoring progress related to children through the establishment of a multi-agency Children's Committee to be chaired by the HSE.

The National Development Plan 2007-2013 states that the involvement of local authorities and County Development Boards will be key elements in ensuring the delivery of social inclusion across all sectors of society. Under the development of a Local and Community Development Programme, it is important to ensure that any new measures reaffirm the role of the CDBs as re-emphasised in Towards 2016.

The National Spatial Strategy: People, Places, Potential to 2020 CDBs have a role in supporting and implementing the spatial policies and the spatial structure of the National Spatial Strategy, especially through the preparation of the regional planning guidelines and reflecting the National Spatial Strategy approach within the spatial aspects of their plans and programmes.

Stronger Local Democracy - Options for Change, Green Paper on Local Government Reform launched in April 2008. This states the Government's commitment in enhancing the role of the County and City Development Boards as lead local agency. It emphasises the Board's role in the cohesion of local development structures and in aligning these structures more closely with Local Government.

The Green paper also emphasises the CDB's role in improving policy co-operation and co-ordination between local government and other agencies/services. It states that an opportunity exists therein to maximise the combined impact of state agencies at local level. The Paper restates the aim of the Boards as *'to integrate public services in the interests of the common good and, crucially, under the democratic leadership of local government'*.

However, the Paper does acknowledge that *'while County and City Development Boards may not have the power to direct the member agencies (although such agencies are required by law to have regard to the work of the board), they do have an important role in fostering greater understanding among all public bodies in the locality and in creating connections which did not exist in the past'*.

The paper concurs with Towards 2016 and the NDP 2007-2013 in identifying County and City Development Boards as the most appropriate vehicle for drawing local and national agencies closer together in order to provide an integrated approach to local development and service delivery. It states that proposals have recently been approved by Government to strengthen and develop CDBs so that they meet these requirements.

OECD Public Management Review (2008): 'Towards An Integrated Public Service' specifically recommended reinforcing the co-ordination role of County Development Boards, together with a review and rationalisation of duplicate functions of local co-ordination agencies and the use of the boards' integrated co-ordination function for schools planning in particular. The review also placed a strong emphasis on integrating and utilising the systems and processes (already) developed, *'so that it is best placed to more effectively contribute, alongside broader society (citizens, business, unions and other actors) to the identification and attainment of overall societal goals..... 'If it is to maximise the Public Service's contribution to achieving these societal objectives and to meet citizens' expectations, then it needs to think increasingly about the Public Service as an integrated 'system'*. In this way, the County Development Board, in its role of integration and 'joining-up' of public services at a local level, is best placed as a mechanism to implement the OECD recommendations.

Towards Sustainable Local Communities states that the CDB process should be considered, given its strategic intent, as the Agenda 21 process for each county/city. Further, the CDB strategy will in the future provide the socio-economic context for the local authority's physical development plan and should therefore be reflected in the plan.

The National Action Plan Against Racism states that each County Development Board should lead the development of an Anti-Racism and Diversity (ARD) plan for its area.

The Report of the Task Force on Active Citizenship recommended the strengthening of the Community Fora and the completion of a Community facilities audit through the CDBs' activities in order to identify gaps in availability and opportunities for improved use/sharing of existing facilities.

Teenspace - National Recreational Strategy for Young People gives responsibility to the County Development Boards for the preparation of an interagency recreation strategy for young people in their area.

The **White Paper on supporting Voluntary Activity** states that the developing and widening role of the Community and Voluntary sector has already led to the establishment of a wide range of mechanisms for consultation with the State and involvement in the policy-making process. It advocates the strengthening of the pillar to further develop its role in policy development and ensure equitable representation across the sectors.

LG16-05 – Cohesion This Circular from the Department of Environment, Heritage and Local Government outlined the role of Director and CDB in advancing the cohesion of local development structures at local level.

The National Action Plan for Social Inclusion 2007-2016 states that at local level, the involvement of local interests, particularly local authorities and County/City Development Boards will be key elements in ensuring the delivery of social inclusion across all sectors of society. To this end, the CDB structure will be developed and strengthened to support its role in co-ordinating public service delivery (including social inclusion activities) at local level. In addition, CDBs will prioritise the work of the SIM groups, established to improve co-ordination of social inclusion activities at local level.

The Review of County Development Board Structures, conducted by Indecon Consultants and completed in 2008, recommended the establishment of a national CDB co-ordination group to inform the Government on key emerging issues and to address obstacles. The review compliments the strong social inclusion emphasis of the CDBs which resulted in good co-ordination of social inclusion activities at county level. Revised guidelines on the composition, operation and role of the SIM group are to be put in place.

The review acknowledges the key benefits of the CDBs in providing a forum for communication between agencies, enabling stakeholders the opportunity to identify and address the main issues facing each county and as a mechanism of linking national policy to local policy. Further, it states that CDBs highlight areas of co-operation and collaboration to make better use of resources and deliver services more effectively. However, the report states that more focus needs to be placed upon economic priorities, which are to be supported and strengthened by the establishment of an Economic Development sub-committee. Other recommendations include joint workshops and joint training programmes between CDBs and statutory agencies, and the exchange of information within the system in terms of what works in relation to effective actions by CDBs.

Regional and Local Policy Context

South East Regional Authority Regional Planning Guidelines acknowledge the role the CDB plays in co-ordinating and prioritising social economic and community infrastructure including health, education, recreation and childcare within county boundaries. It also acknowledges the role the Board plays in implementation of the guidelines.

The **County Wexford Development Plan 2007-2013** also recognises the strong economic, social, developmental focus placed upon the CDB and the broadly based partnership approach employed to achieve its outlined objectives. It acknowledges its role in identifying social and community infrastructural needs by facilitating community services in particular, in the areas of childcare, play, sports and the arts.

Remodelling the Model County: Strategy for the Economic, Social and Cultural Development 2002-2012 oversees all activities of the CDB, including the development of this action plan. It sets out the economic, social and cultural goals and objectives which guide the CDB and this Action Plan and adheres to the original guiding principles for the development of the CDB: partnership, participation, social inclusion, sustainability and integration.

Wexford CDB and Associated Structures

County Development Board

Currently Wexford CDB has 34 members drawn from local government, the statutory sector, local development agencies and the community and voluntary sector. The Board meets on a quarterly basis and establishes thematic working groups where the need arises. The role of the Board as described in *Preparing the Ground*, (2000) by the Interdepartmental Task Group is envisaged as 'maximising the benefit of local development initiatives and of public expenditure for the local area'. The mechanism to achieve this was centred on better co-ordination of local services and the development of additional services where clear needs were proven to exist.

The 2002-2012 work plan as outlined in 'Remodelling the Model County' led to actions that were both collaborative and innovative. However, the need for a tighter focus and emphasis on multi-agency collaborative action was identified in 'Remodelling the Model County – The Next Steps, 2005-2008'.

In January 2008, the independent Review of County Development Board Structures (Indecon) noted that the CDBs' value should not be seen entirely in terms of their direct activities or process and operation but also in relation to the outcomes for bodies represented on the Boards in discharging their functions.

For Wexford CDB, the recommendations of particular note in conducting this review process are:

- Reform of boards structures of the CDB
- Ensuring an appropriate integration mechanism with the new unified local development agencies
- Develop cross-cutting themes across economic, social and cultural development
- Develop measures which facilitate and incentivise integrated service provision
- Undertake a review of the composition and role of the SIM to enhance its effectiveness

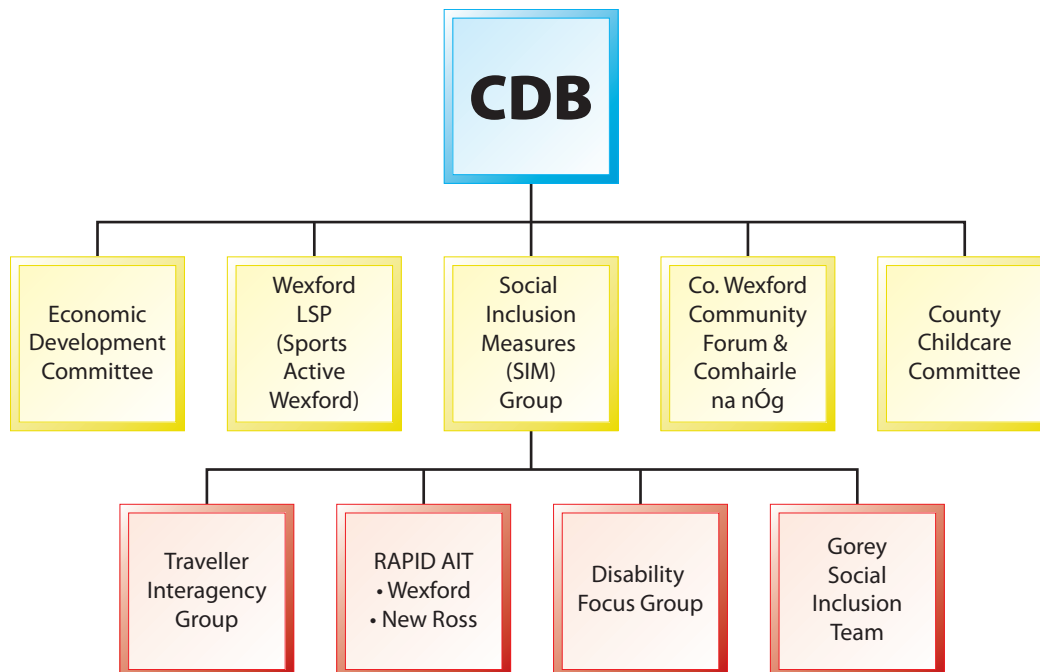
The Indecon Report recommended that CDBs consider an Executive Committee. However, the members of Wexford CDB identified that its focus should be to strengthen the existing CDB meetings and to improve their effectiveness. These meetings will facilitate networking and discussion groups on thematic priority areas as a method to encourage participation by all board members. The CDB also agreed that the current review process offers an opportunity to embark on a training programme for all members regarding the CDB's co-ordination role and the responsibilities of agencies.

In light of rising unemployment, the CDB has established an Economic

Development Sub-committee to prioritise labour market responses to the high unemployment levels and to foster support for enterprise and job creation. This will also act as a taskforce on major economic issues such as the closure of a major employer in the County. Wexford County Council is leading this sub-committee which is chaired by the County Manager.

The mandate and membership of all operating structures of the CDB will be reviewed in light of the strengthening role of CDBs in the co-ordination of service provision and the achievement of value for money. The cohesion process has established one local development agency, Wexford Local Development (WLD), on a County basis. This new unified structure provides the opportunity for the CDB to focus on its strategic policy role and for Wexford Local Development and other agencies to focus on project implementation and delivery under the priority themes of the new CDB strategy, Action for Change. To facilitate the strategic role and setting out of the vision for County Wexford, 2009 – 2012 will require senior management to be represented not only on the CDB but also its sub-structures, with the authority to carry out a decision-making and policy role on behalf of their respective organisations. In some cases, this was a weakness of the operating structures which led to a strong project focus in the previous strategy.

The diagram below illustrates the structure of the CDB for 2009 - 2012:



Community and Enterprise Department: Wexford County Council

The Community and Enterprise Department of Wexford County Council provides administrative and executive support to the CDB. It also delivers a range of core functions for the local authority, with a key aspect of their work being to ensure co-ordinated service provision between Wexford County Council and its CDB partners.

Since the inception of the CDB, the Community and Enterprise team has had considerable direct involvement in the delivery of actions within the Strategy. This has given Wexford County Council a role in areas which in the past may not been considered part of its function. However, involvement in day-to-day management of projects has a bearing on the role that staff can play in strategic development of services and ensuring greater co-ordination and cost effectiveness in delivery of same. Over the implementation of the 2009-2012 strategy, it is foreseen that the Community and Enterprise section's role will be strategic as opposed to project management. This will also require an increase in supports to the CDB from member groups.

Social Inclusion Measures Group

The SIM Group brings together the key agencies with a social inclusion brief to co-ordinate programmes across the County to support the most disadvantaged and marginalised within our society. The SIM Group advises the CDB on the prioritisation of social inclusion matters within the County and has a strong focus in the work of the CDB with regular reports at each meeting. A function of the SIM Group is to endorse operational plans from all of the development agencies in the County, to avoid duplication, promote cohesion and ensure that proposed projects are appropriate and relevant. It is expected that, in 2009-2012, the SIM group will take on a stronger role in ensuring value for money and improved co-ordination of social inclusion services at local level. The SIM group also plays a key role in the delivery and monitoring of progress of the RAPID programme in the towns of Wexford and New Ross. Enniscorthy has received RAPID status and the SIM Group will have an important role in developing the programme.

Traveller Inter Agency Group

The Traveller Inter Agency Group provides a forum for the co-ordination of services to Travellers. County Wexford has a significant Traveller population and, building on the work of the previous strategy, Travellers are a priority target group for the SIM Group. Following on from the paper, "Assessing Service Provision for Traveller Families in County Wexford", the Traveller Inter Agency Group developed a Traveller Action Plan. National government policy now requires each County with a Traveller population to establish a Traveller Inter Agency Forum. Wexford has representation on the Forum by five members of the Traveller Network which has been supported by the Inter Agency Group through the pooling together of resources.

Gorey Social Inclusion Implementation Team

Action 3 in the previous Strategy was to develop a Social Inclusion Plan for

Gorey. Action 4 outlined a similar process for Wexford town. In Gorey, the County Wexford Partnership established an inter-agency team to compile the plan, which was published by the Gorey Social Inclusion Team at end-2008. The team remains in place to prioritise actions based on its local knowledge and to support those which require a collaborative approach. Its current priority is the information needs and support of the newly unemployed. WLD has assumed lead responsibility for implementation of the plan and it is envisaged that the existing inter-agency team will continue to support them in the work. This group reports directly to the SIM working group.

Economic and Social Development Strategic Policy Committee

Wexford County Council has five Strategic Policy Committees (SPC). They each deal with policy areas of concern to the CDB. In particular, the Economic and Social Development SPC inputs and advises on policies and, similar to the CDB, it has a role in influencing economic and social policy across its membership. The arrangements in place for Local Authority membership of the SPCs and the CDB facilitate joined-up thinking in that each SPC chair is a member of the Corporate Policy group within Wexford County Council and in turn each member of the Corporate Policy Group is a member of the CDB.

It is important the CDB maximises the potential for collaboration which exists between the two structures. As part of the review, it was emphasised that the County has unique cultural resources with considerable potential for economic development. It was also felt that the CBD should use the Counties cultural identity to put a unique 'Wexford' stamp on its work.

Disability Focus Group

The 2005 Disability Act outlined a role for the CDBs in promoting the co-ordination of services around disability. To achieve better local level co-ordination, Wexford CDB invited Government Departments with local representation to collaborate on the development and implementation of their sectoral plans. The Departments involved were the: Department of Environment, Heritage and Local Government; Department of Enterprise, Trade and Employment; Department of Health and Children; and Department of Social and Family Affairs. At present, Wexford County Council, the HSE, FÁS and the Department of Social and Family Affairs are represented on the Group. Initial meetings concentrated on individual agencies reporting on the progress they were making with the development and implementation of their sectoral plans, focusing primarily on capital projects and physical access issues.

Given current budgetary constraints, it is likely that the emphasis on capital projects within the implementation of plans will be constrained. This creates a greater opportunity and need for agencies to develop a collaborative approach across shared client groups. During the period, staff constraints in the Community and Enterprise section curtailed the number of meetings held. Meetings of this group will recommence following this review and the priority will be to examine measures which will improve service provision for those with a disability through collaborative synergies and cost savings. The Disability Focus

Group reports to the SIM working group which in turn reports to the CDB.

County Wexford Community Forum

The establishment of the County Wexford Community Forum was a key starting point of the CDB process. It was formed as part of national government policy to provide support and a representational platform for the diverse range of community and voluntary groups across the country. Membership of the County Wexford Community Forum currently stands at 558 community and voluntary groups. The Forum has a central executive and four area-based committees corresponding to each of the electoral areas. They have representation across a range of structures within the County including:

- Wexford CDB
- Strategic Policy Committees
- Wexford County Childcare Committee
- Wexford Local Development
- South East Regional Drugs Taskforce
- South East River Basin Management Project
- Joint Policing Committees
- Sports Active Wexford

In 2008, the Forum's review of its structures and work highlighted that individuals appointed to various structures must be adequately supported and informed. This will be achieved through the development of thematic cluster groups within the overall membership. This, in turn, will facilitate representatives in channelling the views of the relevant groups to the appropriate bodies. It will also assist the Forum in making the best use of its training and support budget as training can be based on the needs of the key thematic groups e.g. Arts and Culture.

RAPID

The RAPID (Revitalising Areas by Planning, Investment and Development Programme) has been in existence since 2002 in New Ross and Wexford towns. The RAPID Area Implementation Team (AIT) brings together the relevant statutory agencies and communities to devise solutions to local needs through better co-ordination of services and targeting of existing resources promoting a social inclusion approach. In 2008, membership of the AIT was expanded to include representatives of Youth Services, Community Development Projects and Family Resource Centres. In 2008, seven Strategic Themes were adopted nationally as the core work of the RAPID Programme. These are as follows:

1. Community Safety & Anti-Social Behaviour
2. Family Support
3. Youth Support
4. Physical Environment
5. Education
6. Health
7. Employment and Training

Sports Active Wexford - Local Sports Partnership

The LSP board was formed in 2007 as a sub-group of the CDB to co-ordinate sports activities in the County. Funding from the Irish Sports Council supported the recruitment of a sports co-ordinator in January 2008. The LSP is known as Sports Active Wexford and is based at Wexford County Council offices. Its aim is to improve the participation of all age groups in sport and physical activity promoting health and well being. A particular focus is to ensure the inclusion of disadvantaged groups. The FAI football development officer sponsored with Wexford County Council works alongside with the LSP Co-ordinator. The LSP will be a key partner in the development of a co-ordinated framework for recreation in the County.

Comhairle na nÓg

Since 2002, the CDB has facilitated an annual County forum for 12-18-year-olds, in conjunction with FDYS Youthwork Ireland and Wexford County Council. The County youth cabinet acts as an advisory panel on services and needs to ensure that young people are given a voice on issues which affect them. This is demonstrated by the annual meetings between the youth cabinet and the Economic & Social Development SPC. The nominees of the Comhairle na nÓg also participate at the national Dáil na nÓg. Building on a pilot with Wexford County Childcare Committee, it is intended to develop a model for participation with 7–12-year-olds to support the participation of primary age school children. The ultimate aim is to support children's participation from Wexford in the National Dáil na Páistí.

Joint Policing Committees (JPCs)

The Garda Síochána Act 2005 provided for the establishment of JPCs. The committees were set up on the basis that policing in society is best achieved through a partnership process involving the Garda Síochána and the democratically elected representatives of the communities which the Garda Síochána serve and with the participation of the community and voluntary sector. Wexford has a JPC in each of the four main towns and a committee with responsibility for the County in its entirety.

The committees comprise elected members of the particular town council, County Council officials, members of the Oireachtas, the Rapid Co-Ordinator where applicable, the Inspector, Superintendent and Sergeant of Garda Síochána and Community & Voluntary representation.

The function of the JPCs is set out in section 36(2) of the Garda Síochána Act 2005 which states: "The joint policing committees function is to serve as a forum for consultation, discussion and recommendations on matters affecting the policing of the local authorities' administrative area. The factors underlying and contributing to the levels of crime are also a matter for discussion."

Each JPC has met already and is preparing a schedule of meetings for the year, whilst the New Ross JPC was actually part of the initial pilot process.

Situation Analysis

The review carried out by the Wexford County Development Board and the Indecon Report have highlighted good practice and learning which will be outlined in the final three years of the strategy, 2009-2012. Wexford is in a very different context from when it embarked on its first steps of integrated service delivery and achieving a joint vision for Wexford requires input from a diverse range of collaborative partners. Increasing unemployment and a contracting economy are reflected in the strong economic focus of our actions. The learning over the past three years and the future vision require significant changes and illustrate how core joined-up thinking and service integration must be central to the way we provide services. The following table represents a SWOT analysis of what has worked well, the challenges and opportunities ahead.

Wexford CDB SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● SIM Group – Structure & Expertise ● RAPID ● Research ● Social Capital/Networks ● Effective Use of Resources/Value for Money 	<ul style="list-style-type: none"> ● Lack Linkages to SPCs ● Too Executive Driven ● Lack of Resources ● Commitment /Agency Engagement ● No Focus on Culture ● Limited Economic Focus ● Too Broad a Remit ● Meeting Overload
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Wexford Local Development ● RAPID Model ● Economic Downturn - Sharp Focus & Targeting ● Review – Priorities, Restructure ● Value for Money 	<ul style="list-style-type: none"> ● Economic Downturn (Interagency Work) ● Policy Confusion ● Staff Cuts ● Focus on Operational versus Strategic Role ● Role of CDB/SIM Group and New Entity WLD ● Agency Disengagement

STRENGTHS

SIM Group – As outlined in the Indecon report, the establishment of a designated inter-agency forum has ensured that the work of the CDBs has had a strong focus on social inclusion. The opportunity to share information and utilise expertise to develop responses to local issues has seen a strong social inclusion dimension and successful implementation of projects such as the work

with Travellers, the migrants' research and the mapping of funding.

RAPID – The RAPID programmes of Wexford and New Ross have been very successful in targeting investment to disadvantaged areas. The area-based approach, based on an inter-agency strategic action plan, has seen the pooling of resources, prioritisation of new investment and participation of communities in developing local responses to key issues.

Research – A key strength of the CDB has been the research function of Wexford County Council. The provision of key data and its analysis in a range of reports including the 2006 Census, the sugar beet report and education report have informed the agencies' strategic planning and information needs. This strategy aims to build on this work with a centralised web site.

Social Capital/Networks – The board members have identified the social capital of the CDB as a key strength. The forum for senior managers delivering services in the County provides an opportunity to develop networks and facilitates a greater understanding of the roles of other organisations and their perspectives. The CDB process has established valuable co-operation among agencies through the building of relationships, leading to improved information dissemination and agency collaboration.

Effective Use of Resources – Through the improved inter-agency linkages, enhanced communication and information structures, the CDB has provided a process for agencies to pool resources to respond to local issues. Through cross inter-agency collaboration within a strategic framework, scarce resources can be targeted to areas of greatest need in a more effective way. This premise will be core to the work of the CDB in 2009-2012. Resources include not just financial aid, but also the sharing of expertise, staff, information and premises.

WEAKNESSES

Lack Linkages to SPCs – The Strategic Policy Committees are responsible for the Local Authority role in the provision of services and the economic and social development of the County. The chairs of the CDBs are represented on the CDB board to facilitate linkages between both policy arenas. However, the potential for collaboration between the two structures is not sufficiently utilised and the CDB needs to strengthen its linkages with the SPCs. Examples of joint issues include culture, transport, and economic development.

Too Executive Driven – The Director of Services and his staff at the Community & Enterprise Department of Wexford County Council service the CDB Board and its structures. The review of actions illustrates the strong lead role of the local authority. However, this has created a dependency and over-reliance on the Community & Enterprise Department which has limited staff resources. To ensure meaningful inter-agency collaboration and ownership of the process, other agencies will need to take a stronger role in the process.

Lack of Resources – The CDB process is supported by Wexford County Council, however there is a requirement for other agencies on the CDB to value the work and share the cost of inter-agency working. Improved service provision is a core objective of all agencies and the benefits of the CDB require a sharing of costs and resources. This has tended to happen at an operational level but has not occurred at a strategic level.

Commitment/Agency Engagement – The review of attendance has illustrated that some agencies in the County do not participate in the CDB process. This lack of agency engagement is a barrier to the progress of some core issues of concern in the County. There is a clear role at national level to incentivise agencies to work towards service integration and to develop inter-agency reporting mechanisms on the engagement levels within agencies. This would assist with cross inter-agency ownership and mandate and avoid the current situation where the process is dependent on the individual's own commitment and preferences.

No Focus on Culture – The CDBs were required to develop an economic, social and cultural strategy. In the last review, the cultural dimension to the strategy was not prioritised. Through the Economic and Social SPC linkages, it is proposed to move forward the development of the cultural elements of the strategy.

Limited Economic Focus – Economic development actions have been limited to date. The Indecon report highlighted that the CDBs have a stronger social inclusion focus to their work, most likely due to the establishment of SIM groups. The CDB has developed a new economic development sub-committee as part of its structures and, with unemployment and job creation the key issues, the strategy has a strong economic dimension for 2009–2012.

Too Broad a Remit – The review of national policies illustrates the number of policy documents that see a role for the CDB in implementation at local level. The economic, social and cultural remit of the County covers a multitude of issues including education, employment and community development. This can dilute the effectiveness of CDBs if they become overstretched and try to achieve everything. The plan reflects a limited number of key priorities for 2009–2012.

Meeting Overload – The diverse remit of the CDB requires a number of meetings to progress issues. In the review, the CDB has attempted to limit the number of sub-groups required such as an Executive. It has also scaled down the number of meetings held per year.

OPPORTUNITIES

Wexford Local Development – The new unified local development structure established through the cohesion process provides a real opportunity for County Wexford. The amalgamation of staff, expertise and knowledge will create a one-

stop shop for the citizens of Wexford. The new County structure represents an opportunity for increased investment in the County, particularly through the rural development programme in supporting enterprise creation. It is also an opportunity for the CDB to focus more on its strategic role and for WLD to look at project delivery and implementation. This opportunity will be developed under our action plan (Action 4).

RAPID Model - The area-based targeted approach for the towns of Wexford and New Ross has proven to be very successful. The review has pointed out that Enniscorthy, particularly the east side of the town, is a disadvantaged area which requires a cross inter-agency approach. The learning and good practice of agency collaboration developed under the RAPID model will be applied to Enniscorthy town as reflected in the action plan.

Economic Downturn: Sharp Focus & Targeting – The economic downturn creates an opportunity for agencies to re-prioritise. The review of core objectives provides a sharp focus to the work of agencies and creates an opportunity through the CDB process to concentrate on a limited set of priorities for the County.

Review – The CDB review process itself is an opportunity to reflect on what has gone well, to build on the learning and to focus on the new emerging themes set within the current environment. It assists in the development of new actions and also represents an opportunity to restructure the operations of the board to improve its effectiveness.

Value for Money – The year 2008-2009 has had a significant impact on the performance of the Irish economy with increasing unemployment, the domestic and global financial crisis all impacting on the current fiscal budgetary situation. This is an ideal opportunity for the CDB to focus on its message of achieving value for money through better co-ordination of services. All agencies will experience budget cuts and will be open to achieving this core principle.

THREATS

Economic Downturn (Interagency Work) – The economic downturn has placed increasing pressure on certain agencies which have an increased workload but no additional resources. The impact of this workload reacting to demands on existing service provision can have a negative impact on inter-agency work.

Policy Confusion – With the reduced funding available to public finances, there is confusion about what agreed policies will be implemented. The recent budget cuts have resulted in agencies operating in a vacuum where they cannot plan long-term and this impacts on service provision.

Staff Cuts – The budget cuts and streamlining of services will see inevitable staff cuts to service provision. This will lead to a reduced ability to deliver

services and may impact on the continuity of services.

Focus on Operational versus Strategic Role - The review illustrated that there was a strong focus on projects in the previous CDB strategy. This has led to a dichotomy between the operational versus the strategic role of the CDB. Part of the project delivery role arose due to the gap in service provision, the learning process in rolling out the CDB, and the fact that the Irish economy was in a healthier position with a number of investment projects delivered for the County. However funding cuts and the unified structure of WLD will assist the CDB to have a much stronger strategic focus in 2009–2012.

Role of CDB/SIM Group and WLD - Although WLD presents many opportunities for the CDB, it creates the threat of potential duplication. There are areas of the CDBs previous work which will be more appropriate for WLD to deliver as the CDB moves towards a more strategic role. The mandate of the SIM group as the monitoring group for social inclusion in the County must also be considered. The new CDB action plan has identified the development of an integrated service model with WLD to negotiate roles and prevent duplication in 2009–2012. This will require a change in how the CDB operates.

Agency Disengagement – The CDB has been established since 2001 and there is a danger of complacency and agency disengagement. This can be compounded for agencies which have increasing pressures placed on them to respond to new emerging needs for their own clients groups.

Socio Economic Profile 2009

The Wexford County Development Board is operating within a different economic, social and cultural environment to when the original strategy 'Remodelling the Model County' and the subsequent 2005 review, 'The Next Steps', were developed.

Within the past year to mid-2009, global imbalances, the development of a domestic property bubble, the decline in our export market and subsequent loss of competitiveness have triggered a massive increase in our national fiscal deficit. The ensuing decline in economic activity, a decrease in consumer spend and strict budgetary constraints to correct imbalances have resulted in a tough economic climate. This will have an effect on our economic progress but will also impact across social, cultural and environmental spheres where cost efficiencies and value for money will be of utmost concern. This is a challenging environment for the CDB, however, it also provides opportunities for all partners to focus on the specific needs of the county while maximising the benefits of synergies, co-ordination and collaboration in order to achieve the best possible outcome for the county.

The following profile sets out the state of the county at present with comparisons to previous years, where possible.

Economic Profile

National Profile

The Economic and Social Research Institute (ESRI) predicts that Ireland's economy will contract by 14% over the three years 2008–2010. Analysis of economic data illustrates that the volume of output by industry in the fourth quarter of 2008 had decreased by 12.5% from the previous year. The output of the construction sector within this fell by 24% over the period (CSO, Dec 2008), particularly impacting upon Co. Wexford, which has a high dependence on the construction industry.

Table 1 illustrates the performance of key economic indicators for September 2008 compared to the previous year in 2007 and the performance at the end of the quarter for 2008 compared to the previous year in December 2007.

Table 1: Economic Performance 2007 Versus 2008

	September 2007-2008	December 2007-2008
GNP	-4.9%	-6.7%
GDP	+0.1%	-7.5%
Capital Investment	-14.7%	-30.6%
Industry Output	-2.8%	-12.5%
Construction Output	-18.4%	-24%

(Source: CSO, 2009)

While the economic climate has declined in recent times, some world-class companies remain in County Wexford, such as PNC Global Investment (Financial Services), Equifax (International Services), Irish Driver Harris Co. Ltd and ABS Production Wexford Ltd. (Engineering) and medical technology companies such as Lake Region, Carl Zeiss Vision and Waters Technology Ltd. The Coca Cola Company recently announced the creation of 100 jobs over five years on the Wexford Business & Technology Park¹.

Live Register

While the Live Register is not a measure of unemployment as it includes those working on a reduced hours basis or casual workers, it can indicate current employment trends and areas of unemployment of the population. The following table illustrates the numbers signing on the Live Register and the comparison from April 2006 to 2009.

Table 2: Live Register April 2006-April 2009

Area	April 2006	April 2009	% Increase
Wexford	2488	5726	130%
New Ross	1199	2859	138%
Gorey	1143	3399	197%
Enniscorthy	1699	4025	137%
Total Co. Wexford	6529	16,009	145%
Total State	154,566	388,600	151%

(Source: CSO, 2009)

Planning Applications

The number of planning applications has decreased substantially within the county from 4612 in 2007 to 3026 in 2008, a decrease of 34% giving an indication as to the decreasing pace of development in the county.

Table 3: Planning Applications

Year	2005	2006	2007	2008	% decrease 05-08
No. of Applications Received by Wexford County Council	4309	4825	4612	3026	30%

(Source: Wexford County Council)

¹ IDA

Housing Development

Table 4 demonstrates the high level of housing development which took place across the county from 2005 to 2007 and the subsequent decline in housing completions in 2008, representing a 37% decrease from 2005 figures. This trend looks set to continue with 2009 figures significantly reduced in comparison to the same time period in previous years.

Table 4: House Completions - County Wexford 2004-2008

Year	2005	2006	2007	2008
House Completions	3180	3391	3194	1998

(Source: DEHLG, 2009)

The decline in house completions will also impact upon the high proportion of the population involved in the construction industry in the county.

Industrial Status

Table 5: County Wexford – Employment within each Broad Industrial Group

County Wexford- Broad Industrial Group	1986	1991	1996	2002	2006
Agriculture, forestry and fishing	24.8%	22.9%	17.7%	10.5%	7.5%
Manufacturing industries	17.7%	18.0%	18.6%	14.5%	13.1%
Building and construction	7.9%	8.1%	8.7%	13.1%	16.7%
Commerce, insurance, finance and business services	17.7%	18.8%	19.0%	23.9%	23.9%
Transport, communication and storage	5.2%	5.5%	5.4%	4.8%	4.6%
Public administration and defence	4.1%	3.9%	3.4%	4.9%	4.5%
Professional services	13.7%	13.4%	15.1%	17.8%	14.9%
Other industries or industry not stated	8.7%	9.4%	12.0%	4.5%	14.7%

(Source: CSO)

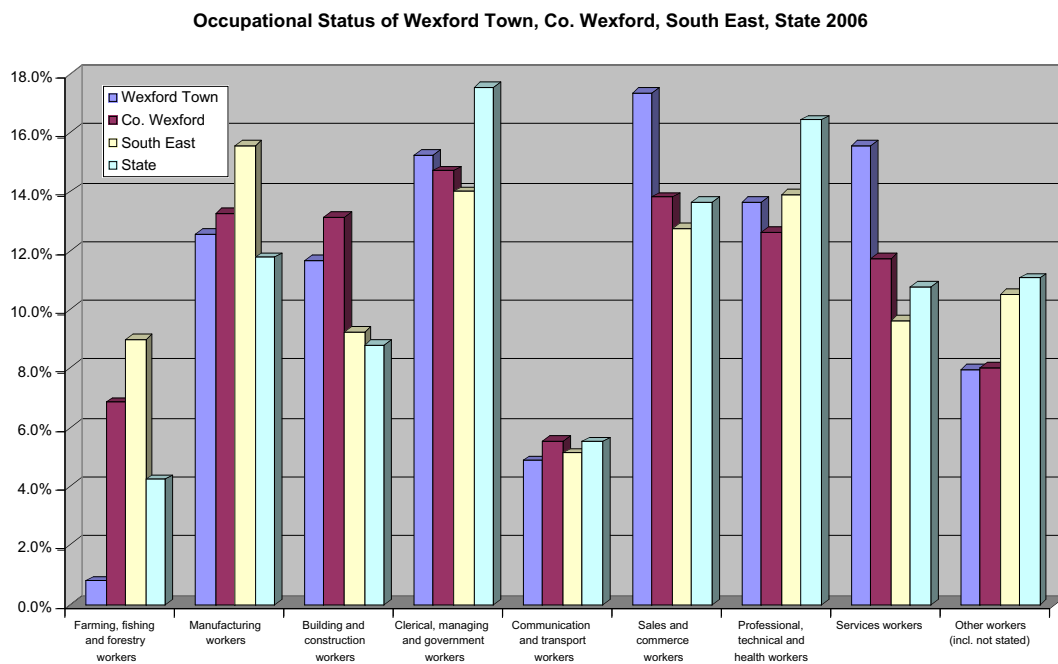
The table above highlights the changing economy of County Wexford from 1986 to 2006. In 1986, the Agriculture sector employed 25% of the county's population. In 2006, this had decreased to only 7.5%. Manufacturing Industries also declined in proportional employment while the Building and Construction sector increased to 13% in 2002 and 16.7% in 2006. The Commerce and Financial Services sector is now the largest sector of employment in the County with almost 24% of the County employed therein. The Professional services sector has also increased from 14% to 18% of the population employed therein in 2006.

Occupational status

Figure 1 illustrates the occupational status of residents of the designated Hub (under the National Spatial Strategy) of Wexford Town, County Wexford, the South East region and the State. A high proportion of the population of Wexford Town are employed in the Sales and Commerce sector and the services sectors, comparatively higher than the county, region and state.

County Wexford's highest proportion of population is employed within the Clerical, Managing and Government and the Sales and Commerce sectors. The dependence of County Wexford on the Building and Construction sector is evident in comparison to the region and the state. A high proportion of the population of County Wexford is employed in the Communication and Transport sector, relative to the region and State.

Figure 1: Occupational Status of Wexford Town, County Wexford, Region and State



(Source: CSO, 2006)

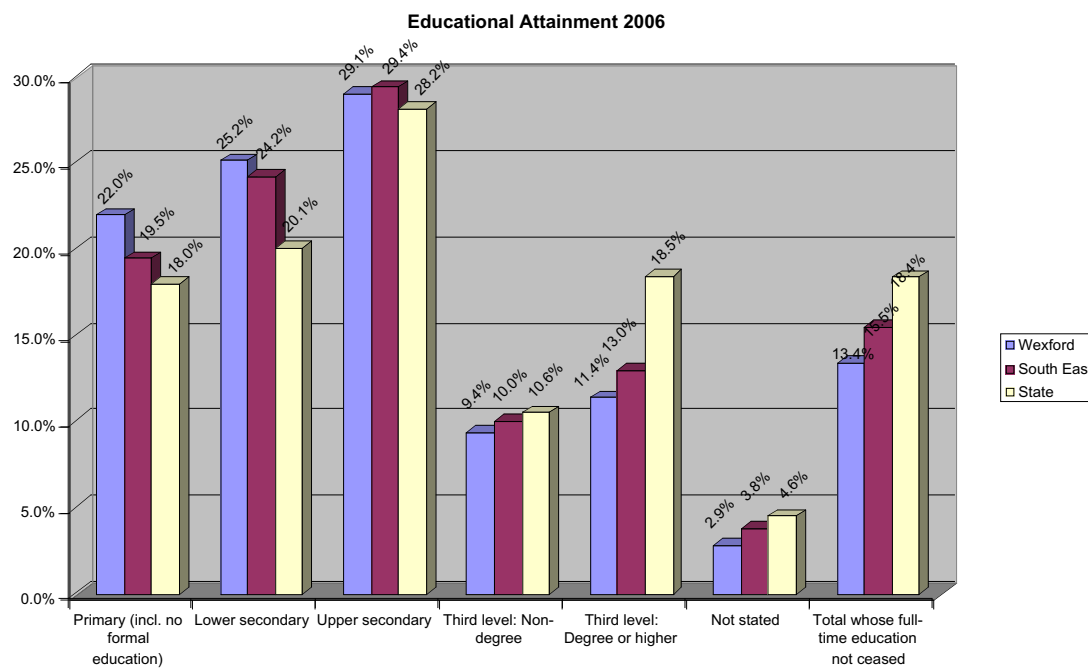
Education

In absolute terms, educational attainment has increased substantially in County Wexford. However, relative to the South East region and the State, the County has a lower educational attainment, shown in Figure 2. Just 22% of the population of County Wexford has attained Primary level education only, compared to 18% nationally and 19.5% in the South East region.

In the category of those who have a degree or higher, County Wexford (11.4%)

and the South East (13.0%) region are considerably below the State average of 18.5%. Proximity to a University has been proven to increase the likelihood of students attending a University², this chart concurs with this theory.

Figure 2: Educational Attainment in County Wexford 2006



(Source: CSO, 2006)

Third level Graduates - Subject Area of Qualification

The highest proportion of Third Level graduates in County Wexford is qualified in the Social Sciences, Business and Law areas. The health and construction areas are the next most popular subjects of Third level graduates in the county, region and state. A higher proportion of graduates in County Wexford are qualified in the education and services sectors than the region or the State.

Tourism Profile

With its considerable coast line and its reputation as being at the heart of the ‘Sunny South East’, Wexford has always attracted a high tourist population. Table 6 depicts Wexford’s Tourism trend and the county’s relative share of the regional market.

² Clancy, 2001, DES

Table 6: Wexford's Tourism Trend and its Relative Share of Regional Market

	2001	2003	2005	2007
Overseas Tourist numbers	284,000	203,000	217,000	243,000
% of South East tourism visitors	26%	20%	20.1%	21.5%
Overseas Tourism Revenue	€71million	€61million	€63million	€64million
% of South East revenue	25.2%	23%	25.1%	21.3%

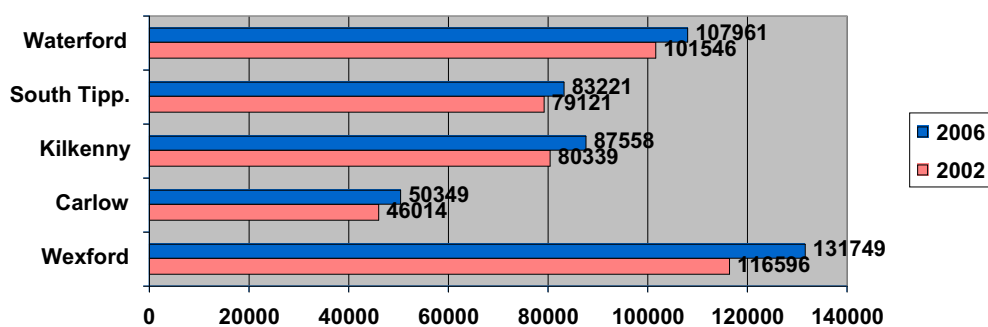
(Source: Fáilte Ireland, 2009)

Demographic Profile

Population

County Wexford has grown to 131,749 persons and had the highest growth rate of 13% in the region in the Census period to 2006. County Wexford has grown in population by 15,019 persons since 2002, as can be seen from Figure 3.

Figure 3: Population Increases across the South East region 2002-2006



10,700 (71%) of the increase in County Wexford is estimated to be due to inward migration.

Map 1 illustrates the **change in population from 2002 to 2006** in the county with the outer urban areas increasing in the Wexford, New Ross, Enniscorthy and Gorey areas. The Enniscorthy area has seen a particular increase in population in these four years. Census 2006, along with analysis of previous Census, has provided some interesting insights into the population shifts in recent years. Evidence of an overspill effect is particularly apparent from Dublin to the South East region.

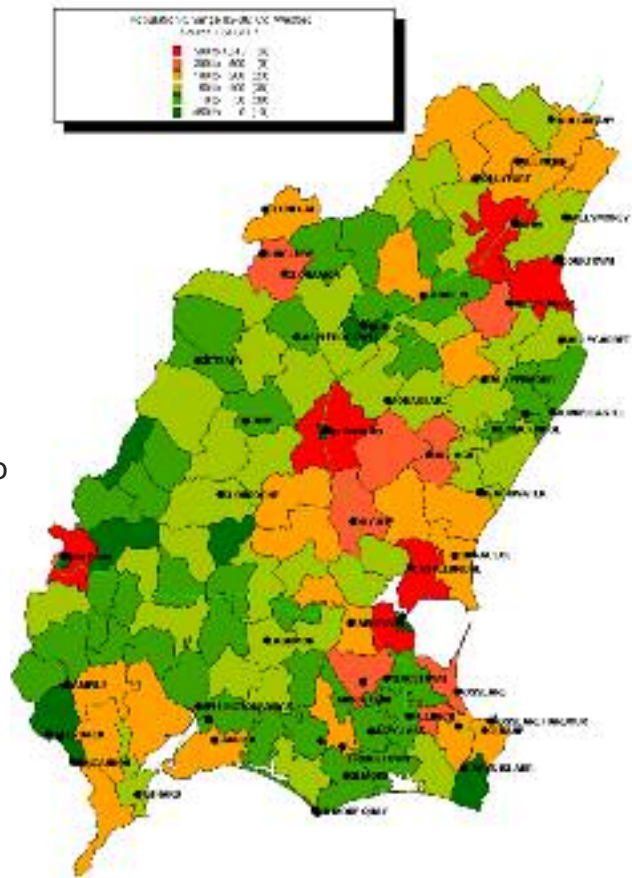


Table 7: Population Projections for County Wexford 2011 and 2016

Migration Assumption	Population 2011	Population 2016
Continue Migration at 13,375 per 5 year period	153,090	177,110
75% of 2002-2006 Migration trend	149,750	169,680
50% of 2002-2006 Migration trend	146,410	162,240
Zero Migration	139,720	147,380

(Source: UCD Population Model, 2007)

Table 7 projects the population of County Wexford using assumptions that migration would continue at its existing level and also presents the projected population for 75%, 50% of current trends together with an assumption of zero migration to the county.

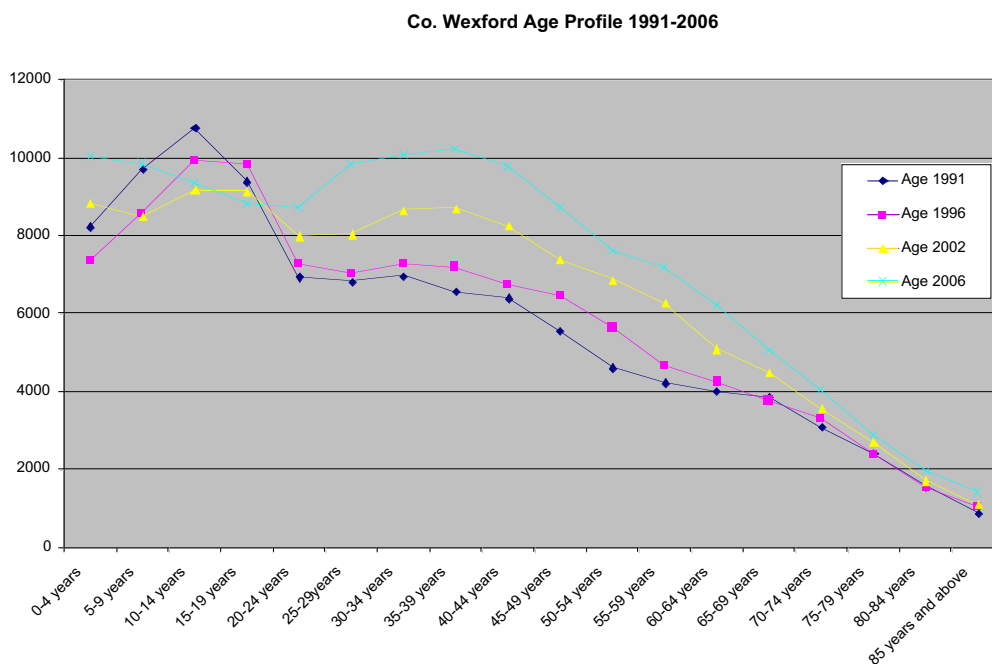
If migration continues at its current rate, the population will increase to 153,090 in five years and 177,110 in 10 years to 2016, a further increase of 45,000 in

population. At zero migration, the population will increase to 147,880, based solely on natural increase, an increase of 15,755 in the decade. Despite the current turbulent economic climate, analysts predict that the balance of immigration will still exceed emigration into the future.

Age Profile

Figure 4 demonstrates the age profile and trend of the population of the county from 1991 to 2006. This shows the impact of inward migration on the population of the county with an increase in the numbers of people between the ages of 20 and 55 years moving into the county, particularly apparent in 2006. When the age profiles from 1991 to 2006 are compared, the drop in the student and population of working age is particularly clear with this trend tapering off during the boom years of 2002 and 2006. The considerable youth population is also evident.

Figure 4: Age Profile and trends in County Wexford 1991-2006



When respondents whose birthplace was County Wexford were compared against their current County of residence in Census 2006, County Wexford was found to host a higher than average proportion with 68% of the population of the county born in the county. This indicates that people born in County Wexford will more than likely remain in or return to the county.

Households

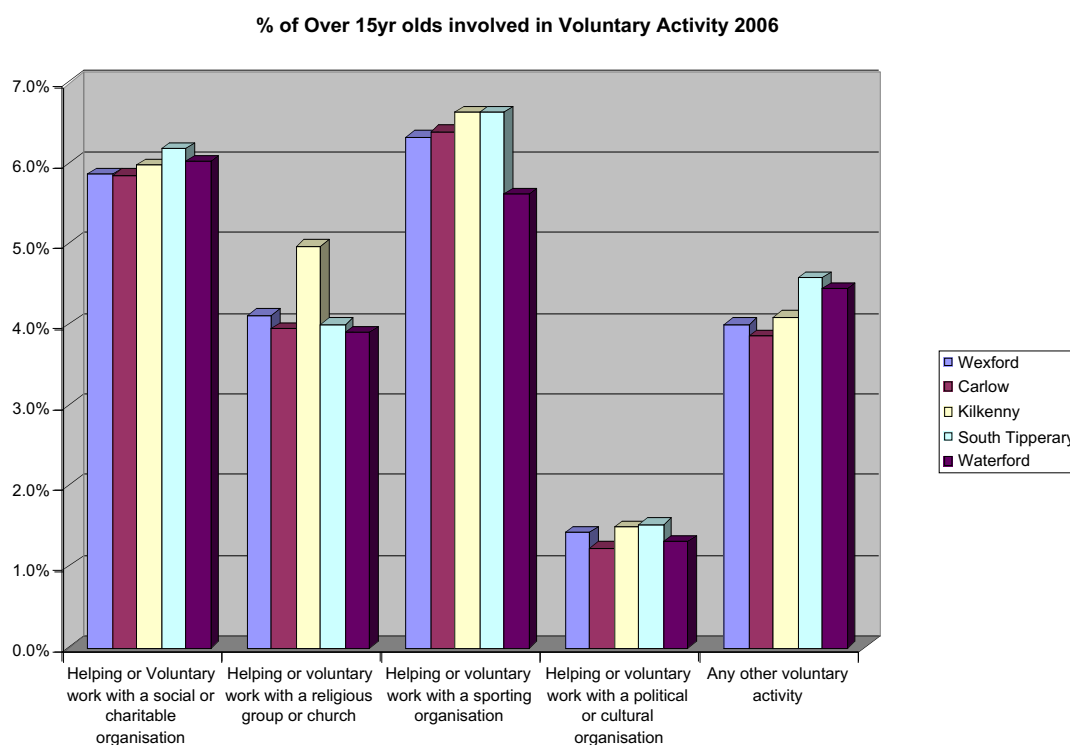
There are now 45,566 households in the County (2006), of which 45,096 are permanent and 470 of households temporary. This is an increase of 7,554 (almost 20%) households on 2002 figures- approximately 1889 per annum. The number of persons per household has dropped to 2.8 persons per household,

from an average of 3 people per household in 2002.

Participation and Volunteering

Table 8 shows the number of volunteers across the region, with 17,293 people or almost 17% of the population in County Wexford involved in one or more areas of voluntary activity, with 85,218 people over 15 years not involved in any voluntary activity. In County Waterford, 14,511 people or 17% of the population over 15 years are involved in at least one form of voluntary activity. In County Kilkenny, 12,435 or 18.1% of the population are involved in at least one voluntary activity, the highest proportion in the region. South Tipperary hosts the next highest proportion of volunteers in the region with 11,483 or 17.5% of the population involved in at least one voluntary activity.

Figure 5: Participation in Voluntary Activity 2006



(Source: CSO, 2006)

Table 8: Voluntary Activity in the South East region, 2006

County	Helping or Voluntary work with a social or charitable organisation	Helping or voluntary work with a religious group or church	Helping or voluntary work with a sporting organisation	Helping or voluntary work with a political or cultural organisation	Any other voluntary activity	Total persons in one or more voluntary activity	Persons not involved in voluntary work, including those not stated
Wexford	6014	4229	6484	1463	4114	17293 (16.9%)	85,218
Carlow	2329	1572	2543	490	1537	6534 (16.4%)	33,245
Kilkenny	4106	3421	4555	1027	2818	12435 (18.1%)	56,270
South Tipperary	4066	2632	4359	1007	3011	11483 (17.5%)	54,210
Waterford	5154	3347	4808	1122	3805	14511 (17%)	71,033

(Source: CSO, 2006)

Deprivation & Affluence

Two measures of deprivation and affluence are used nationally: the Index of Small Areas Health Research Unit (SAHRU) based in Trinity College, Dublin and the Haase and Pratschke Index of Deprivation. Both are used to measure the level of deprivation within the State.

Under the **Haase and Pratschke Index of Deprivation**, the most disadvantaged electoral districts (EDs) are Enniscorthy Urban, Taghmon , Wexford Urban No. 2, New Ross Urban and Ferns. Under this Index, Wexford is considered to be the second most disadvantaged local authority area within the region and the eleventh most disadvantaged county in Ireland as a whole. The relative position of Wexford has slightly deteriorated over the past 15 years from -1.4 in 1991 to -2.5 in 2006.

According to the **SAHRU Index**, eight electoral divisions within the county are considered to have become more deprived in the years from 2002-2006, in comparison with other EDs across the country. These include New Ross Rural and Barrack Village, Killann, Dunmain, Killag, Rosslare, Castle Talbot, Moyacomb and Monaseed.

Internet Usage

Ten per cent of the county has Broadband Internet access, well below the State average of 20%, although 31.9% have another internet connection compared to 26.7% of the State. This brings the County Wexford access to the internet up to

41.9%, compared to 46.7% nationally.

Table 9: Internet usage in County Wexford and State 2006

	Co. Wexford	%	State	%
Have Broadband Internet Access	4510	10.0%	292110	20.0%
Have other Internet connection	14396	31.9%	390535	26.7%
No access to Internet	23446	52.0%	703907	48.1%
Not stated	2744	6.1%	75744	5.2%
Total	45096	100.0%	1462296	100%

(Source: CSO, 2006)

Conclusion

- **Live register** figures have increased in the county from 6,529 in April 2006 to 16,009 in April 2009
- County Wexford's highest proportion of population is employed within the **Clerical, Managing and Government** and the **Sales and Commerce** sectors. The dependence of County Wexford on the Building and Construction sector is evident in comparison to the region and the state
- The **Tourism** sector has huge importance within the county and has emerged as one of the prime sectors within the economy with Overseas Tourism alone directly worth €64 million to the Wexford economy
- **22%** of the population of County Wexford have attained **Primary level education** only, compared to 18% nationally and 19.5% in the South East region
- **11.4 % of the population** of County Wexford and 13% of the population of the South East region are qualified to degree level, considerably below the State average of 18.5%
- The largest proportion of **Third Level graduates** in County Wexford is qualified in the **Social Sciences, Business and Law** areas. The health and construction areas are the next most popular subjects of Third level graduates in the county, region and state
- County Wexford has grown to **131,749 persons** and had the **highest growth rate of 13% in the region** in the Census period to 2006. County

Wexford has grown in population by 15,019 persons since 2002. 71% of the population increase from 2002 to 2006 is estimated to be the result of **inward migration**

- Increase in the numbers of people between the **ages of 20 and 55 years** and a high youth population
- There are 45,566 **households** in the County
- 10% of the county has **Broadband** Internet access, well below the State average of 20%
- **Planning permissions have decreased by 34% in the year to 2008. House Completions** in the county decreased by 37% since 2005
- 17,293 people or almost 17% of the population in County Wexford are involved in one or more areas of **voluntary activity**, with 85,218 people over 15 years not involved in any voluntary activity
- **Under the Haase and Pratschke Index of Deprivation**, the most disadvantaged electoral divisions are Enniscorthy Urban, Taghmon, Wexford Urban No. 2, New Ross Urban and Ferns.
- According to the **Small Area Health Research Unit (SAHRU) Index of Deprivation**, New Ross Rural and Barrack Village, Killann, Dunmain, Killag, Rosslare, Castle Talbot, Moyacomb and Monaseed are considered to have become more deprived between 2002 and 2006, in comparison with other electoral divisions across the country.

Priority Actions for 2009 - 2012

Our changing economic circumstances demand that that all CDBs have a strong economic focus over the next three years. Unemployment has become the main issue facing local economies and improved inter-agency collaboration must focus on job creation and providing a supportive environment for enterprise and economic development. Nine key actions have been identified to support the three emerging cross-cutting priority themes of:

Priority Theme 1: Action for Employment

Priority Theme 2: Action for People

Priority Theme 3: Action for Living

It should also be noted that the delivery of these actions will not compromise established work areas and actions developed under the previous Strategy.

Explanation of Terms

Lead Agents The CDB member or its appointed agency which is responsible for co-ordinating the tasks related to the action as well as working with and monitoring the support partners in the process

Collaborative Partners The members of the CDB or its appointed agency that are responsible for the implementation of specific tasks or responsible for assisting the lead agency in developing and implementing the action

Timeframe The timeframe of the specific tasks associated with the action

Key Objectives What the CDB wants to achieve

Key Actions Measures taken to achieve objectives

Outcomes Improvement/changes that will result from achieved objectives

Resources Financial/Staff/Other

Target Indicators Criteria that will be used to assess if outcomes have been reached

Strategic Priority Themes

Priority Theme 1: Action for Employment

The Irish economy is now operating within tough budgetary conditions and fiscal constraints with a significant decline in economic activity from 2008 to 2009. The national unemployment rate was 11.9% in June 2009. The ESRI recently predicted the national unemployment rate would reach 16.8% in 2010.

Occupation analysis illustrated that County Wexford has a significantly high number of people employed in the construction sector and this has contributed to the above-average unemployment rate. The actions within the theme aim to support Wexford's economy to assist with job creation. Actions include upskilling, progression routes to education and training opportunities, maximising the County's tourism potential and support to SMEs.

Action 1: Maximising Employment Potential

Action 1.1 Co-ordinated plan for services for the unemployed
Wexford County Council /Wexford Local Development

Action 1.2 Develop improved signposting and progression routes within the Education Sector in the County with a primary focus on improving skills and employment opportunities
Wexford Campus

Action 1.3 Facilitate individuals to complete apprenticeship programme
FÁS

Action 1.4 a) Develop web-based skills register
Wexford Chamber of Commerce
(b) promote eLearning in County Wexford
Wexford County Council

Action 2: Support to Business Development and Job Creation

Action 2.1 Develop and expand Wexford Business Park as an attractive location for foreign direct investment
IDA

Action 2.2 Co-ordinate information support workshops to support SMEs and high potential start-up businesses in County Wexford
Enterprise Ireland

Action 2.3 Develop a broadband strategy for Wexford
Wexford County Enterprise Board

Action 2.4 Develop a research and information web-based resource to support

the economic development of County Wexford and to facilitate business including tourism, start up, expansion and development

Wexford County Council

Action 2.5 Implement mentoring support programme for SMEs

Wexford Local Development

Action 3: Maximise Tourism “Brand” identity of Wexford - Develop Wexford as the Natural Heritage and Culture Destination of Ireland

Wexford County Council, Wexford Local Development

Priority Theme 2: Action for People

The work under this theme reflects the social inclusion ethos of the CDB. It represents key areas of work where the CDB believes it can make a difference through broad-based collaborative action and a co-ordinated approach to service delivery. It reflects emerging priorities for citizens such as the need for meaningful civic participation for the newly unemployed and young people. It also seeks to address persistent issues such as long-term social exclusion in East Enniscorthy.

Action 4: Develop a Service Integration Model (1) WLD & Wexford County Council (2) Wexford County Council & HSE

Wexford County Council, WLD & HSE

Action 5: Promote Civic Participation

Action 5.1: Promote civic participation among young people at Primary and Post Primary level

County Childcare Committee, FDYS Youth Work Ireland

Action 5.2: Develop an online Volunteer Resource Bureau for County Wexford

Wexford Local Development

Action 6: Enniscorthy Action Team

Wexford County Council, Enniscorthy Town Council & WLD

Priority Theme 3: Action for Living

A high quality natural environment is of paramount importance to people’s wellbeing and to maximising County Wexford’s economic potential in areas such as tourism. The provision of high quality facilities and access to natural amenities is key in promoting tourism and in attracting new industry and business to the County, including participants in the green economy. The CDB must also ensure that it has a meaningful role in combating climate change.

Action 7: Facilitating a County Wexford Response to Climate Change
Wexford County Council

Action 8: Develop a Recreation Strategy for County Wexford
Wexford County Council

Action 9: Develop and Pilot Intensive Community Support Programme to
Positively Promote Mental Health and Wellbeing
HSE

Theme 1	Action for Employment
Action 1	Maximising Employment Potential
Action 1.1	Co-ordinated plan for services for the unemployed
Lead Agents	Wexford County Council & WLD
Timeframe	Research & analysis 2009 Implementation plan 2009 - 2010
Collaborative Partners	FÁS, Department of Social & Family Affairs, Trade Unions, CDPs, County Enterprise Board, Chamber of Commerce, HSE
Key Objectives	<ul style="list-style-type: none"> • Analysis of existing service provision • Analysis of needs of the unemployed • Host inter-agency local jobs skills seminar for agencies • Identify services and supports (formal & informal) required to meet the needs of the unemployed and their family unit • Draft a co-ordinated Action Plan based on identified need • Implementation of co-ordinated Action Plan • Enhance existing service provision
Key Actions	<ul style="list-style-type: none"> • Assessment of service provision • Analysis of needs of the unemployed • Identify gaps in service provision • Implement coherent response via co-ordinated service action plan
Outcomes	<ul style="list-style-type: none"> • Agreed inter-agency action plan to meet the needs of the unemployed • Improve skills pool of County Wexford • Co-ordinate services and supports for unemployed
Resources	Expertise, knowledge, information, finance
Target/ Indicators	<ul style="list-style-type: none"> • Increased participation in third level • Increase in number of people accessing services • Co-ordinated Action Plan in place

Theme 1	Action for Employment
Action 1	Maximising Employment Potential
Action 1.2	Develop improved signposting and progression routes within the education sector in the County with a primary focus on improving skills and employment opportunities
Lead Agents	Wexford Campus
Timeframe	2009 - 2012
Collaborative Partners	VEC, FÁS, County Enterprise Board, Wexford County Childcare Committee, Department of Education & Science, Enniscorthy Enterprise Centre
Key Objectives	Co-ordinate training and education opportunities Enhance opportunities progression and up-skilling
Key Actions	<ul style="list-style-type: none"> • Establish Steering Group Forum • Identify current education and training provision in the County • Examine linkages and progression routes • Identify gaps • Collate material into online resource to show opportunities available • Develop three-year framework to address structural deficits to linkages/progress • Develop policy recommendations for relevant bodies • Develop and maintain communication channels between the network partners • Co-ordinate programme curricula to support such progression • Identify resources and expertise that could be shared between partners to support teaching and learning, and student retention and progression
Outcomes	Forum established Develop online resource Framework in place – improved linkages and progression Improved skills pool in County Wexford
Resources	Expertise, time, funding for web resource
Target/ Indicators	<ul style="list-style-type: none"> • Increase in number of participants in higher education • Number of meetings of Forum • Number of hits to website

Theme 1	Action for Employment
Action 1	Maximising Employment Potential
Action 1.3	Facilitate individuals to complete apprenticeship programme
Lead Agents	FÁS
Timeframe	2009 – 2012
Collaborative Partners	Wexford County Council, Trade Unions
Key Objectives	Develop progression route for individuals whose apprenticeships are cut short due to decline in the economy Ensure skilled workforce within County Wexford
Key Actions	<ul style="list-style-type: none"> • Investigate potential of statutory agencies to provide supported employment placements • Identify placement opportunities across the County • Support apprenticeships to complete placements and obtain qualifications
Outcomes	<ul style="list-style-type: none"> • Placement of apprenticeships with statutory agencies to complete placement training • Support progression routes to obtain qualifications in trades
Resources	Commitment from agencies, staff time
Target/ Indicators	<ul style="list-style-type: none"> • Number of placements

Theme 1	Action for Employment
Action 1	Maximising Employment Potential
Action 1.4	(a) Develop web-based skills register and (b) promote eLearning in County Wexford
Lead Agents	Chamber of Commerce – (a)Skills Register Wexford County Council – (b) eLearning
Timeframe	Skills register 2009 & ongoing eLearning 2009 - 2012
Collaborative Partners	County Enterprise Board, FÁS, Enniscorthy Enterprise Centre, Enterprise Ireland, IDA, Wexford Campus
Key Objectives	Promote skills base across the County and develop collaborative synergies based on skills available Provide training for unemployed adults Provide up-skilling opportunities particularly in the age group 35 years plus Promote eLearning opportunities and online library resources for SMEs
Key Actions	<ul style="list-style-type: none"> • Develop website • Market website • Maintain skills register • Analyse results of register • Support emerging synergy • Develop steering group for eLearning • Develop and roll out programme for FÁS e-college provision via public libraries • Build on VIC-IRL programme developed by Enniscorthy Enterprise Centre for SMEs
Outcomes	<ul style="list-style-type: none"> • Identify skills pool in County Wexford to promote as key location for economic investment • Match skills requirements to job creation opportunities • Improved skills base among target groups • Enhance access to educational opportunities through e-college learning
Resources	ICT & training infrastructure in libraries, e-resources, data sets software and information sharing methodology, staff

Theme 1	Action for Employment
Action 2	Support to Business Development and Job Creation
Action 2.1	Develop and expand Wexford Business Park as an attractive location for foreign direct investment
Lead Agents	IDA
Timeframe	2009 – 2012
Collaborative Partners	Wexford County Council
Key Objectives	Ensure adequate availability of serviced industrial land to promote economic development
Key Actions	<ul style="list-style-type: none"> • Promote existing lands at Wexford Business Park • Acquire additional lands to facilitate expansion of Wexford Business Park
Outcomes	<ul style="list-style-type: none"> • Promote foreign direct investment in County Wexford • Consolidate life sciences niche sector and financial traded services economy • Greater awareness of Wexford as low-cost attractive location
Resources	Commitment, finance
Target/ Indicators	<ul style="list-style-type: none"> • Increase in foreign direct investment in Wexford • Increase in number employed at Wexford Business Park

Theme 1	Action for Employment
Action 2	Support to Business Development and Job Creation
Action 2.2	Co-ordinate information support workshops to support SMEs and High Potential Start-Up Businesses in Co. Wexford
Lead Agents	Enterprise Ireland (EI)
Timeframe	Autumn 2009
Collaborative Partners	County Enterprise Board, Chambers of Commerce, SEBIC Wexford Campus
Key Objectives	To improve signposting of supports available to SMEs To assist SMEs with introductory enterprise advice To support progression of high potential start-up to EI programmes
Key Actions	<ul style="list-style-type: none"> • Co-ordinate information meeting for SMEs with enterprise support agencies in the County • Identify high potential start-up companies • Deliver introductory workshops for SMEs on Business Plans, Marketing, Funding Supports • Improve progression to High Potential Start-Up EI programme supporting technological innovation and international traded services
Outcomes	<ul style="list-style-type: none"> • Improved signposting of support services for SMEs • Fostering of enterprise culture • Increased number of SMEs progression to EI programmes • Increased job creation
Resources	Information, expertise, funding
Target/ Indicators	<ul style="list-style-type: none"> • Increase number of SMEs participating in EI programmes • Workshops delivered and attendance

Theme 1	Action for Employment
Action 2	Support to Business Development and Job Creation
Action 2.3	Develop a broadband strategy for Wexford
Lead Agents	Wexford County Enterprise Board
Timeframe	2009 – 2012
Collaborative Partners	Wexford County Council, Chamber of Commerce, E-Net, Wexford Campus
Key Objectives	Identify existing broadband infrastructure Develop a broadband strategy Promote eLearning opportunities Promote broadband and business opportunities for SMEs
Key Actions	<ul style="list-style-type: none"> • Establish working group • Audit existing broadband infrastructure, identify gaps, and current market needs • Develop a comprehensive broadband strategy • Promote access to existing infrastructure MAN
Outcomes	<ul style="list-style-type: none"> • Identify broadband requirements in County Wexford and develop broadband strategy skills pool in County Wexford to promote as key location for economic investment • Match skills requirements to job creation opportunities • Improved skills base among target groups • Enhance access to educational opportunities through e-college learning
Resources	ICT and training infrastructure in libraries, e-resources, data sets software and information sharing methodology, staff
Target/ Indicators	<ul style="list-style-type: none"> • Number of people with access to broadband • Number of people with PCs / Internet

Theme 1	Action for Employment
Action 2	Support to Business Development and Job Creation
Action 2.4	Develop a research and information web-based resource to support the economic development of Co. Wexford and to facilitate business start-up, expansion and development
Lead Agents	Wexford County Council
Timeframe	2009 – 2010 and to be maintained
Collaborative Partners	CEB, Department of Education & Science, FÁS, Fáilte Ireland, Department of Justice, and all CDB members
Key Objectives	<p>To ensure potential and existing businesses have online access to the most up-to-date and relevant county based information available</p> <p>To establish a repository for County based information held by CDB partners, where appropriate.</p> <p>To make all county based information and statistics publicly available and accessible to State agencies, community groups and the general public To support the economic development of the County</p>
Key Actions	<ul style="list-style-type: none"> • To co-ordinate and collate all information available on County Wexford, at local ED level, where possible • To agree available information and to establish linkages with web based or web accessible sources of information of all CDB Partners • To analyse information and adapt into accessible formats: maps, charts and spreadsheets • To categorise into structured thematic areas • To design and establish a publicly available and accessible Research and Information website • To ensure the ongoing maintenance of website
Outcomes	<ul style="list-style-type: none"> • Establishment of a well-used central information resource by the business sector • Increased number of start-up businesses within the county • Expansion of businesses within the county • Provision of a relevant and used public information resource • Informed State agencies, community groups and general public • More efficient use of time, formerly given to individual information requests
Resources	Financial, staff
Target/ Indicators	<ul style="list-style-type: none"> • Number of hits to website • Number of start-up/ expansion of businesses • Feedback facility of website

Theme 1	Action for Employment
Action 2	Support to Business Development and Job Creation
Action 2.5	Implement mentoring support programme for SMEs
Lead Agents	Wexford Local Development
Timeframe	2009 – 2012
Collaborative Partners	CEB, Chamber of Commerce
Key Objectives	Implement mentoring and support programme for start-up SMEs in the four principal towns and rural areas which do not fall into the CEB client base
Key Actions	<ul style="list-style-type: none"> • Mentoring support to SMEs fostering enterprise culture • Information workshops on themes of relevance – business planning, new legislation, regulations • Signposting and referral to relevant funding and support agencies
Outcomes	<ul style="list-style-type: none"> • Improved signposting to relevant support agencies • Upgrade skills base of SMEs • Foster enterprise culture • Consolidate existing SMEs to support employment
Resources	Staff, knowledge, training
Target/ Indicators	<ul style="list-style-type: none"> • Number of clients mentored • Number of SMEs

Theme 1	Action for Employment
Action 3	Maximise tourism “brand” identity of Wexford - develop Wexford as natural heritage and culture sustainable tourism destination of Ireland
Lead Agents	Wexford County Council & Wexford Local Development
Timeframe	2009 – 2012
Collaborative Partners	Fáilte Ireland, Teagasc, County Wexford Tourism, Chamber of Commerce, Farming Organisations, Coillte
Key Objectives	<ul style="list-style-type: none"> • Develop Tourism Network to maximise Wexford’s natural heritage and culture and add value to County Wexford’s tourism product • Maximise tourism spend in local economy • Market brand for natural heritage and culture tourism product • Develop synergies and symbiotic business opportunities • Co-ordinate appropriate training and information workshops • Increase job creation • Maximise funding opportunities for rural tourism
Key Actions	<ul style="list-style-type: none"> • Establish Tourism Network • Develop and promote sustainable tourism within Wexford • Audit and SWOT tourism infrastructure and products • Develop key niche products based on natural resources and strengths • Promote products to quality standard frameworks and under Regional Fáilte Ireland Strategy • Implement marketing and training plan
Outcomes	<ul style="list-style-type: none"> • Co-ordinated approach to natural tourism product in County Wexford • Marketing brand identity of quality natural tourism and culture destination developed • Increase in number of visitors both domestic and foreign • Increase in tourism spend in County Wexford • Development of land and water-based activities
Resources	Funding, expertise, information, commitment
Target/ Indicators	<ul style="list-style-type: none"> • Increase in visitor numbers to County Wexford • Increase in tourism spend in County Wexford • No. of training and information workshops and attendance

Theme 2	Action for People
Action 4	Develop a service integration model: (1) WLD & Wexford County Council (2) Wexford County Council & HSE
Lead Agents	WLD, Wexford County Council, HSE
Timeframe	2009-2011
Collaborative Partners	CDB members as appropriate
Key Objectives	<p>Ensure that the strategic aims of each organisation are compatible across shared client groups</p> <p>Maximise the effectiveness of each organisation across common areas of work</p> <p>Eliminate overlap and duplication thus ensuring maximum cost effectiveness in service delivery</p> <p>Encourage other CDB partners to develop formal work arrangements where appropriate</p>
Key Actions	<ul style="list-style-type: none"> • Identity common areas of strategic interest • Designate lead staff from each organisation for common areas • Develop mutual understanding of respective roles • Identify practices/approaches to deliver respective programmes/supports more effectively in areas of mutual interest. • Explore ways to inform staff within each organisation of the respective roles on each individual organisation. • Prepare and publish a report which outlines the agreements reached and notes changes to work practices where appropriate • Host an inter-agency workshop to explore how the learning from the report can be utilised by other CDB members
Outcomes	<ul style="list-style-type: none"> • Improved service delivery to clients • Costs savings for respective agencies either through actual cost reduction or improved value for money in service provision • Improved strategic direction across each agency
Resources	Input of key management across each organisation. (In some instances, this will involve staff who have no involvement with CDB structures – an initial lead-in process may will be required).
Target/ Indicators	Publication of the report

Theme 2	Action for People
Action 5	Promote Civic Participation
Action 5.1	Promote civic participation among young people at Primary and Post Primary level
Lead Agents	(a) County Childcare Committee 7–12 years (Primary School) (b) FDYS Youth Work Ireland 12-18 years (Post Primary School)
Timeframe	2009 – 2012
Collaborative Partners	WCC , VEC, Partners in Sweden
Key Objectives	<ul style="list-style-type: none"> • To implement pilot consultation project and promote civic participation in two rural and two urban primary schools • To support youth civic participation and enhance development of youth advisory council to inform policy and decision making of local agencies • Implement transnational project with advisory youth cabinet for 12-18 years age group
Key Actions	<p>7-12 years:</p> <ul style="list-style-type: none"> • Select participating schools • Develop civic participation programme and information pack • Develop training programme for panel of facilitators • Support participation in Dáil na Páisti <p>12-18 years:</p> <ul style="list-style-type: none"> • Strengthen and support the development of a youth advisory cabinet for Co. Wexford • Develop training and information plan • Host consultation day with young people • Inform policies of decision makers • Support participation in national structures such as Dáil na nÓg • Application submitted under European Youth in Action Youth Democracy Measure to work with Swedish partners (Local Government) on joint collaborative initiative
Outcomes	<ul style="list-style-type: none"> • Promote active youth citizenship • Support and enhance youth advisory cabinet structure in County Wexford to provide collective voice for youth issues and inform local policies of decision makers • Support participation of Wexford youth and children in national fora such as Comhairle na nÓg, Dáil na Páisti, Dáil na nÓg
Resources	Funding, staff, commitment
Target/ Indicators	<ul style="list-style-type: none"> • Number of schools involved in programme • Number of young people who participate

Theme 2	Action for People
Action 5	Promote Civic Participation
Action 5.2	Develop an online Volunteer Resource Bureau for County Wexford
Lead Agents	Wexford Local Development
Timeframe	2009-2011 (1 year est. & 2 years plus operational)
Collaborative Partners	County Wexford Community Forum, VEC, FÁS, Department of Social & Family Affairs, Wexford County Council, CIC
Key Objectives	Promote active citizenship in County Wexford Utilise new skills available to the community & voluntary sector
Key Actions	<ul style="list-style-type: none"> • Establish Working Group • Establish protocol for linkages with Volunteering Centres Ireland (Support Agency for Volunteer Centres) • Develop a training programme to assist groups in developing their volunteer policy • Identify and market volunteer opportunities • Create the online volunteer position data bank and update same • Revisit recommendations of Volunteer report (Cohesion Measures) • Identify opportunities for placement facilitation across the County
Outcomes	<ul style="list-style-type: none"> • Persons wishing to volunteer can find opportunities which suit them • Community and voluntary people can access appropriate skills and gain new members
Resources	IT assistance and facilitation of Volunteering Ireland Management and updating of volunteer opportunities data bank Costs associated with group training
Target/ Indicators	<ul style="list-style-type: none"> • Establishment and usage of the online database facility • Number of volunteer positions advertised on the database • Number of placements made

Theme 2	Action for People
Action 6	Enniscorthy Action Team
Lead Agents	Wexford County Council & WLD
Timeframe	2009-2011
Collaborative Partners	Enniscorthy Town Council, Gardaí, HSE, Local Schools, FÁS, DFSA, Templeshannon CDP, Community & Voluntary sector, Probation Service
Key Objectives	<p>Establish multi-agency team across Enniscorthy Town with special emphasis on the Eastern area of the town</p> <p>Address immediate anti-social issues in the most deprived areas</p> <p>Develop longer-term initiatives which will address economic, social and cultural deficits within the entire area</p>
Key Actions	<ul style="list-style-type: none"> • Appoint key person from each relevant agency to assume responsibility for Enniscorthy • Prepare a socio-economic report on the Town and its environs • Identify the issues which can be addressed immediately • Put in place measures which can effect the required changes • Develop a strategy of broad-based initiatives to meet the persistent social and economic needs of the area
Outcomes	<ul style="list-style-type: none"> • Service provision which meets the needs of the community • The key resources of the area are maximised
Resources	Staff time and prioritisation of local resources towards the area over the three year period
Target/ Indicators	<ul style="list-style-type: none"> • Level of Deprivation (Trutz Haase) • SAHRU Index • Number of appropriate initiatives developed

Theme 3	Action for Living
Action 7	Co-ordinating County Wexford response to climate change
Lead Agents	Wexford County Council
Timeframe	2009-2011
Collaborative Partners	All CDB Members
Key Objectives	Developing awareness and actions towards a harmonised climate change response for County Wexford
Key Actions	Information Workshops to assist individual CDB members to: <ul style="list-style-type: none"> • Publish own carbon foot print • Identify their activities which have a negative impact on climate change • Work on synergies to lower impact • Reduce costs and create more cost-effective service provision • Review and inform upon progress as appropriate
Outcomes	Local agencies supported to meet climate change responsibilities
Resources	Expertise of Wexford County Council's Energy Management Officer Cost of hosting workshops
Target/ Indicators	<ul style="list-style-type: none"> • Number of workshops hosted • Participant evaluation of workshops/events attended • Reduction in carbon footprint for respective agencies

Theme 3	Action for Living
Action 8	Develop a Recreation Strategy for County Wexford
Lead Agents	Wexford County Council
Timeframe	2009 – 2010
Collaborative Partners	Sports Active Wexford, HSE, VEC, Youth Services, Department of Education & Science, Wexford Local Development
Key Objectives	Produce a Recreation Strategy that provides for a co-ordinated and collaborative approach in developing and funding recreational opportunities across the statutory, community and voluntary sectors in County Wexford
Key Actions	<ul style="list-style-type: none"> • Establish a working group to oversee the development of the strategy • Identify the key parameters of the strategy. • Conduct a consultation process to inform content of the strategy • Produce the strategy document • Produce individual agency action plans following from the strategy
Outcomes	<ul style="list-style-type: none"> • Increased opportunity to participate in physical recreational activities • Strategic approach to facility and resource development and promoting activity across the County • Added value to tourism product of County Wexford • Increased employment in recreation & tourism sectors
Resources	<p>Staff time in bringing strategy together collaboratively</p> <p>Staff time in producing individual agency work plans to implement strategy</p> <p>Costs associated with conducting public consultation processes, publishing and distributing documents</p>
Target/ Indicators	<ul style="list-style-type: none"> • Sports Monitor (Irish Sports Council) • HSE data • National and local data

Theme 3	Action for Living
Action 9	Develop and pilot intensive Community Support Programme to positively promote mental health and well-being
Lead Agents	HSE
Timeframe	2009 -2012
Collaborative Partners	HSE, Community & Voluntary Sector, WLD, Wexford County Council, Gardaí, Department of Social & Family Affairs, Wexford County Council Childcare Committee, VEC
Key Objectives	Upskill communities to promote mental health and wellbeing
Key Actions	<ul style="list-style-type: none"> • Establish Steering Group • Identify existing multi-agency resources and expertise which can be utilised to support communities • Examine linkages between organisations • Develop a multi-faceted programme which can be utilised by communities • Work with partners to identify communities • Implement programme in local communities
Outcomes	Co-ordinated, multi-agency intensive programme to work with local communities to develop their own skills and resources to promote mental health and well-being
Resources	Expertise, time, shared information on vulnerable communities
Target/ Indicators	<ul style="list-style-type: none"> • Improved linkages between organisations • Identify vulnerable communities

Regional Linkages

Wexford County Development Board recognises that County Wexford's location in the South East Region and the Southern and Eastern Region, together with its proximity to Dublin, are important factors in the County's future development. A review of a number of key social and economic indicators for the South East Region indicates that the region has been performing less well than the national average in certain respects. In light of this, it is important that the counties in the region co-operate to ensure that the region's position is improved over the life of this strategy. Issues that transcend county boundaries and require a regional focus include:

- Third Level Education
- Energy Provision
- Public Transport
- Tourism
- Information Technology
- Major Projects

Wexford CDB commits itself to exploring the above issues on a regional basis and will aim to progress the development of the region as a whole. Government policy has promoted this approach through initiatives such as the National Spatial Strategy. However, the CDB is conscious of its financial constraints with the downturn in the economy and some of these initiatives will require a long-term approach.

Monitoring and Evaluation

Ongoing monitoring of each action is essential for effective implementation of the Action Plan. Wexford CDB will monitor the actions on an ongoing basis. Specific ongoing progress reports for economic-related actions will be reported to the Economic sub-group of the CDB. The SIM Group will monitor the completion of the social-related objectives and the Strategic Policy Committee with responsibility for Economic and Social development will monitor the progress of cultural related actions.

The Indicators and targets associated with each individual action, as well as the progress reports, will be used to monitor each individual action in addition to the aggregate plan.

Each of the groups will update the County Development Board on the progress of these actions on a bi-annual basis

List of Abbreviations

AIT	Area Implementation Team
CDB	County Development Board
CDP	Community Development Project or County Development Plan (according to context)
CEB	County Enterprise Board
DoEHLG	Department of Environment, Heritage and Local Government
DSFA	Department of Social and Family Affairs
EDs	Electoral Districts
EI	Enterprise Ireland
EETC	Enniscorthy Enterprise and Technology Centre
ESRI	Economic and Social Research Institute
FÁS	Foras Áiseanna Saothair: Training and Employment Authority
HSE	Health Services Executive
IBEC	Irish Business and Employers Confederation
ICT	Information and Communications Technology
IDA	Industrial Development Authority
IT Carlow	Institute of Technology Carlow
JPC	Joint Policing Committee
LES	Local Employment Service
LSP	Local Sports Partnership (SAW Sports Active Wexford)
NGO	Non-governmental organisation
POBAL	Formerly Area Development Management Ltd.
RAPID	Revitalising Areas through Planning Investment and Development
SAW	Sports Active Wexford (Local Sports Partnership)

SERA	South Eastern Regional Authority
SIM	Social Inclusion Measures Group
SME	Small and medium enterprises
SPC	Strategic Policy Committee
VEC	Vocational Education Committee
WBC	Wexford Borough Council
WCC	Wexford County Council
WCCC	Wexford County Childcare Committee
WEMAL	Wexford Energy Management Agency Limited
Wexford Campus	Wexford Campus of IT Carlow
WIT	Waterford Institute of Technology
WLD	Wexford Local Development - newly amalgamated body of County Wexford Partnership (CWP), Wexford Area Partnership (WAP) and Wexford Organisation for Rural Development (WORD) (LEADER)

Local Government
An Rialtas Áitiúil



Wexford County Council



Enniscorthy Town Council



Gorey Town Council



New Ross Town Council



Wexford Borough Council

Local Development
Forbairt Áitiúil



State Agencies
Eagraíochtaí Stáit



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



Department of Social and Family Affairs
An Roinn Gnóthaí Sóisialacha agus Teaghlaigh
Helping you build a better life



An Garda Síochána



Social Partners
Na Páirtnéirí Sóisialta

Employers & Business

Trade Unions

Farming Organisations

County Wexford
Community Forum



**WEXFORD COUNTY
DEVELOPMENT BOARD**

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