



**WicklowUplands**  
COUNCIL

## **Strategic Plan**

**(2014-2016)**

## Table of Contents

<b>I. Introduction to Wicklow Uplands Council</b>	<b>3</b>
1.1 Mission	
1.2 Values	
1.3 Role and relevance	
1.4 Operating principles	
1.5 The development of the Strategic Plan	
<b>II. Background and context</b>	<b>7</b>
2.1 The key challenges facing the Wicklow uplands and its communities	
2.2 The key challenges facing Wicklow Uplands Council	
2.3 The key priorities for Wicklow Uplands Council for the period 2014-2016	
<b>III. The Strategy</b>	<b>11</b>
3.0: Priority Themes	
Priority 3.1. Organisational Development	
Priority 3.2. Communications & Consensus Building	
Priority 3.3 Development of Innovative Projects to Support Uplands Sustainability	
Priority 3.4. Represent the Uplands Shared Interests	
<b>IV. Implementation and evaluation</b>	<b>15</b>
4.1 Plan implementation	
4.2 Plan evaluation	
<b>Appendices</b>	<b>16</b>
Appendix 1. Outline Three Year Work Programme	
Appendix 2. Detailed Work Plan for Year 1, 2014	
Appendix 3 Consultation Details	

# I. Introduction to Wicklow Uplands Council

## 1.1 Introduction

Wicklow Uplands Council (thereafter referred to as the Uplands Council) was incorporated in 1999 as a limited company with charitable status. The organisation was developed by its members, as a response to the growing pressures facing the uplands (including the ultimately unsuccessful proposal by the Office of Public Works to establish an Interpretative Centre at Luggala) and a desire for enhanced community level participation in the decision making processes, affecting the uplands.

Since its establishment the Uplands Council has been involved in a variety of representative and project development and management work. The Uplands Council began with a very small budget and no staff. It expanded over the years with the allocation of resources by the Heritage Council which enabled the employment of staff for the first time.

The Uplands Council has two main membership categories: non-statutory organisations, groups and societies and individuals. Membership is open for a small subscription fee to all individuals, groups or societies and organisations with an interest or involvement in the uplands. The Uplands Council currently has 60 members (32 individual and 28 group/organisational). Members are assigned by the Board to one of four panels: a) Farmers and Property Owners, b) Environment and Recreation, c) Community, d) Economic and Tourism.

## 1.2 Mission and objectives

The mission of the Uplands Council is:

*'To support the sustainable use of the Wicklow uplands through consensus and partnership with those who live, work and recreate there'*

The Uplands Council uses a consensus model to achieve its three core objectives as follows:

1. To work together by consensus/to build understanding and get people talking
2. To represent upland communities by:
  - Highlighting pressures (including the pressure of Dublin) on the uplands)
  - Monitoring actions/activities affecting the uplands
  - Influencing policy/'uplands proofing'
  - Working with statutory agencies
  - Networking with other relevant organisations

3. To stimulate/generate new ideas
  - Addressing unforeseen/pressing issues (e.g. weather events)

### **1.3 Priority Themes for the period 2014-2016**

Within the core objectives a number of priority themes have been identified for focus over the next three years as follows:

- Encourage rural employment in the farming, forestry, food processing and tourism sectors. These sectors are the bedrock of rural employment in County Wicklow.
- Support the retention of the rural population in the Uplands – services are important in this regard.
- Improve communications to raise awareness on the identity of Wicklow Uplands Council and its work particularly amongst upland communities but also the general public.
- Promotion of the Wicklow Mountains/Wicklow Uplands by collectively promoting the towns and villages in the Uplands or which act as ‘gateways’ to the area.
- Continue to develop opportunities for sustainable recreation in the Uplands.
- Encourage best management of our natural heritage, upland habitats and landscapes.

### **1.4 Role and relevance**

The Upland Council’s role is to bring together non statutory organisations and individuals from across a range of sectors. Council members hear one another’s different perspectives and work collectively using a consensus model to develop a shared position. The role of the Uplands Council is also to represent the shared interests of its membership at local, regional and national level, through membership of various fora/structures and through the preparation of submissions and position papers on key policy issues. The existence of a shared position provides the basis for this work. In addition the Uplands Council works in partnership with other organisations to develop new initiatives or indeed to address problems within the uplands

The Uplands Council is relevant both locally and nationally as:

- a) A unique local partnership structure between groups and individuals who live, work and recreate in a particular area
- b) A local partnership structure which links with statutory bodies and other relevant organisations and groups
- c) A think tank searching for consensus
- d) An initiator of innovation

- e) A capable project management and delivery agent.

The Uplands Council works at both a strategic and a practical level. Key successes of the Uplands Council from its establishment to date have included:

### **At a strategic level**

- Preparation of policy submissions and position papers which present the shared vision of Council members e.g. (Submission on the proposed sale of Coillte Assets, Proposed Eirgrid Pylons for south west Wicklow etc)
- Participation in various conferences and events to highlight the issues impacting on the Wicklow uplands
- A Countryside Access Project (with funding and support from County Wicklow Partnership) which led to the development of six new routes. The experience and learning arising from this initiative also fed into the development of the Access Officers Programme around the country by Comhairle na Tuaithe.
- Establishment of the Protecting Upland & Rural Environment (PURE) Project which has developed a very successful system for dealing with illegal dumping in the Uplands. It also runs public awareness initiatives such as the PURE mile competition and PURE animation. This project has subsequently been enlarged to include a range of project partners across a number of local authority areas.
- The establishment of Wicklow Private Woodland Owners' Group.

### **At a practical level**

- The installation of a network of interpretative panels in towns and villages across the county over a number of years
- The operation of a voluntary countryside warden scheme (over a three year period)
- The development of eco-gardens in five local Primary schools
- The completion of a various feasibility studies (e.g. 'Bunkhouse Barns' and 'A Study to Identify the Best Management of Upland Habitats in County Wicklow 2013')
- The organisation of various walk and talk events to raise awareness of access issues
- The organisation of the Young Observer Awards for transition year students

## **Liaison with other organisations**

- Wicklow County, National Parks and Wildlife Service, Coillte and others to manage illegal dumping in the Wicklow/Dublin Uplands through the PURE Project.
- The Forest Service and others to contribute to the development of the Strategy for community based forestry in County Wicklow
- County Wicklow Partnership and others to contribute to the development of the Wicklow Tourism Strategy
- Wicklow County Council and others to contribute to the development of the Wicklow Sustainable Trails Network.
- County Wicklow Partnership and others to contribute to the development of the Wicklow Outdoor Recreation Strategy
- Various other statutory and voluntary bodies who are either working in the Wicklow uplands or whose work impacts on the uplands.

## 1.5 Values

The Uplands Council has the following core values;

**Consensus:** All decisions made by the Uplands Council will be made by consensus which by its nature will require the resolution or mitigation of minority concerns/objections. This process of consensus building is a core to the work of the Uplands Council.

**Participation:** The Uplands Council believes that the people who live, work and recreate in the Uplands must be provided with opportunities to participate in the various local, regional and national planning and management processes affecting the Uplands.

**Partnership & Collaboration:** The Uplands Council recognises that supporting the sustainable use of the Wicklow uplands will involve a range of organisations, agencies and supports and is committed to participating in collaboration and partnerships.

## 1.6 The development of the Strategic Plan

The development of the Strategic Plan for the period 2014-2016 took place over a six month period from September 2013 to February 2014. In the absence of funding to employ an external facilitator, the strategic planning process remained in house and aimed to build on the previous Strategic Plan, which employed external consultant Kathy Walsh to undertake broad consultation with members and key stakeholders. This took place in parallel to an in-depth review of the operations of the Uplands Council also undertaken by Kathy. The findings arising from the review process fed directly into the strategic planning process and vice versa.

The 2014-2016 strategic planning process involved:

- Consultation with internal and external stakeholders, core funders, members and discussions with the board.
- Submissions (both written and oral) were called for and received via panel meetings, a joint members meeting and directly from individual members and directors.

- A review of secondary data (including previous reviews and strategic plans, ongoing projects, funding applications and project reports, board and AGM minutes, policy submissions as well as key local and national policy documents and plans).
- Consideration of the wider national and local policy and contexts in which the Council operates.

See Appendix 1 for details of the consultations undertaken.



## II. Background and context

This section provides details of the key challenges facing the Wicklow uplands and the Uplands Council.

### 2.1 Key challenges facing the Wicklow uplands

See Table 2.1 for details of the key challenges facing the Wicklow uplands and its communities.

<i>Challenges</i>	<i>Description</i>	
<b>Economic</b>	<b>Regulation</b>	Businesses face challenges in terms of meeting the demands associated with increasing levels of regulation & paperwork.
	<b>Tourism</b>	The Wicklow uplands only benefit from tourism day trips; people do not generally overnight in Wicklow. There is a need to support tourism by supporting the development of additional activities for visitors and locals alike.
	<b>Employment</b>	The economic downturn has seen a reduction in the number of part-time jobs and contract jobs available to people in the uplands.
	<b>Farming</b>	The 2000 Agriculture Census identified 2410 farms in Co. Wicklow, a substantial proportion of which are in the upland areas. While farmers generally face uncertainty in relation to Common Agricultural Policy post 2013, agriculture was one of the few sectors to show positive growth in 2010. 'Agriculture <sup>1</sup> is viewed as an important driver of economic recovery, with 150,000 jobs and annual output of €24bn nationally, with potential for further growth'.
	<b>Business</b>	Small local businesses have to cope with a lot of planning issues
<b>Social</b>	The uplands are host to significant numbers of individuals and groups who travel to the uplands to pursue their recreational interests. Many people in the uplands commute to work (generally to the urban centres) and are accessing a lot of the services they require in the urban centres.	
<b>Climate</b>	Adapting to /mitigating climate change requires changes in behaviour in terms of the increased development and use of renewable energies and green technologies, as	

<sup>1</sup> The Teagasc 2012 National Farm Survey found that on 27% of farms the main farm operator had off-farm employment while on 49.4% of farms, the farmer and/or spouse had off farm employment. The Southeast has the most profitable farms with an average income of just over €37,000.

	well as reductions in levels of energy consumption.
<b>Land use</b>	There are overlapping land uses with complex land ownership patterns.
<b>Technology</b>	Some places in the uplands have very poor mobile phone and broadband coverage. In other places connection speeds are slow, making business difficult
<b>Demographics</b>	There has been an influx of people to the uplands. Some small rural schools would have closed but for the arrival of additional children to the area. The economic downturn raises fears in relation to young people and emigration which in turn has implications for local service provision/transport and social cohesion
<b>Governance</b>	The uplands are at the margins of decision making- the voices of upland communities are less heard. Management of the Uplands involves four local authorities making change processes complex
<b>Access</b>	The infrastructure (walking routes, secure parking, etc) necessary to provide local, tourists and visitors with access to the hills does not currently exist, posing problems both for land owners and people who want to recreate in the uplands

## 2.2 Key challenges facing the Uplands Council

See Table 2.2 for details of the key challenges facing the Upland Council.

<b>Table 2.2 The key challenges facing the Uplands Council</b>	
<i>The Key Challenge</i>	<i>Description</i>
Membership	Membership of the Council has grown annually. There is a need to continue to increase the overall membership. There is a need for continued growth in representation from the community sector (from across the entire uplands area), environmental interests and tourism and other economic interests.
Governance	Board decisions must continue to be made by consensus. An informal 3 year rotation policy has been developed for Office Holders which encourages regular renewal of the organisation. This could subsequently be extended to Board Members as there is a need for an on going good geographical spread of representation across the county and to encourage a gender balance on the board. A clear documented rationale is to be introduced for co-options. The operation of the panels (in terms of the regularity of meetings, and the provision of input and feedback to the Board, etc has improved over the last three year period with 2 panel meetings per annum taking place , one in May/June at the time of the AGM and a second in Sept/Oct. The Tourism and Economic Panel and the Community Panel have been targeted with additional support and strengthening as indicated

	<p>by their membership growth. The topography of the uplands means the uplands are split on an east/west basis and the Council must proactively seek representation and engagement from the western side of the uplands. An annual themed public meeting/joint meeting of members should also be encouraged as a means of encouraging new members and providing an opportunity for information exchange between the Uplands Council and its members. This has worked well over the last three year period.</p>
Partnership and representation	<p>Work is to continue on the deepening of strategic partnerships with key organisations. There is also the challenge posed by the need for continued representation of upland community's interests on key structures/fora at local, national and European levels and for continued development of informal linkages with a variety of key local organisations.</p>
Resources	<p><b>Meeting operational costs</b> The Uplands Council is emerging from a period of financial constraint arising from cuts to core funding via the Heritage Council. Sourcing the resources necessary for the basic operation of the organisation remains a challenge but for the lifetime of this plan an agreement on corporate funding has been renewed and The Heritage Council has indicated its intention to provide support to the Uplands Council</p> <p><b>Staffing</b></p> <p>There are only sufficient resources to employ a part-time staff-member 4 days per week in the role of Coordinator together with a part time Administrator 11hrs per week. This low level of staffing can be reviewed throughout the period of the plan With the reduction in staffing levels over the past three years there has been an increased reliance on member input via the subcommittee structures. It is envisaged that this will continue over the next three years and is a positive way to engage directors and encourage ownership of the organisation and its work.</p> <p><b>Undertaking projects</b></p> <p>The Uplands Council needs to locate resources to support project specific activities. The LEADER Rural Development Programme 2014-2020 is probably the most readily accessible potential source of funding however this is unlikely to become available until 2015 presenting a challenge to source project funding for the first year of this plan (2014). The development of successful LEADER funding applications is a skilled and time-consuming process.</p>
Communications	<p>A review of the website is recommended during the timeframe of this plan with particular emphasis on improving the community page(s) with information already available from the network of village interpretative panels developed with the communities across the county. Further development of the Facebook page, the establishment of a Twitter page and BlogSpot is needed in addition to development</p>

	of local media links with regular articles highlighting Upland Issues and engagement with the public to create public awareness of Wicklow Uplands Council.
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### 2.3 Key priorities for the Uplands Council for the period 2014-2016

The Uplands Council's mission and core objectives are ambitious. They require engagement and consensus building. Consensus building among different interest groups is a slow, complex and challenging process. The limited nature of resources available to support the operation of the Uplands Council (one part-time Co-ordinator) means that the Uplands Council and its individual members need to be realistic about what can be achieved with limited resources. The focus must be on a small number of key priorities and projects. The organisation must be led by its objectives rather than funding availability. Where a decision is made to undertake a particular project, it must be self-financing, include a range of interest groups and make a clear contribution to the development of a shared vision of the Uplands Council. The key priorities for the Council over the period 2014-2016 are contained in Table 2.3.

<i>Priority</i>	<i>Actions include:</i>
1. Organisational Development	<ul style="list-style-type: none"> <li>- Financial management/ location of other funding/resources</li> <li>- Structural development/ organisational changes</li> <li>- Increase and broaden membership to include more community, tourism, economic and environmental sectors in particular</li> <li>- Staff management and development</li> <li>- Organise monthly meetings of the Executive, Board and Subcommittees,</li> </ul>
2. Communications and Engagement Tasks to Build Consensus Amongst Those Who Live, Work and Recreate in the Wicklow Uplands	<ul style="list-style-type: none"> <li>- Improve interaction with members with a view to nurturing and deepening the shared sense of purpose among members</li> <li>- Run 2 x panel meetings per annum and aim for one larger joint members/public meeting in addition to the AGM.</li> <li>- Identification of the key needs of local</li> </ul>

	<p>communities in the uplands</p> <ul style="list-style-type: none"> <li>- Development of social media interaction via (website, FB page, BlogSpot, Ezine</li> <li>- Production of hardcopy newsletter (1 per annum)</li> <li>- Increase visibility of Wicklow Uplands Council and its work in local media</li> </ul>
<p>3. Development of innovative projects to support uplands sustainability</p>	<ul style="list-style-type: none"> <li>- Identification of possible projects</li> <li>- Identification of potential funding sources on an annual basis</li> <li>- Preparation of funding applications (2-4 per annum)</li> <li>- Implementation/ management of selected projects</li> </ul>
<p>4. Representation of the shared interests of those who live, work and recreate in the Wicklow uplands</p>	<ul style="list-style-type: none"> <li>- Development of responses to policies particularly where they have the potential to have and impact on the Uplands and its communities.</li> <li>- Lobbying for changes to existing policies where needed.</li> <li>- Development and deepening of strategic alliances and partnerships (2 per yr)</li> <li>- Participate on and influence key decision making processes through representation on local, national and international fora.</li> </ul>

## III. The Strategy

### Priority 3.1. Organisational Development

*Objective: Ensure that the structures, procedures and policies of the Uplands Council are adequate to deliver this strategic plan*

#### **3.1.1 Implement effective financial management to ensure the financial viability of the organisation and maximise funding opportunities:**

- Undertake the necessary reporting and financial control to maintain current funding and meet best practices
- Develop and prepare the necessary additional funding applications
- Prepare the Annual Accounts and Reports.

#### **3.1.2 Develop organisational structure and implement organisational changes as required**

- Develop and service subcommittees as required
- Appoint voluntary or part time Public Relations Officer

#### **3.1.3 Nurture and deepen the shared sense of purpose among existing Council members**

- Facilitate regular board meetings
- Maintain board numbers to ensure a range of skills and experiences are available to the organisation
- Continue to develop the panel structures
- Continue to provide support to the executive

#### **3.1.4 Increase and broaden the membership base to include more representatives from across community, tourism, economic and environmental sectors in particular**

- Increase the membership of the Uplands Council
- Increase size and geographical spread of the community panel membership
- Strengthen and grow the membership of the tourism and economic panel
- Recruit more members from with environmental interests

### **3.4.3 Staff Management**

- Undertake regular staff reviews and support sessions
- Support the development of the staff and volunteers

### **Performance Indicators**

- **Uplands Council meet all financial and reporting requirements**
- **Number of funding applications developed**
- **Number of 'well attended'<sup>2</sup> Board meetings**
- **Increase in membership numbers**
- **% increase in the membership of the different panels**

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<sup>2</sup> The Uplands Council has defined the term 'well attended' as > 70% attendance.

## Priority 3.2. Communications and Engagement Tasks to Build Consensus

*Objective: To engage with and support consensus building among the people, groups and communities who live, work and recreate in the Uplands and to increase public awareness of Wicklow Uplands Council and its work amongst member groups, individuals and the general public. .*

### 3.2.1 Implement and further develop internal communications

- Develop, implement and monitor internal meeting schedules
- Record keeping and file management systems in place
- Ongoing ICT systems management and development

### 3.2.2 Implement and develop a wider promotions and communications strategy

- Develop a wider promotions and communications strategy (2014-2016)
- Review the Uplands Council website [www.wicklowuplands.ie](http://www.wicklowuplands.ie) with a focus on the community section of the website to include virtual heritage trails using information available from the network of village interpretative panels.
- Develop the Facebook page, Twitter Page and Wicklow Uplands Council BlogSpot.
- Launch the new Strategic Plan.
- Develop a series of talks to inform members and the general public on Upland issues in conjunction with panel meetings at various locations throughout the county.
- Produce an annual e-zine and hardcopy newsletter to both a wider target audience and people that are not online.

### **Key Performance Indicators**

- **Percentage increase in the number of web-site hits**
- **Percentage increase in Facebook page likes**
- **Increase in Twitter followers**
- **Percentage increase in BlogSpot page views**
- **Production of 1 E-zine and 1 hardcopy newsletter per annum**
- **Increase visibility of the Uplands Council in the local media**



## **Priority 3.3. Development of Innovative Projects to Support Uplands Sustainability**

*Objective: To test and promote the use of innovative initiatives and responses to address gaps in services and /or provide increased access to opportunities and/or address unforeseen events support the sustainability of the uplands, or to address a particular issue affecting the uplands.*

### **3.3.1 Identify and agree possible projects on an annual basis**

- Current funding restrictions mean that the focus of this priority must be on a small number of key areas and projects. A small number of key areas where innovative responses are required have been identified by identified by the Uplands Council as follows:
  - Engagement with the people who live and work in the uplands,
  - Access to employment opportunities (for those who live, work, recreate in the uplands),
  - High nature value land use (including vegetation management)

### **3.3.2 Identify potential funding sources on an annual basis**

- Develop a database of possible funding sources and their various timetables
- Update this database regularly

### **3.3.3 Prepare the necessary funding application/s**

- Develop and submit the necessary funding applications (2 -4 per annum)

### **3.3.4 Implementation and management of funded projects**

- Implement the funded project

### **Key Performance Indicators**

- **Number of project funding applications submitted**
- **Number of projects funded**
- **Extent and nature of learning arising from the project work**

### **Priority 3.4 Representation of the Shared Interests of Those Who Live, Work and Recreate in the Wicklow Uplands**

*Objective: To influence policy formulation, development and implementation through engagement with decision makers and decision making structures to ensure the views and diverse needs of upland communities are highlighted and addressed*

#### **3.4.1 Participate in key decision making/policy influencing structures/fora**

- Participate in a number of key decision making/policy influencing structures including:
  - Wicklow County Tourism and Wicklow Heritage Forum
  - Wicklow Outdoor Recreation Committee
  - The Wicklow Joint Policing Liaison Committee
  - The Irish Uplands Forum
  - The Dublin Mountains Partnership Consultation Forum
  - Wicklow Local Sports Partnership
- Provide regular feedback from these structures for Board meetings

#### **3.4.2 Continue to respond to policies where they have the potential to impact on the Uplands**

- Continue to respond to requests for submissions
- Continue to make representations/presentations at a variety of relevant fora.
- Highlight the impacts of particular policies on the Uplands
- Lobby for change to existing policies where necessary

#### **3.4.3 Continue to build and work as part of strategic alliances/in partnership with other organisations**

- Explore and develop an initiative focused around an area/s of common concern with other organisations concerned with the Uplands and/or the variety of upland communities

#### **Key Performance Indicators**

**Number of submissions made**

**Number of presentations given**

**Number of strategic alliances/partnerships developed**

## IV Plan implementation and evaluation

### 4.1 Plan implementation

Responsibility for overseeing the implementation of the Strategic Plan will rest with the Upland Council Board. Progress in relation to the implementation of the plan will be assessed using a series of Performance Indicators. There is a minimum of three headline performance indicators for each of the four priorities. Under the headline performance indicators will be action specific indicators. See Table 4.1 for an overview of the headline indicators. Staff work plans will be directly related to the achievement of these action specific indicators. The Uplands Council Board will review overall plan implementation and progress once a year prior to the AGM. Depending on progress and the emergence of new issues, the plan may be amended and updated. Changes to the strategic plan made after the annual review must be approved by the Board at a subsequent meeting. The Annual Work Programme, which enables the implementation of the Plan, must be signed off by the Board at the January/February Board meeting.

Priority 1	<ul style="list-style-type: none"> <li>• Uplands Council meet all financial and reporting requirements</li> <li>• Number of funding applications developed</li> <li>• Number of 'well attended'<sup>3</sup> Board meetings</li> <li>• Increase in membership numbers</li> <li>• % increase in the membership of the different panels</li> </ul>
Priority 2	<ul style="list-style-type: none"> <li>• Percentage increase in the number of web-site hits</li> <li>• Percentage increase in Facebook page likes</li> <li>• Percentage increase in BlogSpot page views</li> <li>• Production of 1 E-zine and 1 hardcopy newsletter per annum</li> <li>• Increase visibility of the Uplands Council in the local media</li> </ul>
Priority 3	<ul style="list-style-type: none"> <li>• Number of project funding applications submitted</li> <li>• Number of projects funded</li> <li>• Extent and nature of learning arising from the project work.</li> </ul>
Priority 4	<ul style="list-style-type: none"> <li>• Number of submissions made</li> <li>• Number of presentations given</li> <li>• Number of strategic alliances/partnerships progressed/developed</li> </ul>

### 4.2. Plan evaluation

An independent external evaluation of the 2014-2016 strategic plan is recommended to be initiated in January 2016, (subject to funding availability) for completion in June 2016. The preparation of the new Strategic Plan will be initiated in September 2016 and the evaluation will feed directly into this process.

<sup>3</sup> The Uplands Council has defined the term 'well attended' as > 70% attendance.

<b>Appendix 1. Consultations that fed into the development of the Strategic Plan</b>	
<i>Internal One to One Interviews/discussions</i>	
Chairperson	Philip Geoghegan
Uplands Council Executive	Philip Geoghegan (Chair), Pat Dunne (Vice Chair), Sean Byrne (Treasurer), Dairine Nuttall (Secretary), John Medlycott, Declan O'Neill, Garvan Hickey and Geoff Seymour.
Uplands Council Board of Directors	Philip Geoghegan (Chair), Pat Dunne (Vice Chair), Sean Byrne (Treasurer), Dairine Nuttall (Secretary), John Medlycott, Declan O'Neill, Garvan Hickey, Geoff Seymour, Donny Anderson, Tom Byrne, Stephen Arthur, Sean Malone, John Murphy, Jim Fitzsimons, Jim Sheehan, Eugene Stephens, Dairine Nuttall, David Rooney, Claire Chambers, John Mullen, Finian McEvoy, Tommy Healy, Phyllis Mates, Carmel Kealey, Pearse Foley and Pat Mellon.
<i>External Interviews/discussions Consultations</i>	
Heritage Council	Michael Starrett
Communicorp	Denis O'Brien
Wicklow County Tourism	Fred Verdier
<i>Group Discussions</i>	
The Board (6 Occasions)	18 <sup>th</sup> September 2013, 16th October 2013, 20th November 2013, 8 <sup>th</sup> January 2014, 22 <sup>nd</sup> January 2014, 19 <sup>th</sup> February 2014
The Executive Committee	11 <sup>th</sup> September 2013, 9th October 2013, 13th November 2013, 11th December 2013, 15 <sup>th</sup> January 2014, 17th February 2014

## Appendix 2: Outline Three Year Work Programme

Actions	Year 1	Year 2	Year 3	Resources	Annual Budget
<b>Priority 1: Organisational Development</b>					
1.1 Financial Management	√	√	√	Staff + Executive Committee	Staff Time
1.2 Structural Development: 1.2.1 Develop & Service Subcommittees 1.2.2 Appoint Voluntary or Part Time Public Relations Officer	√	√	√	Staff + Committee Members Public Relations Officer	Staff Time
1.3 Increase & Broaden Membership	√ (Community Focus)	√ (Tourism Focus)	√ (Community Focus)	Staff + Directors	
1.4 Staff Management & Development	√	√	√	Chairman + Co-ordinator	Chair + Staff Time
1.5 Monthly Executive & Board Meetings	√	√	√	Staff + Directors	Staff Time
<b>Priority 2: Communications &amp; Consensus Building</b>					
<b>Internal Communications</b>					
2.1 Improve Interaction with Members	√	√	√	Staff, Directors + PRO	Staff Time + Travel
2.2 Panel Meetings (2 per annum)	√ ( May in conjunction with AGM & Oct/Nov)	√ (May in conjunction with AGM & Oct/Nov)	√ (May in conjunction with AGM & Oct/Nov)	Staff, Directors + PRO	Staff Time
<b>External Communications</b>					
2.3 Website Development/Review	√	√ Develop community section (Feb – Mar)	√	Staff + Directors	Staff Time + Cost of Technical Assistance
2.4 Develop Facebook Page	√	√	√	Staff + PRO	Staff Time
2.5 Develop Blogspot	√ (Ezine and newsletter articles, events, talks)	√(Ezine and newsletter articles,	√(Ezine and newsletter articles,	Staff + PRO	Staff Time

		events, talks	events, talks)		
2.6 Annual Newsletter Publication (1 hardcopy & 1 ezine)	√ April/May (Ezine) Oct/Nov (Newsletter)	√ April/May (Ezine) Oct/Nov (Newsletter)	√ April/May (Ezine) Oct/Nov (Newsletter)	Staff + PRO	Staff Time + Design Expert + Printing
2.7 Develop a Series of Public Talks on Uplands Issues (2 per annum in conjunction with panel meetings)	√	√	√	Staff, Directors + PRO	Staff Time
2.8 Run regular uplands column in local newspapers (monthly – bimonthly)	√	√	√	Staff + PRO	Staff Time
2.9 WUC to become member of Wicklow Community Forum (thereby providing a means of contributing to SPCs in WCC)	√	√	√	Staff or Director Representative	Staff Time + Travel
<b>Priority 3: Development of Innovative Projects to Support Uplands Sustainability</b>					
3.1 Identification of Projects	√	√	√	Staff + Directors	Staff Time
3.2 Identification of Annual Funding Sources	√	√	√	Staff	Staff Time
3.3 Preparation of Funding Applications ( 2-4 per annum)	√ <ul style="list-style-type: none"> <li>• 3 x Interpretative Panels</li> <li>• Targeted Support for Vegetation Mgt in Wicklow</li> <li>• Cycle route Feasibility Study</li> <li>• Cyclerooute Capital Works</li> <li>• Core funding</li> </ul>	√ <ul style="list-style-type: none"> <li>• Upland Path Resurvey</li> <li>• Phase 2 Cycle route Feasibility</li> <li>• Phase 2 Cycle route Capital Works</li> <li>• Core funding applications</li> </ul>	√ <ul style="list-style-type: none"> <li>• Development of Rural Parking Facilities (Feasibility Study &amp; Capital Funds)</li> <li>• Core funding applications</li> </ul>	Staff	Staff Time

	applications				
3.4 Project Implementation	√	√	√		Additional Staff
3.5 Cycle Route	√ (Phase 1: Laragh – Rathdrum)	√ (Phase 1 : Complete Laragh –Rathdrum)	√ (Identify & Develop Phase 2)	Staff + Access Subcommittee	Additional Staff
3.6 Village Interpretative Panel Project – Potential to work with 2/3 towns/villages such as Glenealy, Avoca, Hollywood	√(Jan- March) 4 panels due for sign off and installation in Newtown, Baltinglass, Askanagap, Newcastle √(July- Dec) Engage 2/3 communities to develop 2014-2015 panels	√(Jan- April) Complete 2/3 interpretative panels 2014-2015		Staff + Local Communities	Staff Time
3.6.1 Development of ‘Virtual Heritage Trails’ and community promotion on <a href="http://www.wicklowuplands.ie">www.wicklowuplands.ie</a> & <a href="http://www.visitwicklow.ie">www.visitwicklow.ie</a>	√ (Jan- April)	√ (as new panels are developed)		Staff + Local Communities + WCT Manager	Staff Time
3.7 Dog Control Public Awareness Initiative	√ (Jan- March and as opportunities arise throughout the year)	√ (Jan- March and as opportunities arise throughout the year)	√(Jan- March and as opportunities arise throughout the year)	Staff + Dog Control Subcommittee + PRO	Staff Time
3.7.1 Identification and promotion of dog friendly sites throughout Wicklow in Co-operation with NPWS, Coillte & WCC	√	√	-	Staff + Statutory Partners	Staff Time
3.7.2 Recording of Dog Control Incidents	√	√	√	Staff, Directors, Members, WCC + Gardai	Staff Time
3.8 PURE Project 3.8.1 Administration, Accounts,	√	√ (given continued funding)	√ (given continued funding)	Staff + Project Manager +	Staff Time + Travel

Representation on PMC, Project Management				Statutory Partners	
3.9 Vegetation Management Project – to seek support for the sustainable management of upland habitats through farming	✓	✓	✓	Staff + Vegetation Management Committee	Staff Time
3.9.1 Application to Dept. Agriculture for Targeted support for Wicklow through RDP	Feb/March	-	-	Staff + Vegetation Management Committee	Staff Time
3.9.2 Support Teagasc Walsh Fellow Study to examine existing upland agricultural systems and collective management of commonages	Feb – August	✓	✓	Staff + Vegetation Management Committee	Staff Time
3.10 Winter Weather Project – to provide a co-ordinated response in the event of severe weather conditions such as snow, ice and flooding	✓ (Nov-Feb)	✓ (Nov-Feb)	✓ (Nov-Feb)	Staff + Voluntary Members/Local Representatives + WCC	Staff Time
3.11 Heritage Week Event	✓ (May- Sept run photo competition with a focus on people in the uplands in co-operation with Heritage Office)	✓ (walk & talk event)	✓ (review event type with board)	Staff + Directors	Staff Time + Materials
3.12 Development of parking facilities at high amenity areas (with support from farmers and private landowners) – clustering of facilities suggested	✓ ( Sept-Nov seek expressions of interest from farmers/ landowners)	✓ (arrange site visit to see Kerry example at Cronin’s Yard and engage WCC for support)	✓ (feasibility study & implement pilot example)	Staff + Directors	Additional Staff
3.13 Resurvey of Upland Path Erosion – follow up on original survey	-	✓ (Dependent on start of next LEADER Programme)	✓ (Dependent on start of next LEADER Programme)	Staff + External Consultant	Additional Staff



<b>Priority 4: Represent the Uplands Shared Interests</b>					
4.1 Development of Policy Submissions	√	√	√	Staff + Directors	Staff Time
4.1.1 Eirgrid	Jan-Submission Complete				
4.1.2 Proposed Access Bill	√ Feb - March				
4.1.3 Vegetation Management	√ Jan – April				
4.1.4 Wicklow County Development Plan	√ As required				
4.1.4 Burning Dates	√ Ongoing				
4.1.5 Deer Management	√ Ongoing/ as required				
4.1.6 Campaign for lighter regulation of food processing to support the establishment of small scale abattoirs and artisan foods.	√ Input to ongoing WCC ‘Think Tank’ to encourage employemnt in Wicklow				
4.1.7 Glendalough World Heritage Site	√ As required				
4.2 Development of Strategic Alliances (2 per year)	√ (Jan- Dec)	√	√	Staff + Directors	Staff/ Director’s Time + Travel
4.2.1 Participate on WCC Committee to address issues of rural security & car break ins					
4.2.2 Participate on WCC Think Tank on Employment Creation	As required (regs for small abattoirs, artisan foods, food harvest 20/20, cyclerroute)				
4.3 Participation in Decision Making Processes	√	√	√	Staff + Directors	Staff Time
4.4 Representation on Local & National Fora	√	√	√	Staff + Directors	Staff/Director’s Time + Travel

**Please Note: This is not a full list of the submissions received during the Three Year Plan consultation process. A full list of all submissions received is on file at Wicklow Uplands Council for further review and prioritisation of projects and proposals at a later stage. The full list of submissions received is available on request.**

### Appendix 3: Detailed Work Plan for Year 1, 2014

Actions		Timing	Resources
<b>Priority 1. Communications and Consensus Building</b>			
<b>Internal Communications</b>			
1.1 Improve Interaction with members		Jan-Dec	Staff & Directors
1.2 Panel Meetings (2 per annum)		May (AGM time) and Oct/Nov	Staff & Directors
<b>External Communications</b>			
1.3 Website Development/Review 1.4 Develop Facebook Page 1.5 Establish Twitter Page 1.6 Develop Blogspot 1.7 Annual Newsletter (1 hardcopy and 1 ezine) 1.8 Develop a series of public talks on uplands issues (2 per annum in conjunction with panel meetings) 1.9 Uplands column in local newspapers 1.10 WUC to become member of Wicklow Community Forum (to provide a means to contribute to SPCs in WCC)	Increase website hits, increase Facebook likes, establish Twitter followers, increase Blogspot views, generally increase online audience for Wicklow Uplands Council.  Liaise with panel on appropriate topics and speakers	Jan-Dec	Staff  Staff  Staff  Staff/Panel  Staff/Directors  Staff or Director
<b>Priority 2. Represent the shared interests of the Wicklow uplands</b>			
2.1 Participation in decision making/Representation on Local & National Fora	Ongoing participation in policy making fora and regular feedback to the board from:  Wicklow County Tourism,  Wicklow Heritage Forum,  Wicklow Outdoor Recreation Committee,  Wicklow Joint Policing Liaison Committee,	Jan-Dec	Staff & Directors

	Irish Uplands Forum. The Dublin Mountains Partnership Consultation Forum Wicklow Local Sports Partnership		
2.2 Development of policy submissions	Eirgrid Vegetation Management Proposed Access Bill Wicklow County Development Plan Burning Dates Deer Management Campaign for lighter regulation of food processing o support small scale abattoirs and artisan foods Glendalough World Heritage Site	Jan Feb Feb-March As required Ongoing Ongoing Input to WCC Think Tank As required	Staff & Directors
2.3 Development of strategic alliances (2 per year)	Participate on WCC Committee to address issues of rural security and car break ins Participate on WCC Think Tank on Employment Creation	Jan - Dec Jan-Dec	Staff & Members
<b>Priority 3. Development of innovative/pilot projects to support uplands sustainability</b>			
3.1 Identification of projects	(2 -3/year) Through board and panel meetings, focus meeting and via members.	Jan - Dec	Staff & Directors
3.2 Identification of funding sources	Maintain database of funding sources and timetables	Jan-Dec	Staff
3.3 Preparation of funding applications (2-4 per year)	Village Interpretative Panels x 4 Targeted Supported for Vegetation Management in Wicklow Cycle Route Feasibility /Capital Works for Phase 1 Core Funding applications	Jan - Dec	Staff
3.4 Trail Route	Phase 1: Laragh - Rathdrum	Jan-Dec	Staff & Directors
3.5 Village Interpretive Panels	4 panels for sign off & installation: Newtown, Baltinglass, Askanagap, Newcastle.Engage with other communities to develop 2014/15 panels	Jan-April July-Dec	Staff Staff

3.6 Development of Virtual Heritage Trails and community promotion of <a href="http://www.wicklowuplands.ie">www.wicklowuplands.ie</a> & <a href="http://www.visitwicklow.ie">www.visitwicklow.ie</a>	Include new section on our website Link to Social Media Transcribe Heritage Information from village interpretive panels	Jan-April	Staff, local communities, WCT Manager
3.7 Dog Control -Public Awareness -Identify and promote dog friendly sites throughout Wicklow with NPWS, Coillte, & WCC -Record Dog Control Incidents	Press release and Social Media Dog Control Committee Maintain records	Jan-March, ongoing Jan-Dec Ongoing	Staff + Dog Control Committee
3.8 PURE Project	Administration, Accounts, Project Management, Representation on PMC		Staff & Project Manager
3.9 Vegetation Management Project	Submission to Dept. Agriculture for targeted support through RDP Support Teagasc Walsh Fellow Study to examine upland agricultural systems & collective management of commonages	Feb Feb-August	Staff and Directors
3.10 Winter Weather Project	Provide a co-ordinated response in the event of severe weather such as snow, ice, floods.	Nov-Feb	Staff
3.11 Heritage Week Event	Run photo competition with a focus on people in the uplands in co-operation with the Heritage Council	May-Sept	Staff and Directors
3.12 Development of parking facilities at high amenity areas (support from farmers, private landowners)- clustering of facilities suggested	Seek expressions of interest from farmers/landowners	Sept-Nov	Staff and Directors
<b>Priority 4. Organisational development</b>			
4.1 Financial management	Financial reports submitted monthly to Executive and Quarterly to the Board Prepare Core Funding Applications Audited accounts presented and approved at the AGM/Annual Report	Jan – Dec Nov & June May/June	Staff & Executive Committee
4.2 Structural Development: Develop & Service Committees	Ongoing development of Committees to progress issues and projects	Jan-Dec	Staff & Committee Members
4.3 Increase & Broaden Membership	Focus on increasing membership for Community Groups eg Village Residents Associations, Tidy Towns, etc.	Jan-Dec	Staff & Directors
4.4 Staff Management & Development	Annual Staff Reviews	Dec	Chairman & Coordinator
4.5 Monthly Executive & Board Meetings	Monthly meetings to progress development	Monthly	Staff & Directors

