

Wexford County Council

Corporate Plan 2025 – 2029





Table of Contents

04	Foreword
05	Our Vision
07	Our Mission
07	Our Values
08	Our Political Structure
10	Our Elected Members
12	Our Management Team
13	Our Principal Functions
14	How our work is Funded
16	Our County and its People
18	Our Municipal Districts
20	Our Achievements under the last Corporate Plan
23	Our Operating Environment
25	Our Guiding Principles
28	Our Goals
29	A Thriving County
30	A Sustainable and Resilient County
31	An Enabling County
32	An Inclusive County
33	An Innovative and Agile Organisation
34	How the Corporate Plan is Delivered

Appendices

37	Appendix 1: Principal Activities in each Directorate
42	Appendix 2: Baseline Data
57	Appendix 3: Service Level Agreements
59	Appendix 4: Strategies and Plans
66	Appendix 5: Preparation of the Plan

Foreword



Cllr. Pip Breen
Cathaoirleach

'As an elected council we will work alongside the Chief Executive to implement this plan, harnessing all our resources to build a resilient Wexford, capable of adapting to the needs of our people while celebrating the unique character of our county'.

As the Cathaoirleach of Wexford County Council, it is my privilege to present our 2025-2029 Corporate Plan.

This plan captures the strengths of our county which is **rich in history and culture, renowned for its breathtaking landscapes, strong passionate communities and robust thriving economy.**

The plan outlines how we will use these strengths to achieve our potential and address our challenges which are global, national and local including climate action, the provision of housing and the infrastructure to support sustainable communities.

As an elected council we will work alongside the Chief Executive to implement this plan, harnessing all our resources to build a resilient Wexford, capable of adapting to the needs of our people while celebrating the unique character of our county.

I look forward to working with my fellow elected members, our dedicated employees, committed local communities and many stakeholders to implement this plan and achieve our shared goals. Together, we will create an even brighter and more sustainable future for Wexford. Thank you for your continued support and commitment to our County.



Mr. Eddie Taaffe
Chief Executive

'It is only through collaboration with all our stakeholders that we can achieve the best outcomes for Wexford and we are looking forward to this shared journey'

On behalf of all employees of Wexford County Council I am delighted to present the 2025-2029 Corporate Plan which was adopted by the elected members of Wexford County Council on December 9th, 2024.

This plan outlines how we will achieve our shared vision for Wexford....

A progressive and inclusive county that values its people and heritage, celebrates its natural beauty, prioritises sustainability and where our people take pride in their community and shared future.

The plan was developed through consultation with our communities and stakeholders, an analysis of our business environment and the expertise and guidance of our elected members.

The plan has five goals setting out our ambitions for our county, promoting economic growth, fostering sustainability,

enhancing quality of life, championing inclusion and building our organisational capacity.

The values that underpin our work are also explained within the plan, along with the processes and principles that support it. It provides the strategic framework for all our activities, explains how they are funded and how performance is measured.

The plan will be delivered over the 5 year term of the current council. It will harness the full resources of our staff, elected members and communities and through collaboration we will deliver the best possible outcomes for our county.

We acknowledge the many contributions that have shaped this plan and value the continued support of all our stakeholders. It is only through collaboration with all stakeholders that we can achieve the best outcomes for Wexford and we are looking forward to this shared journey.





Our Vision

Our Vision for Wexford - a progressive and inclusive county that values its people and heritage, celebrates its natural beauty, prioritises sustainability and where our communities take pride in their shared future



Our Mission

Our Mission Statement – to work collaboratively with our communities and stakeholders to deliver on Wexford’s boundless potential



Our Values

We value **Leadership** - where through our ambition, creativity and courage, we offer a model for quality and positive impact, in pursuit and achievement of change through implementing our functions and operations.

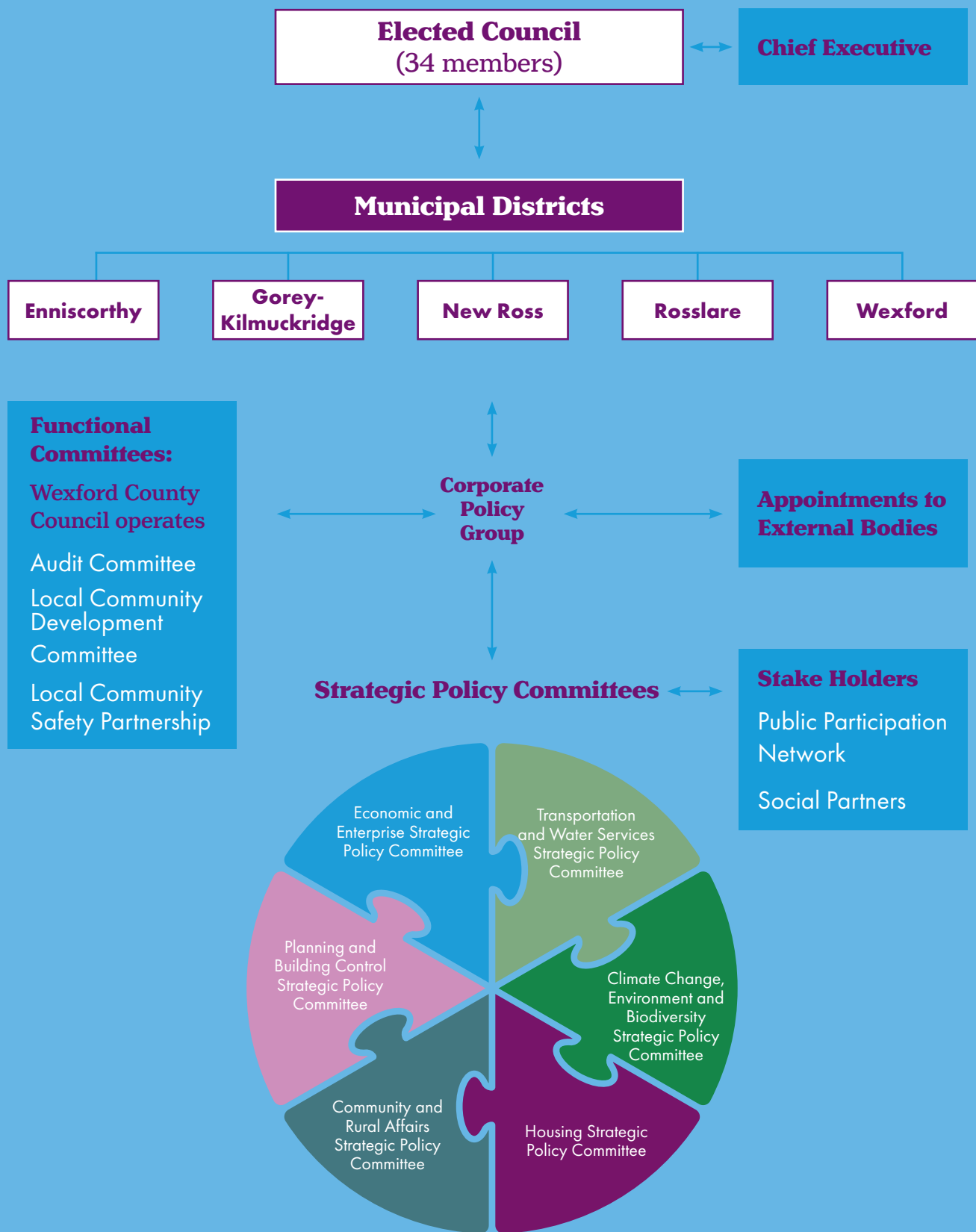
We value **Inclusion** - promoting equality, social justice, and a sense of belonging, with recognition for diversity. We will be flexible in adapting for specific needs, enabling choice and autonomy.

We value **Sustainability** - fostering a green future, fair transitions, and balance across social, economic and environmental priorities, where climate change is addressed, mitigated and adapted for, benefitting all, across current and future generations.

We value **Democracy** - championing representation, where elected members effectively represent and govern, participation, where communities have a say in decision-making, and consultation, where communities shape and inform responses to their needs and aspirations.

We use our values statement to centre these four values in our organisational culture and align with these values in our work.

Our Political Structure



Elected Council

Wexford County Council consists of 34 democratically elected members from Enniscorthy, Gorey-Kilmuckridge, New Ross, Rosslare and Wexford Borough Municipal Districts. The role of the elected council is to determine strategic policy, establish budgets and monitor performance whilst representing the views of the people who elected them.

Chief Executive

The Chief Executive is responsible for the day-to-day operational decisions which follow from the adoption of council policies and the delivery of services. These executive functions include employee matters, individual planning decisions, the award of grants and loans, the allocation of houses and the management of the Council's assets. The Council's employees operate under the direction and control of the Chief Executive.

Corporate Policy Group

The chairpersons of the Strategic Policy Committees, together with the Cathaoirleach of the Council, form the Corporate Policy Group. The Corporate Policy Group, supported by the Chief Executive, has important statutory functions including the preparation of the Annual Budget and the preparation and ongoing monitoring of the Corporate Plan.

Strategic Policy Committees

The elected council is assisted in its policy deliberations by six Strategic Policy Committees. Membership of the Strategic Policy Committees is drawn from the Council members, sectoral and community representatives.

Municipal Districts

Municipal Districts are a decision making subdivision of the full council and provide services at a local level.

Functional Committees

Wexford County Council operate several committees which have specific functions for programmes, governance and oversight, these include;

Audit Committee

The Audit Committee has duty to review with management and the internal auditor the charter, activities, staffing and organisational structure of the internal audit function . It produces an annual report for the council regarding its work and the management controls of the Council.

Local Community Development Committee

The role of the Local Community Development Committee (LCDC) is to develop, co-ordinate and implement an integrated approach to community development. Membership includes statutory and non-statutory socio-economic partners in the county.

Local Community Safety Partnership

The Local Community Safety Partnership is a new structure which replaces the Joint Policing Committee. The Partnership brings together statutory services, the voluntary and community sector, elected representatives and community members to identify and address local community safety issues. The partnership has an independent Chairperson.

Wexford Public Participation Network

The Public Participation Network (PPN) is an overarching structure to support community and voluntary groups in the county. The PPN is the main link through which the Council connects with the community. The PPN facilitates input by the public into local government by nominating representatives onto decision-making committees and bodies including Strategic Policy Committees.

Our Elected Members

Enniscorthy Municipal District



Cllr. Aidan Browne
Fianna Fáil



Cllr. Cathal Byrne
Fine Gael



Cllr. Pat Kehoe
Fine Gael



Cllr. Barbara Anne Murphy
Fianna Fáil



Cllr. John O'Rourke
Non Party



Cllr. Jackser Owens
Non Party

Borough District of Wexford



Cllr. Tom Forde
Sinn Féin



Cllr. Leonard Kelly
Non Party



Cllr. Garry Laffan
Fianna Fáil



Cllr. Vicky Barron
Labour



Cllr. Raymond Shannon
Non Party



Cllr. Robbie Staples
Fine Gael



Cllr. Catherine Biddy Walsh
Labour

Rosslare Municipal District



Cllr. Ger Carthy
Non Party



Cllr. Jim Codd
Aontú



Cllr. Lisa McDonald
Fianna Fáil



Cllr. Frank Staples
Fine Gael



Cllr. Aoife Rose O'Brien
Sinn Féin

New Ross Municipal District



Cllr. Pat Barden
Non Party



Cllr. John Dwyer
Non Party



Cllr. John Fleming
Fianna Fáil



Cllr. Marty Murphy
Non Party



Cllr. Michael Sheehan
Non Party



Cllr. Bridin Murphy
Fine Gael

Gorey-Kilmuckridge Municipal District



Cllr. Nicky Boland
Non Party



Cllr. Pip Breen
Fianna Fáil



Cllr. Anthony Donohoe
Fine Gael



Cllr. Paddy Kavanagh
Non Party



Cllr. Donal Kenny
Fianna Fáil



Cllr. Darragh McDonald
Fine Gael



Cllr. Joe Sullivan
Fianna Fáil



Cllr. Oliver Walsh
Fine Gael



Cllr. Craig Doyle
Sinn Féin



Cllr. Mary Farrell
Non Party

Our Management Team



Eddie Taaffe
Chief Executive



Eamonn Hore Director of Service / Deputy Chief Executive
Roads, Transportation, Water, Health & Safety & New Ross Municipal District



Carolyne Godkin Director of Service
Housing, Community, Libraries, Arts, Emergency Services, Environment & Climate Change & Enniscorthy Municipal District



Elizabeth Hore Director of Service
Economic Development, Planning, Property Management & Gorey/Kilmuckridge Municipal District



Shay Howell Acting Director of Service
Capital Development & Borough District of Wexford



Amanda Byrne Acting Director of Service
Human Resources, Corporate Services, Ukrainian Response Team & Integration Team



Lynda Lacey Head of Finance
ICT & Rosslare Municipal District



Michael Drea County Secretary

Our Principal Functions



How our work is funded

Sources of Funding

Grants

Funding is received from central government and other bodies for specific purposes such as Housing, Community and Transport Infrastructure.

Goods and Services

Income from goods and services includes rent from social housing, housing loans, planning fees and fire charges.

Local Property Tax

The Local Property Tax was introduced in 2013, it funds important local government services such as libraries, playgrounds and community projects.

Commercial Rates

Commercial Rates is a significant contributor to the total budget income for the Council and it is paid by the occupiers of commercial premises across the county.

Source [WCC Budget 2024](#)

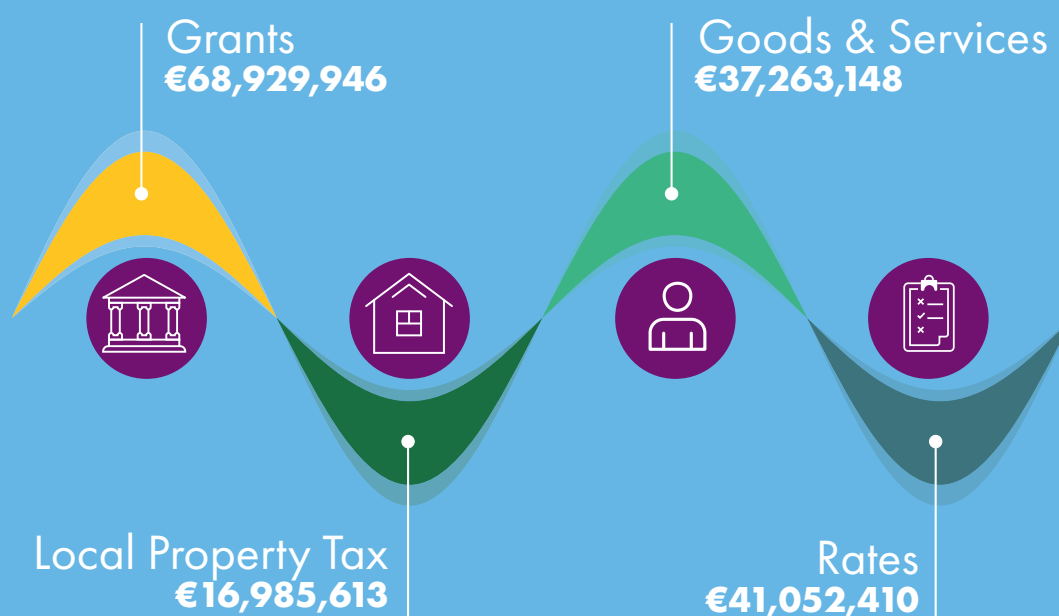
Capital Funding

In addition to the revenue or day to day spend, the Council delivers a multi-annual capital programme which includes large scale infrastructural projects.

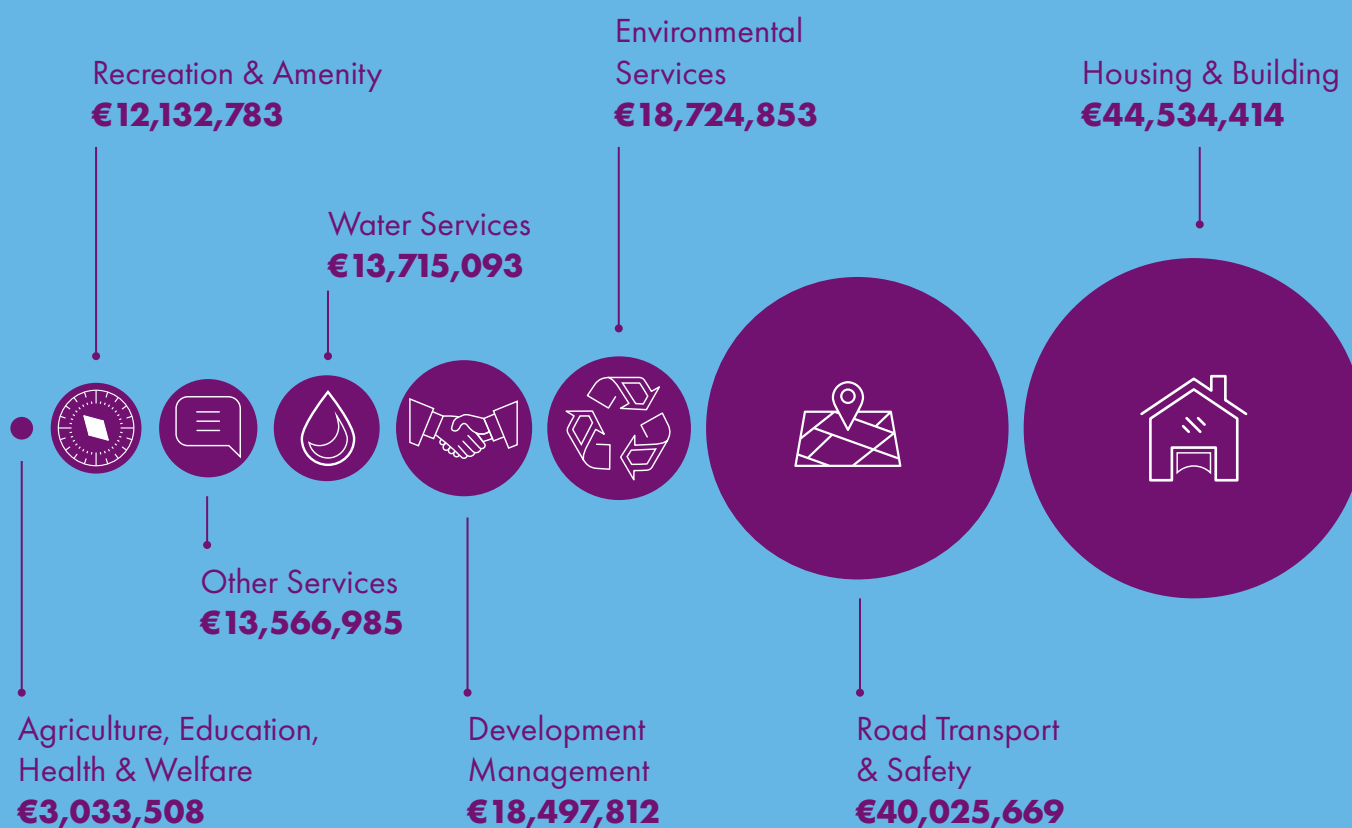
These projects are funded through government grants such as the Urban Renewal Development Fund (URDF) and the Rural Regeneration Development Fund (RRDF) supported by borrowing, planning contributions and other sources. The average yearly spend on capital projects is in excess of €100m.

Annual Budget

Sources of Funding



How our funds are spent



Our County and its People



Population **163,919**
Male **80,777** Female **83,142**



Road Network **3,700km**



Coastline **260km**



Beaches **70**



Ports **2**



Largest town and population of same

Wexford Town population **21,524**.

Place of birth

63% of Wexford residents (**102,809** people) were born in the county.

Top 4 non-Irish nationalities in the county

Non-Irish citizens accounted for **9%** of the county's population. The largest group were UK citizens (**3,561** people), Polish citizens (**3,356**), Lithuanian (**725**) and Romanian (**729**).

Numbers in employment

More than **131,400** people living in the county in April 2022 were aged 15 and over and of these almost **69,500** people were at work.

Number of people working from home

In Wexford **17,932** people (aged 15 and over) worked from home at least one day a week in 2022. This represented **26%** of the workforce.

Types of commuting to work

There were **61,703** people travelling to work in the county in April 2022. **41,118** driving to work by car. **948** travelled by bus. **136** by train. **4,864** walked to work. **525** people cycled.

Numbers or % with a 3rd level qualification

The number of people with a third level qualification in the county rose from just over **31,200** in 2016 to just over **41,100** in 2022. This was a rate of **37%** compared with **45%** nationally.

Number of children in childcare

In Wexford **10,976 (34%)** of those aged under 15 were in childcare. There were **4,461** children in a crèche/montessori/playgroup/after school service in the county (**41%**). Almost one in three (**3,550**) were being cared for by an unpaid relative or family member. A further **1,451 (13%)** were being cared for by a childminder (in the childminder's home).

Number of Irish speakers

Population of the county aged 3 years and over by ability to speak Irish **55,198**.

Health - % in good health

More than **136,300** people (**83%**) in the county stated their health was very good or good.

Tenure - number of people who own their own home versus renting

In April 2022 **59,081** of homes were owner-occupied in Wexford. Homes rented from private landlords showed at **8,269**.

Source: CSO 2022

Our Municipal Districts



Activities across all Municipal Districts are funded through the Municipal District Allocation and supplemented by competitive grants and other funding sources as they become available. The Municipal District Allocation is approved as part of the annual budget process.

	Population	Coastline	Roads	Area
Wexford	31,547	45km	299km	159.43km ²
Gorey-Kilmuckridge	49,539	45km	1,193km	784.67km ²
Enniscorthy	29,314	0km	650km	422.41km ²
New Ross	29,946	70km	952km	614.65km ²
Rosslare	23,573	100km	620km	388.05km ²
Total	163,919	260km	3,714km	2,369km ²

Our Achievements

- Corporate Plan 2019 - 2024



922 Jobs Created



Over 3.5m Domestic
Visitors 2019 – 2023



Local Economic and
Community Plan (LECP)
2024 - 2029

Establishment of **38**
Sustainable Energy
Communities



Climate Action Plan
2024 – 2029 Adopted



Purchase of lands for
SETU campus



N25 Rosslare Europort
Access Road

2,725 Social Housing
Tenancies allocated



More than **2.5m**
items issued through
libraries in County
Wexford



€6.7m expenditure
in Arts



190 Leader
projects funded

1,211 Well Grants
allocated



€58.4m spent on
Road Restoration
Improvement Works



54 Private Housing
Estates taken in charge



Hosted Fleadh Cheoil
na hEireann 2024



895 people in
accommodation in
response to Ukraine Crisis

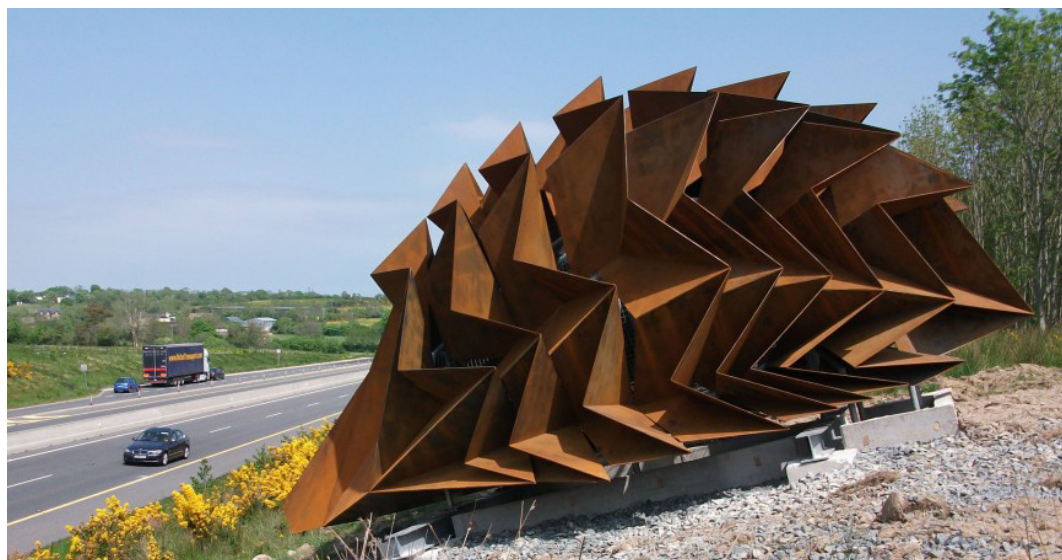


N25 New Ross Bypass
& Rose Fitzgerald
Kennedy Bridge



7,000 calls made to
vulnerable people as
part of Covid response





Our Operating Environment

Strengths

- Growing population
- Expanding South East Technological University and Georgia Southern University's European study abroad centre
- Strong local business economy with most employment provided by Small to Medium Enterprises
- Established Life Science and Financial Services companies
- Good road connections to Dublin and Waterford
- High level of home ownership
- Rosslare Europort and New Ross Port
- Wexford is Ireland's sunniest county

Constraints

- Limited Public Transport
- The county has a high rate of youth, elderly and age dependency necessitating supports
- The county's housing stock growth is not keeping pace with population growth and further eroding affordability
- Social disadvantage remains comparatively high
- The people of Wexford have less disposable income than their regional or national peers

Opportunities

- Potential benefits from the shift to renewable energy and the development of offshore wind
- Investment in skills would support economic growth
- Further investment in climate mitigation and adaption will create high value employment, improve quality of life and reduce the cost of living
- Building on our solid performance in housing provision will address the existing housing deficit and prepare the county for the future

Threats

- Potential impact from the shift to online retail
- Given the importance of international trade to the county, a global recession, or a more localised recession in the EU or UK, could have detrimental spill over effects
- A decline in local disposable income would challenge the small and medium sized enterprises who make up the majority of employers in Wexford
- Continued erosion of housing affordability would limit the growth potential of the county economy and would encourage emigration, especially by younger people
- An increasing dependency ratio will place downward pressure on economic growth and require further social supports
- Coastal area is vulnerable to marine related climate change which may displace existing economic activity

Our Operating Principles



We gather quality information to inform our plans, policies and practices and strive for excellence across all our operations. We evaluate both outputs and outcomes to continuously improve our performance and service to our customers. We use different communication channels to connect with our customers and communities, sharing information and learning what is important to them. We apply this learning to further improve our work.

Our Guiding Principles

Public Sector Duty

Wexford County Council, in articulating its core value of 'inclusion', is committed to the elimination of discrimination, the promotion of equality and protection of human rights for our service-users, employees, elected members and policy beneficiaries. On the basis of this commitment, we implement the Public Sector Equality and Human Rights Duty as an integral part of our ongoing work across the organisation.

In fulfilling the Duty, we have undertaken an evidence-based and participative assessment of the equality and human rights issues relevant to our purpose and functions and have made this available on our [website](#).

We are progressing an implementation plan for the Duty to address these issues. This is available on our [website](#). The plan sets out the actions to be taken to allow ongoing application of the Duty and provides direction on how to complete the 'Address Step' in the development and review of our plans, strategies, policies, programmes and projects over the life of this Corporate Plan.

In addressing equality and human rights issues, we implement a number of strategies targeting the identified groups for the Duty, including Age Friendly Strategy; Housing Disability Strategy; Youth Homeless Strategy; Traveller Accommodation Programme and Integration Strategy.

The Corporate Services department is responsible for driving implementation of the Duty and have established a cross-organisational Working Group to support and enable this. This Working Group prepares an annual action plan for the Duty, monitors and supports its implementation, and prepares an annual report on progress made.



Climate Action

Wexford County Council is committed to performing its functions in a manner which is consistent with its current and successive Climate Action Plan within the national Climate Action framework in so far as is practical. The Plan which was adopted in February 2024 was prepared in line with the Government's overall National Climate Objective, which seeks to pursue and achieve, by no later than the end of 2050, the transition to a climate resilient, biodiversity rich, environmentally sustainable and climate

neutral economy. The core targets of Wexford County Council's Climate Action Plan are a 51% reduction in the Council's greenhouse gas emissions by 2030 and a 50% improvement in the Council's energy efficiency by 2030. In addition, the [Plan](#) includes a range of climate adaptation actions, aimed at improving the resilience of the county to the impacts of climate change as well as a range of mitigation actions, to reduce future impact on the climate.

Implementation of the Sustainable Development Goals

Ireland has adopted a whole of Government approach to the implementation of the UN Sustainable Development Goals and this plan acknowledges that Wexford County Council has an important contribution to make through both local leadership and operations.

The potential impact of each objective within the Corporate Plan, in contributing to the achievement of the Sustainable Development Goals, has been considered and progress will be recorded and reported on annually.



Age Friendly Wexford

Wexford County Council is committed to contributing to a more positive ageing experience for the people of Wexford. In 2022, Wexford's Age Friendly Strategy was launched based on the World Health Organisation's 9 core themes that aim to improve all aspects of life for older people including:

- Outdoor spaces and buildings
- Transportation
- Housing
- Social Participation
- Respect & Social Inclusion
- Civic Participation and Employment
- Communication & Information
- Community Support and Health Services
- Safety & Security

The Strategy is implemented through a 5-year action plan. Progress is monitored and delivered by the Age Friendly Alliance which is chaired by the Chief Executive of Wexford County Council. The work is overseen by the Older Person's Council to ensure the continuous improvement of the quality of life of older people in the county.

Digitisation of Services

The further digitisation of services is part of Government Policy and is set out in Connecting Government 2030: A Digital and ICT Strategy for Ireland's Public Service. A Digital Strategy will be prepared in 2025, to ensure that the council maximises opportunities to improve our operations through technology. The Strategy will assess the progress that has been made, identify further opportunities and ensure that an inclusive approach is taken so new technologies empower our customers and improve our services.



Our Goals

1

A Thriving County

2

A Sustainable and Resilient County

3

An Enabling County

4

An Inclusive County

5

An Innovative and Agile Organisation

1

A Thriving County

We will continue to support and encourage the economic, sustainable and inclusive growth of our county

- 1 (a) Delivering Major Capital Projects which support Economic Development and Tourism.
- 1 (b) Developing vibrant towns through the Town Centre First programme, town regeneration schemes, public realm enhancement and addressing dereliction, in a manner that supports universal design and accessibility.
- 1 (c) Promoting Tourism in the County, in partnership with Fáilte Ireland and Visit Wexford, supporting it with flagship projects, authentic festivals and characterful public spaces which enhance the attractiveness of Wexford as a destination of choice for tourists.
- 1 (d) Working with the IDA and Enterprise Ireland to attract Foreign Direct Investment to Wexford and providing appropriate infrastructure to support inward investment and existing companies.
- 1 (e) Partnering with Enterprise Ireland in delivering services to develop the indigenous sector, particularly Small to Medium Enterprises, new innovation and start-up businesses and position Wexford for new opportunities in the digital, green and maritime economy.
- 1 (f) Working with all education providers to enhance education opportunities throughout the county.

Measuring Success

- National Oversight and Audit Commission Indicators
- Number of major projects delivered
- Number of vacant and derelict sites brought into use
- Increase in number of domestic and overseas tourism visitors
- Economic impact including
 - » Number of jobs created
 - » Number of businesses supported
- Increase in education attainment

Alignment with the Sustainable Development Goals





A Sustainable and Resilient County

Through direct action, partnership and advocacy we will support a sustainable and resilient county.

- 2(a) Championing a just transition to Carbon Neutrality in the organisation and wider community through implementing the Climate Action Plan and Flood Prevention and Protection measures.
- 2(b) Ensure an ongoing focus on the Sustainable Development Goals and the 2030 Agenda for Sustainable Development by identifying the work areas that will bring transformation and communicate our progress.
- 2(c) Protecting both our Built and Natural Environment and working to protect and enhance Biodiversity and Habitats.
- 2(d) Managing the Coastal Zone to ensure development is sustainable and combating coastal erosion.
- 2(e) Responding to extreme weather events, fires and accidents through Emergency Planning and effective First Responder Services.

Measuring Success

- National Oversight and Audit Commission Indicators
- Progress on delivering the Wexford County Council Climate Action Plan 2024 – 2029
- Number of major emergency management group meetings held

Alignment with the Sustainable Development Goals



3

An Enabling County

We want our county to be a great place to live with an excellent quality of life for all.

- 3(a) Sustainable Planning for balanced development of Urban and Rural areas to ensure current and future needs are met within the framework of the County Development Plan.
- 3(b) Developing and maintaining Road, Water and Sewage infrastructure (in partnership with Uisce Eireann) to meet our needs.
- 3(c) Enhancing the rich and vibrant culture in our county through our Library, Creative Ireland, Arts and Heritage services, ensuring participation and engagement across the full diversity of our communities.
- 3(d) Enhancing well-being across all our communities through Arts and Culture, Healthy Wexford, sport development and the provision of high-class amenity and recreation facilities.

Measuring Success

- National Oversight and Audit Commission Indicators
- Provision of necessary infrastructure
- Levels of participation in outdoor activities
- Community Health Indicators

Alignment with the Sustainable Development Goals



4

An Inclusive County

We work to create a county that is free of discrimination, inclusive for all and that cares for the vulnerable in our society.

- 4(a) Delivering Housing Solutions through the Housing for All programme, providing a range of housing options to ensure all who experience housing deprivation are appropriately housed, making provision for needs specific to the diversity of those involved.
- 4(b) Maintaining our housing stock to a high standard to provide safe and comfortable homes for all our tenants.
- 4(c) Ensuring our county is age friendly through promotion and implementation of age-friendly principles across our services.
- 4(d) Delivering, together with our Local Economic and Community Plan partners, a range of social inclusion programmes and projects.
- 4(e) Improving social capital in our communities by supporting the extensive network of community groups in the county, and enabling advocacy and participation.
- 4(f) Supporting a universally accessible society where everyone has equal access to services, facilities, resources and opportunities.

Measuring Success

- National Oversight and Audit Commission Indicators
- Housing targets achieved
- Local Economic and Community Plan objectives achieved

Alignment with the Sustainable Development Goals



5

An Innovative and Agile Organisation

We strive to be a high-performing organisation that is effective, accountable and which ensures value for money.

- 5(a) Improving customer service channels and methods to enhance the customer experience with us in a manner that recognises and responds to specific needs of all our customers.
- 5(b) Developing new and efficient ICT and Digital infrastructure and services to support service delivery, extend the reach of our services and promote digital equality.
- 5(c) Supporting the elected members in their role of democratic oversight of the Council, Strategic Policy Committees (SPCs) and Municipal and Borough Districts, and working to enhance democratic values and access in the community.
- 5(d) Working in a transparent and open manner, facilitating public access and accountability through Communications, Freedom of Information and implementation of the Local Government Code of Governance.
- 5(e) Ensuring efficient and accountable financial governance through budget management and control and through robust and efficient Finance, Audit and Risk Management processes.
- 5(f) Creating a coherent framework for recruiting, retaining and developing a diversity of employees to support the organisation's strategic goals.
- 5(g) Promoting a culture of inclusion, diversity and equality in the workplace which leads to a safe, non-prejudiced and positive work environment, where the health, safety, welfare and wellness of employees is paramount.

Measuring Success

- National Oversight and Audit Commission Indicators
- Increase in number of customer services delivered online
- Increased reach and engagement on social media channels
- Compliance with Corporate Governance Code

Alignment with the Sustainable Development Goals



How the Corporate Plan is delivered

The objectives of the five year Corporate Plan are developed into specific actions through the Annual Service Delivery Plan (ASDP). The plan is funded through the annual budget which includes the schedule of Municipal District works. The multi-annual capital programme is funded separately.

		Strategic Planning and Corporate Governance Framework			Reporting		
Governance Code	Long Term	National and Local Policies, Strategies and Plans incl: <ul style="list-style-type: none">Project Ireland 2040Regional Spatial and Economic StrategyCivil Service Renewal 2030Wexford County Development Plan 2022-2028Local Economic and Community Plan 2024-2029Climate Action Plan 2024-2029			Monthly, quarterly and annual report	Annual Report	NOAC Implementation Review
	Medium Term	Corporate Plan 2025-2029 <ul style="list-style-type: none">Goals and Objectives for 5 year period with regular reviewCapital Programme – Three year Capital ProgrammeStrategic Workforce Plan – Multi-annual					
	Annual	Annual Budget	Annual Service Delivery Plan	Schedule of Municipal District Works			
		<ul style="list-style-type: none">Department Plans – key actions for each Directorate					
		<ul style="list-style-type: none">Team Development Plans – key actions for each team					
	<ul style="list-style-type: none">Performance Development Plans – key actions for each employee						

How Performance is Measured

The delivery of each objective within the corporate plan is measured by one or more indicators. These indicators include those established for Local Authorities by the National Oversight and Audit Commission (NOAC).

The Annual Service Delivery Plan is brought to the elected members for approval at the start of each year.

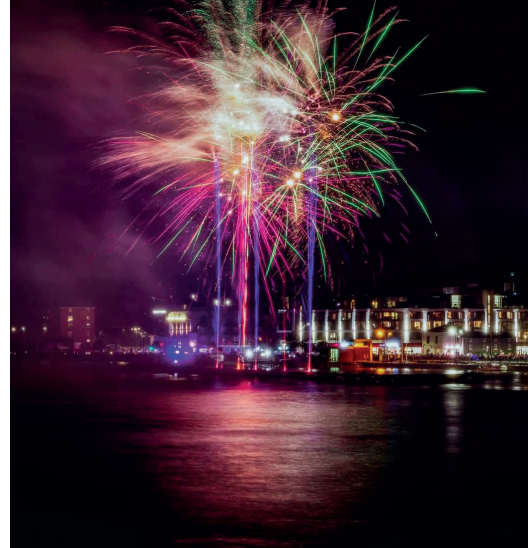
Responsibility for the actions in the Annual Service Delivery Plan is assigned across the different functional areas. Each area prepares a plan which identifies the responsibilities of each team member, this is the basis of our employee Performance Management Development System.

Monthly progress updates are provided to the elected council in the Chief Executives Report which is published on www.wexfordcoco.ie. A Statement of Progress is given at year end and in the Annual Report.

Progress is also monitored externally by the National Oversight and Audit Commission (NOAC) which provides for comparison with other Local Authorities. A benchmarking report is prepared each year.

Corporate Risk Register

The Council maintains a Corporate Risk Register where strategic risks which may impact on the delivery of the Corporate Plan are considered and mitigation strategies identified. Strategic risks include the dependency on central government and other funding sources and involvement in Service Level Agreements. The Corporate Risk Register is part of an overarching Risk Management Policy where each business area identifies relevant risks, highlighting those they cannot mitigate against. This ensures risk is managed at the appropriate level through the organisation.



APPENDICES



Photo: Brendan Cooney

Appendix 1: Principal Activities in each Directorate

The operations of Wexford County Council are delivered across five Directorates, each delivering a range of services and functions

Roads, Transportation, Water, Health & Safety & New Ross Municipal District

Principal Activities

- Delivery of major road building projects
- Manage National Roads Programme
- Manage Regional and Local Roads Programme (RLR) improve and maintain the road network
- Promotion of road safety in the community
- Implementation of traffic management plans
- Manage Public Lighting System in the county
- Manage the Wexford County Council Community Employment Scheme
- Provide carparks and street sweeping
- Deliver and manage a modern parking management system
- Active Travel - promote alternative modes of transport
- Administration of the Local Improvement Scheme
- Administration of Community Involvement Scheme
- Issuing licences and permits including road opening licences, temporary road closures and abnormal loads
- Manage Health and Safety for employees, contractors and members of the public to ISO 45001
- Oversight and management of public events
- Monitor and support the delivery of rural water services and delivery of the Multi Annual Rural Water Programme
- Operate under the Master Co-operation Agreement with Uisce Éireann to assist with delivery of public water services in County Wexford
- Management of New Ross Municipal District

Economic Development, Planning, Property Management & Gorey/Kilmuckridge Municipal District

Principal Activities

- Development Management - Planning for land use with a focus on delivering sustainable development and protecting the built and natural environment
- Preparation and implementation of County and Local Area Development Plans
- Promotion of industrial, commercial and other development
- Building Control, Heritage and Conservation Services
- Property management
- Development of domestic and international tourism within the county in conjunction with key stakeholders
- Providing a co-ordinated and effective approach to maximise economic development, job creation initiatives and opportunities
- Promoting the County and Region as an ideal location for investment and business development
- Proactively managing and developing the Council's portfolio of property solutions to support economic development and job creation
- Proactively supporting the development of key sectoral areas and clusters in the county
- Supporting the development and expansion of start-up and existing businesses through the Local Enterprise Office
- Delivery of Town Centre First policy to revitalise town centres
- Manage Planning Enforcement to ensure compliance with planning laws and regulations
- Building Control - ensuring the required standards of construction are achieved in residential and commercial buildings
- Access – Supporting and promoting access to services and public buildings through education and consultation
- Monitoring and remediating dereliction through the Derelict Sites Act, 1990
- Dangerous Structures and Places – monitoring and removing dangerous structures and places through the Sanitary Services Act 1964
- Management of Gorey/Kilmuckridge Municipal District

Housing, Community, Libraries, Arts, Emergency Services, Environment & Climate Change & Enniscorthy Municipal District

Principal Activities

- Delivery of Housing Capital Programme
- Provision and maintenance of local authority housing
- Delivery of estate management initiatives
- Provision of accommodation for Travellers
- Implementation of Tenant Purchase and Shared Ownership schemes
- Provision of affordable housing
- Facilitation of approved voluntary or non-profit housing
- Implementation of housing standards for private rented dwellings
- Provision of Disabled Persons and Essential Repairs Grants
- Maintenance of piers and harbours in charge of Wexford County Council
- Development and implementation of the small piers programme of works
- Management of coastal protection works
- Provision and management of a range of recreation, play and amenity facilities
- Provision and development of library services
- Provision of fire fighting and rescue services
- Environmental Control including Pollution Control
- Provision of Civil Defence Services
- Manage and direct delivery of community programmes and projects
- Provide effective community leadership that supports co-operation, collaboration and best use of resources (LCDC, PPN, TIG, LCSP, Comhairle na nÓg)
- Monitor and report on KPIs for the Local Economic and Community Plan (LECP)
- Management of Burial Grounds
- Maintenance and improvement of Public Conveniences
- Landfill operation and aftercare
- Recovery and Recycling Facilities Operations
- Litter Management
- Street Cleaning and Bin Emptying
- Waste Regulation, Monitoring & Enforcement
- Waste Management Planning
- Water Safety Activities WSDO
- Water Quality, Air and Noise Pollution
- Climate Change & Flooding
- Outdoor Leisure Area Operations
- Land Drainage Districts
- Operation of Piers & Harbours
- Veterinary Services
- Biodiversity Activities
- Management of Enniscorthy Municipal District

Finance, ICT and Rosslare Municipal District

Principal Activities

- Provision of financial support services for Wexford County Council
- Debt Management and Credit Control
- Rates Billing and Collection
- Internal Audit
- Non-Principal Private Residence (NPPR) enforcement
- Insurance risk management & risk remediation programme
- Provision of motor taxation services
- Collection of planning contribution levies (DCDU)
- Loans programme incorporating loans payables and loans receivables
- Treasury management – monitoring & management of cashflow & investments
- Monitoring & management of revenue & capital income & expenditure
- Payroll services
- Provide ICT Functions including modern and secure infrastructure that meets the needs of the organisation, customer centred online services and a safe and secure network that safeguards the Local Authority
- Promotion of Broadband
- Management of Rosslare Municipal District

Capital Development & Borough District of Wexford

Principal Activities

- Delivery of strategic capital investment schemes, such as Industrial sites and business parks to facilitate economic development
- Town centre and public space revitalisation and regeneration projects
- High value tourism and recreational amenity developments including public parks, marinas and greenway projects
- Public building and public space development and enhancement projects
- Management of the Borough District of Wexford

Human Resources, Corporate Services, Ukrainian Response Team & Integration Team

Principal Activities

- Provision of secretarial service to management and to council as a corporate body
- Promotion of positive corporate image
- Management of Register of Electors
- Freedom of Information, Data Protection, Access to Information on the Environment, Ombudsman queries
- To implement the Official Languages Act and to promote the use of Irish in the organisation
- Provision and retention of sufficient professionally developed staff to meet the needs of the organisation and the public
- Staff training and recruitment
- Customer Service Management
- Promotion of a positive corporate image through community engagement across all media channels
- Build and maintain the Local Authority's brand presence
- Facilitate effective internal communication within and between departments
- Execute communication campaigns related to council services, events and initiatives
- Support Service for Staff
- Workforce Planning and Organisation
- Corporate Governance
- Public Procurement
- Health & Safety - Violence and Aggression
- Facilities Management
- Records Management
- General purpose services, Travel, Legal Services
- Women's Coalition secretariat
- Ukraine crisis response
- Integration

Appendix 2: Baseline Data

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Housing	Deliver social housing to meet identified needs	Housing Services Plan (local)	Number of Dwellings in ownership at 01/01/2023	4791
		Land Use Strategy	Number of dwellings added to stock during 2023	77
	Increase social housing construction in order to deliver built units	National Funded Programme for Vacant Stock	Number of dwellings sold in 2023	13
			Number of dwellings demolished in 2023	4
	Build on better utilisation of existing stock to increase the availability of units available for social housing	Housing First National Implementation Plan 2018-2021	Number of dwellings in ownership at 31/12/2023	4851
			Number of dwellings planned for demolition	1
	Deliver sufficient and appropriate housing for disabled persons	Deliver on the Housing and Disability Steering Groups five-year plans	Percentage of owned dwellings that were vacant on 31/12/2023	1.28%
		Housing for All	Time taken from date of vacation to relet in 2023	24.56 weeks
	Inspect 25% of private residential tenancies annually	Housing Delivery Action Plan	Cost expended to relet	€14,103.36
			Expenditure on Maintenance divided by number of dwellings at 31/12/2023	€1,514.78
			No. of registered tenancies in Wexford County Council area at end June 2023	5,936
			Number of rented dwellings inspected in 2023	1,645
			Percentage of inspected dwellings not compliant with Standard Regulations	91.38%
			Number of dwellings deemed compliant in 2023	193
			Number of inspections undertaken in 2023	1,753
			Percentage of Adults in Emergency Accommodation that are Long Term Homeless Adults	48.08%

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Road, Transportation and Safety (NOAC PI R1-R3)	<p>Improvement and restoration of the regional and local road network and the structural quality of roads for which the local authority is responsible (ref Department of Transport, Tourism and Sport (Circular RW 21/2014))</p> <p>Ensuring climate resilience with regard to Transport Climate Change Sectoral Adaptation Plan</p> <p>Climate Action Regional Office (CARO) & D/Transport guidance for regional & local road adaptation; TII Climate Adaptation Strategy</p>	<p>Maintenance of History of Pavement Works; Road Pavement Surface Inventory & Surveys (Mechanical & Visual)</p> <p>Pavement Surface Condition Index (PSCI) ratings for regional, local primary, and local secondary roads</p>	<p>Current ratings provided in the Pavement Surface Condition Index (PSCI)</p> <p>Regional Road</p> <p>Primary Road</p> <p>Secondary Road</p> <p>Tertiary Road</p> <p>Percentage length of Regional with</p> <p>PSCI Rating 1-4</p> <p>PSCI Rating 5-6</p> <p>PSCI Rating 7-8</p> <p>PSCI Rating 9-10</p> <p>Percentage length of Local Primary with</p> <p>PSCI Rating 1-4</p> <p>PSCI Rating 5-6</p> <p>PSCI Rating 7-8</p> <p>PSCI Rating 9-10</p>	<p>97.20%</p> <p>97.34%</p> <p>96.38%</p> <p>94.40%</p> <p>7.57%</p> <p>14.32%</p> <p>41.68%</p> <p>33.63%</p> <p>20.09%</p> <p>16.34%</p> <p>29.91%</p> <p>310%</p>

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
			Percentage length of Local Secondary with PSCI Rating 1-4 PSCI Rating 5-6 PSCI Rating 7-8 PSCI Rating 9-10 Percentage length of Local Tertiary with PSCI Rating 1-4 PSCI Rating 5-6 PSCI Rating 7-8 PSCI Rating 9-10 Kilometres of regional road strengthened during 2023 Amount expended on regional road strengthening Average unit cost of regional road strengthening Kilometres of regional road resealed during 2023 Amount expended on regional road resealing Average unit cost of regional road resealing Kilometres of local road strengthened during 2023 Amount expended on local road strengthening Average unit cost of local road strengthening	37.03% 14.46% 21.44% 23.57% 35.34% 10.51% 29.04% 19.51% 8.7% €2,228,162 €37.19 8.2% €253,923 €4.87 105% €13,241,112 €25.61

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
			Percentage length of Local Secondary with PSCI Rating 1-4 PSCI Rating 5-6 PSCI Rating 7-8 PSCI Rating 9-10 Percentage length of Local Tertiary with PSCI Rating 1-4 PSCI Rating 5-6 PSCI Rating 7-8 PSCI Rating 9-10 Kilometres of regional road strengthened during 2023 Amount expended on regional road strengthening Average unit cost of regional road strengthening Kilometres of regional road resealed during 2023 Amount expended on regional road resealing Average unit cost of regional road resealing Kilometres of local road strengthened during 2023 Amount expended on local road strengthening Average unit cost of local road strengthening	37.03% 14.46% 21.44% 23.57% 35.34% 10.51% 29.04% 19.51% 8.7% €2,228,162 €37.19 8.2% €253,923 €4.87 105% €13,241,112 €25.61

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
			Kilometres of local road resealed during 2023 Amount expended on local road resealing Average unit cost of local road resealing % Motor Tax Transactions Conducted Online	104.9% €2,687,078 5.04 83.18%

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Water (NOAC PI W1-W2)	Optimum support for Uisce Éireann in delivery of public water services	Master Co-Operation Agreement between local authorities and Uisce Éireann	% Drinking water in private schemes in compliance with statutory requirements	95.54%
	Optimum performance of non- water services functions	Engagement in NIECE network and collaboration with LAWPRO	Percentage of registered schemes monitored	98.77%
Waste Management (NOAC PI E1-E7)	Sufficient waste collection services and facilities in place	Waste collection licences awarded (through NWCPO) within each local authority area Grants for waste recycling facilities (provided through Environment Fund)	Number of households, which are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2023	21,012 (87.54%)

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Environment (NOAC PI E1-E7)	Ensure a high-quality environment and take early action to protect it.	Environmental objectives in land use plans	Total Number of pollution cases in respect of which a complaint was made during 2023	2879
		Environmental objectives in the local authority climate action plans	Number of pollution cases closed in 2023	2688
		Adherence to SEA and EIA in relation to plans, projects and developments	Total number of pollution cases on hand at 31/12/2023	1117
		National Litter Monitoring Pollution Results	% Area Unpolluted or Litter Free	50%
		National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019)	% Area Slightly Polluted	50%
		National air quality monitoring network	% Area Moderately Polluted	0%
		Local Authority performance reports (RMCEI data)	% Area Significantly Polluted	0%
		Noise Action Plans under the Environmental Noise Directive (END) S.I. 549/2018	% Area Grossly Polluted	0%
			Percentage of schools that currently hold and have renewed their green flag status	43
			Cumulative percentage energy savings achieved by 31/12/2023 relative to baseline year (2009)	-42.20%
			Total annual consumption of the public lighting system	2631
			Average wattage of the public lighting system	46.12%
			Percentage of total system that LED lights represent	92.59%

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Climate Action	<p>Reducing greenhouse gas emissions and building resilience/adapting to the impacts of climate change,</p> <p>Implementing measures at a local level to meet national climate targets set out in the Climate Action Plans with reference to the "Key Metrics to Deliver Abatement in the Transport Sector." See Table 15.6 of CAP23 (pp.193) and table 15.5 of CAP24 (pp.283).</p>	<p>Annual National Climate Action Plans</p> <p>Local Authority Climate Action Plans 2024 - 2029 – including Climate Change Risk Assessment & Baseline Emission Inventory</p> <p>EU Climate Neutral and Smart Cities Mission & Pilot Programme 2030.</p> <p>National Dialogue on Climate Action supporting LA's to engage communities to take climate action</p> <p>Activities and initiatives with focus on transport-orientated development, urban regeneration in line with Town Centres First, and urban accessibility/permeability.</p>	<p>Annual Organisation total expenditure against tonnes of Carbon abated from baseline year.</p> <p>Percentage reduction in local authority's total greenhouse gas emissions (SEAI M&R system)</p> <p>Percentage Reduction in Local Authority's Total Energy use from the Baseline Year (2009)</p> <p>Cost Benefit Analysis completed for suitable coastal protection measures, as identified through the monitoring and inspection programmes for vulnerable areas of coast and existing public coastal defences drainage systems, and environmental sensitivities associated with coastal areas such as the receiving marine environment, biodiversity, European sites, recreation and amenity value</p>	<p>Kilotonnes of Carbon in Baseline year and annual organisation expenditure</p> <p>CO2 equivalent reduction since baseline years 2016-2018</p> <p>% Reduction in Energy use in 2024 (from baseline year of 2009)</p> <ul style="list-style-type: none"> • No. of Cost Benefit Analysis Completed • No. of Schemes Approved • No. of Schemes Completed • Baseline Audit • Comparison Audit

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
		<p>Initiatives to transition freight and logistics to low carbon and/or consolidated operations both within urban environments and beyond (e.g. areal coverage of clean air/low-emissions zones, HDV traffic management plans).</p> <p>Develop and Implement policies that support Compact and Sustainable Settlements</p>	<p>Monitoring and Maintenance programme on existing public coastal defences and develop suitable protection measures, having due regard to environmental sensitivities associated with coastal areas such as the receiving marine environment, biodiversity, European sites, recreation and amenity value</p> <p>Existing and proposed Green Infrastructure in the County (NBS\SUDS) to be mapped</p> <p>The amalgamation of Costings for major Climate Change Hazards (Flooding & Coastal Erosion are the major hazards for Wexford)</p> <p>EV Charging Infrastructure Provided for use by WCC Staff</p> <p>Monitor the total fuel usage of WCC Fleet and note the Kms travelled by EV Fleet</p>	<p>Number of new NBS\SUDs created</p> <ul style="list-style-type: none"> Number of phases of Climate Hazard Projects completed Total Expenditure on phases of Climate Hazard Project <p>Total KW supply from all EV charging Infrastructure owned by WCC</p> <p>Total Fossil Fuel usage by WCC Fleet (litres)</p> <p>Total Kms travelled by WCC Electric Fleet</p>

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Planning (NOAC PI P1-P5)	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	Consider opportunities for Transport Orientated Development (TOD) in major urban centres to provide higher-density mixed-use development in close proximity to high quality transport services. Residential Zoned Land Tax Implementation	Buildings inspected as a percentage of new buildings notified to Wexford County Council.	34.04%
			No. of planning decision which were appealed to An Bord Pleanála on any date in 2023	41
			Percentage of appealed decision confirmed by An Bord Pleanála in 2023	68.29%
			Planning Enforcement	
			Total number of cases referred to initiated by Wexford County Council 01/01/2023 to 31/12/2023	233
			Total number of cases closed during 2023	222
			Percentage of investigated cases that were dismissed as trivial, minor or without foundation	30.18%
			Percentage of investigated cases that were resolved through negotiations	6.31%
			Percentage of investigated cases that were closed due to enforcement proceedings	63.51%
			Total number of cases being investigated at 31/12/2023	360

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
			Cost Per Capita of Planning Service	27.15
			Percentage of Fire Safety Certificates that were decided within two months of their receipt	56.36%
			Percentage of Fire Safety Certificates that were decided within an extended period agreed with the applicant	37.27%

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Fire Services and Emergency Management (NOAC PI F1-F3)	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management	Cost of Fire Service per capita	37.03
			Average time taken in minutes to mobilise fire brigades in respect of fire	07:24
			Average time taken, in minutes, to mobilise fire brigades (retained fire service) in respect of all other (non-fire) emergency incidents	07.23
			% of cases in respect of fire in which first attendance at the scene was	
		To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance	Within 10 minutes	25.73%
			After 10 minutes but within 20 minutes	44.79%
			After 20 minutes	29.53%
			% of cases in respect of all other emergency incidents in which first attendance at the scene was	
			Within 10 minutes	30.73%
			After 10 minutes but within 20 minutes	43.13%
			After 20 minutes	26.15%

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Library Service (NOAC PI L1-L2)	Developing a well-resourced public library service that contributes to the social, economic and cultural well-being of communities	The Library is the Place	Number of library visits per head of population per the 2022 census	2.62
			Number of items issued to library borrowers in the year	583,938
			Library Active Members per head of population 2023	0.21
			Number of Registered members in the library in 2023	27,087
			Cost of operating a Library Service	34.54
			Annual per capita expenditure on collections over the period 01/01/2023 to 31/12/2023	2.03

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Community Development (NOAC PI Y1-Y2)	<ul style="list-style-type: none"> To reduce poverty Promote social inclusion and equality Promote Wellness 	<ul style="list-style-type: none"> Putting People First SICAP Programme 2024-2028 Healthy County Programme SlainteCare Healthy Communities Age Friendly Strategy Sports Active Strategy 	<p>NOAC Indicators</p> <p>a. Percentage of schools involved in the local Youth Council/Comhairle na nÓg scheme</p> <p>b. Number of organisations included in the County Register at 31/12/2023 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN</p> <p>Local Measures</p> <ul style="list-style-type: none"> LECP Implementation Plan SICAP KPIs – Number of intervention targets <ul style="list-style-type: none"> Individuals: 1,129 Community Groups: 94 Healthy County Targets as per plan Sports Active Strategy goals SlainteCare Healthy Communities outcome goals Age Friendly Strategy – action plan 	<p>a. 86.96%</p> <p>b. 14.19</p>

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Corporate (NOAC PI C1-C5)	Optimum management of resources within the local authority	Annual Budget	Wholetime equivalent staffing number as at 31 December 2023	863.22
		Putting People First		
	Implementation of the Actions identified under the Strategic HR framework for the local authority sector.	People Strategy	Percentage of paid working days lost to sickness absence through medically certified leave in 2023	4.04%
		Public Service	Percentage of paid working days lost to sickness absence through self-certified leave in 2023	0.39%
		Apprenticeship Plan	The per capita total page views of website in 2023	11.48
	Recruit apprentices and develop specific apprenticeship programmes.	E-Government Policy	The per capita number of followers at end 2023 of social media accounts	1.07
		Training programme for staff	Overall cost of ICT Provision per WTE	3,710.48
	Development of ICT based customer friendly initiatives	Awareness campaigns	Overall cost of ICT as a proportion of Revenue expenditure	2.10

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
	<p>Compliance with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014</p> <p>Provide robust business management, risk management, procurement, audit and corporate governance structures and systems in compliance with statutory obligations including under:</p> <ul style="list-style-type: none"> • FOI Act • GDPR • Official Languages Act <p>Protected Disclosures Act</p>			

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Finance	Maintain moderate debt levels over the medium term	Provide for repayment of loans payable	Cumulative surplus/deficit balance at 31/12/2019 in the Revenue Account from the Income & Expenditure Account State of the Afs (€)	2,127,851
	Liquidity levels to be sufficient	Rolling cash flow	Cumulative surplus/deficit balance at 31/12/2020 in the Revenue Account from the Income & Expenditure Account State of the Afs (€)	-873,153
		Forecast	Cumulative surplus/deficit balance at 31/12/2021 in the Revenue Account from the Income & Expenditure Account State of the Afs (€)	36,684
		Budget as adopted to be sufficient to meet the expenditure arising in the year	Cumulative surplus/deficit balance at 31/12/2022 in the Revenue Account from the Income & Expenditure Account State of the Afs (€)	85,417
		Income collection	Cumulative surplus/deficit balance at 31/12/2023 in the Revenue Account from the Income & Expenditure Account State of the Afs (€)	134,937
			Cumulative surplus/deficit balance at 31/12/2023 as a percentage of Total Income in 2023 from the Income & Expenditure Account State of the Afs (€)	0.08
			Revenue Expenditure per Capita in 2023 (based on 2022 Census)	929, 61

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
		Same for all collection % for rates, rents & loans.	Collection level of Rates from the Annual Financial Statement for 2019	89.9%
			Collection level of Rates from the Annual Financial Statement for 2020	84.0%
			Collection level of Rates from the Annual Financial Statement for 2021	89.4%
			Collection level of Rates from the Annual Financial Statement for 2022	92.0%
			Collection level of Rates from the Annual Financial Statement for 2023	94.4%
			Collection level of Rent & Annuities from the Annual Financial Statement for 2019	90.7%
			Collection level of Rent & Annuities from the Annual Financial Statement for 2020	93.0%
			Collection level of Rent & Annuities from the Annual Financial Statement for 2021	95.1%
			Collection level of Rent & Annuities from the Annual Financial Statement for 2022	94.0%

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
			Collection level of Rent & Annuities from the Annual Financial Statement for 2023	92.8%
			Collection level of Housing Loans from the Annual Financial Statement for 2019	102.7%
			Collection level of Housing Loans from the Annual Financial Statement for 2020	104.0%
			Collection level of Housing Loans from the Annual Financial Statement for 2021	104.6%
			Collection level of Housing Loans from the Annual Financial Statement for 2022	105.0%
			Collection level of Housing Loans from the Annual Financial Statement for 2019	106.2%
			Public Liability Claims per capita cost of settled claims in 2023	4.83

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Economic Development (NOAC PI J1-J5)	To promote entrepreneurship foster business start-ups and develop existing micro & small businesses	Use the services and expertise of the Local Enterprise offices.	The number of jobs created with assistance from the Local Enterprise Office during the period 01/01/2023 to 31/12/2023 per 100,000 of population	107.98
	To drive job creation and to provide accessible high quality supports for new business ideas	Use a range of measures and supports working in collaboration with other public and/or private organisations that support enterprise development through the use of the Local Enterprise Development Plans (LEDP)	The number of trading online voucher applications approved by the Local Enterprise Office in 2023 per 1000,000 of population	35.38
	To work with IDA Ireland on key inward investment requirements (Planning and Infrastructure)		The number of those trading online vouchers that were drawn down in 2023 per 100,000 of population	16.47 106.15
	Support proposals for the development of a Policy on the Nighttime Economy which will encourage the revitalisation of our rural towns, as well as our larger urban centres and cities.		Does Wexford County Council have a tourism strategy?	Yes
			Does Wexford County Council have a Tourism Officer?	Yes
			The spend on local economic development by Wexford County Council in 2023 per head of population	134.16

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Building Control & Market Surveillance of Construction Products	To ensure safe and sustainable buildings in urban and rural areas	<p>Framework for Building Control Authorities</p> <p>Guidelines for Market Surveillance Authorities</p> <p>Market Surveillance of Construction Products Strategy</p> <p>EU Good Practice for Market Surveillance</p> <p>Monitor compliance with the Building Regulations and Building Control Regulations</p> <p>Monitor compliance with the Construction Products Regulation and Market Surveillance Regulation</p> <p>Monitor compliance with the Energy Performance of Buildings Directive</p>	<p>Buildings inspected as a percentage of new buildings notified to the local authority</p> <p>Building Control and Market Surveillance activity in line with criteria required by the National Building Control & Market Surveillance Office</p> <p>Cost of the Building Control and Market Surveillance Service per capita</p> <p>Area (ha) of residential zoned land identified on an annual final RZLT map which is subject to a certificate of commencement of residential development.</p> <p>Area (ha) of 'vacant and idle' land (as defined in section 653A of the Taxes Consolidation Act 1997) contained on an annual final RZLT map which is subject to a certificate of commencement of development.</p> <p>Number of sites which have been added to the derelict site register.</p>	<p>34%</p> <p>Guidelines to be issued in 2025 and then establish baseline</p> <p>€783,249/163,527 €4.79 per capita</p> <p>Establish baseline in 2025</p> <p>Establish baseline in 2025</p> <p>122</p>

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Water Safety	To ensure safety for users of aquatic environments	Provision and maintenance of safety equipment on rivers, lakes and beaches	Inspection of water safety equipment and replacement as necessary	19,145 inspections 40 replacements
		Provision of lifeguard services where and when required	Number of areas with trained lifeguards on duty	7
			Number of days per annum of provision of lifeguards	77

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Franchise	To manage and maintain the register of electors with a view to ensuring it is complete and accurate	<p>Ongoing management of applications from the public</p> <p>Ongoing maintenance of the electoral register</p> <p>Annual engagement with the Electoral Commission</p> <p>Regular outreach to local community to ensure Register of electors is kept up to date</p> <p>Engagement with national electoral registration system migration and implementation.</p>	<p>Activity on the register – additions, removals, updates</p> <p>Nos. of electors with PPSN, DOB, Eircode</p> <p>Migration preparation and readiness</p> <p>Annual reporting to Electoral Commission</p>	<p>01.01.2024 to 31.12.2024 –</p> <p>Additions – 18,431</p> <p>Deletions – 7,829</p> <p>Updates – 7,668</p> <p>At 31.12.2024 – As a percentage of total electorate 127,452:</p> <p>PPSN – 93,883 (73.66%)</p> <p>DoB – 79,004 (61.99%)</p> <p>Email Address – 24,424 (19.16%)</p> <p>Contact No. – 21,093 (16.55%)</p> <p>DoB and Eircode – 62,942 (49.38%)</p> <p>PPSN – 24,872 (19.51%)</p> <p>Not started in 2024</p> <p>2024 completed July 24</p> <p>Not started for 2025</p>

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Tourism	To support the sustainable development of tourism	<p>National Tourism Policy and Action Plans</p> <p>LA Tourism Strategy</p> <p>LA Tourism Officer Capability Programme</p> <p>Regional Festivals and Events Programme</p>	No. of tourism events/projects supported	3 Wexfordia projects + Curracloe WSAF (SPO)

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Citizen Engagement/ Public Participation Networks (PPNs)	To enable the public to take an active formal role in policy making and oversight committees of the local authority	Report on Citizen Engagement	No of PPN member groups	515
		SLA/MOU between LA and PPN	No of LA consultations issued to PPN	3
			No of LA consultations carried out via the PPN as main vehicle	0
			No of LA Boards/Committees in which community representation is facilitated through PPN	14
			No of training days for LA staff and elected members in public participation and the PPN	0
			Participation in Comhairle na nÓg scheme	
		Provision of dedicated funding at national and local level.		
		Consultation with children and young people in line with guidance from the Department of Children and Youth Affairs and in line with equality and diversity requirements		

Appendix 3: Service Level Agreements

A Service Level Agreement (SLA) is defined as a contract between a service provider and a customer. It details the nature, quality, and scope of the service to be provided.

Wexford County Council has entered into a range of Service Level Agreements with other agencies and local authorities. They seek to generate savings and efficiencies, as well as improving our capacity to deliver for our local communities. Key current agreements include:

- Human Resources, payroll and superannuation national shared service.
- Irish Water service level agreement
- Shared services agreement for procurement functions with Kerry County Council
- Shared public library services
- Shared Service through Waste Enforcement Regional Lead Authorities (WERLAs)
- Agreement with Offaly County Council on the National Waste Collection Permitting Office
- Service level agreement with the Food Safety Authority of Ireland
- Service level agreement with Enterprise Ireland in relation to the operation of the Local Enterprise Office
- Shared service through the Roads Management Office and the National Road Design Office
- Service level agreement with Wexford Arts Centre
- Service level agreement with National Opera House



Photo: Celtic Routes



Photo: Celtic Routes



Photo: Celtic Routes



Photo: Celtic Routes



Photo: Celtic Routes

Appendix 4: Indicative list of Strategies and Plans influencing our activities

Local

- Wexford Local Economic & Community Plan 2024 - 2029
- Wexford County Development Plan 2022 - 2028
- Wexford Climate Change Adaption Strategy 2019 - 2024
- Wexford County Council Library Development Plan 2010 - 2025
- Wexford County Council Arts Plan 2023 - 2027
- Wexford County Council Litter Management Plan 2024 - 2027
- Wexford PPN Vision for Community Wellbeing
- Wellness Strategy 2022 - 2025
- A Heritage-Led Regeneration Plan for Wexford Town
- Communications Strategy 2024 - 2026
- Section 26 Operations Plan 2023 - 2027
- Community Fire Safety Plan 2024 - 2028
- Major Emergency Plan
- A Heritage-Led Regeneration Plan for Enniscorthy Town
- Wexford County Council Litter Management Plan 2024 - 2027
- Wexford County Council Climate Action Plan 2024 - 2029
- Community Safety Partnerships Strategic Plan for each local authority (forthcoming)
- Enforcement of Construction Products Regulation
- Enforcement of Energy Performance of Buildings Directive
- Enforcement of European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
- Enforcement of Market Surveillance Regulation, with respect to the marketing of construction products
- Framework for Building Control Authorities – Ensuring effective Building Control administration, inspections and enforcement
- Local Children and Young People’s Services Committees (CYPSC)
- Local Digital Strategies
- Local Enterprise Offices Policy Statement 2024 - 2030
- Strategic Noise Maps and Noise Action Plans under the Environmental Noise Directive (END) S.I. 549/2018

Regional

- Regional Spatial & Economic Strategy - Southern Region 2020 - 2040
- Towards a Learning Region 2020 - 2040
- Connecting for Life South East Community Action Plan 2022 - 2024
- Flood Risk Management Plans and Maps including relevant local plans
- Regional Enterprise Plans
- Regional and Local EV Charging Network Plan 2024 – 2030

National and European Union

- National Implementation Plan for Sustainable Development Goals 2022 - 2024
- Project Ireland 2040
- Project Ireland 2040 National Planning Framework
- National Development Plan 2021 - 2030
- Healthy Ireland Strategic Action Plan 2021 - 2025
- HSE Healthy Ireland Implementation Plan 2023 - 2027
- The Library is the Place: Information, Recreation, Inspiration National Public Library Strategy 2023 - 2027
- Healthy Ireland - A Framework for Improved Health and Wellbeing 2013 – 2025
- Our Rural Future: Rural Development Plan 2021 - 2025
- A Healthy Weight for Ireland: Obesity Policy & Action Plan 2019 - 2025
- National Physical Activity Plan
- National Disability Inclusion Strategy 2017 - 2021
- Sharing the Vision: A Mental Health Policy for All
- HSE Mental Health Promotion Plan 2022 - 2027
- Wexford Age Friendly Strategy 2022 - 2026
- National Outdoor Recreational Strategy 2023 - 2027
- Sport Ireland Strategic Plan
- National Sports Policy 2018 – 2027
- Healthy Ireland Outcomes Framework 2013 - 2025
- National Cycle Network Plan 2023 - 2040
- Climate Action Plan 2024 2021 - 2050
- Strategy for the Future Development of National and Regional Greenways
- People, Place and Policy - Growing Tourism to 2025
- National Investment Framework for Transport in Ireland 2021 - 2040
- National Sustainable Mobility Policy 2022 - 2030
- Road Safety Strategy 2021-2030
- Migrant Integration Strategy, A blueprint for the Future 2017 - 2020
- White Paper to End Direct Provision 2021
- Comprehensive Accommodation Strategy for International Protection Applicants 2024

- Housing for All 2022 - 2030
- Realising our Rural Potential - Action Plan for Rural Development
- Future Jobs Ireland 2019
- Enterprise Renewed 2025
- Water Services Strategic Plan 2050
- A National Landscape Strategy for Ireland 2015 - 2025
- National Marine Planning Framework
- Reducing Harm, Supporting Recovery. National Drug Strategy 2017 - 2025
- Reducing Harm, Supporting Recovery. Progress Report 2020
- Reducing Harm, Supporting Recovery. Progress Report 2019
- National Policing Plan 2024: An Garda Síochána
- Waste Action Plan for a Circular Economy 2020 - 2025
- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Better Public Services - Public Service Transformation 2030 Strategy
- Building Control Acts 1990 to 2020
- Building Regulations 1997 to 2024
- Building Control Regulations 1997 to 2022
- Climate Action Plan 2023 and Climate Action Plan 2024
- Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019 – 2024
- Climate Action Sectoral Adaptation Plan for Built and Archaeological Heritage
- Climate and Low Carbon Development (Amendment) Act 2021
- Code of Practice for Inspecting and Certifying Buildings and Works
- Community Climate Action Fund DCCAE: National Cyber Security Strategy and current consultation
- Connect Government 2030, March 2022 (A Digital and ICT Strategy for Ireland's Public Service)
- Connecting Ireland Rural Mobility Plan
- Construction Products Regulation (EU) No 305/2011
- Culture and Creativity Strategy 2023 - 2027
- CycleConnects
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Development Plans Guidelines for Planning Authorities (2022)
- DHLGH Data Strategy
- Digital for Good: Ireland's Digital Inclusion Roadmap, August 2023
- Digital Local Government: Working for Everyone Ireland's Local Government Digital and ICT Strategy 2030
- eGovernment Strategy

- Energy Performance of Buildings Directive (Council Directive 2010/31/EU)
- Energy Security in Ireland to 2030
- EU Just Transition Plan for Ireland 2021-2027
- Electric Vehicle Charging Infrastructure Strategy 2022 to 2025
- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- Guidelines for Inclusive Engagement in Local Planning and Decision Making (DRCD)
- Guidelines for the Local Authority Climate Action Plans
- Guidelines for New Emergency Accommodation (DHLGH, September 2022)
- Green Public Procurement Strategy 2024-2027
- Groundwater Protection Response
- Guidance on Appropriate Assessment for Planning Authorities National Parks & Wildlife Service (npws.ie)
- Guidelines on the Planning System and Flood Risk Management
- Heritage Ireland 2030
- Housing First National Implementation Plan 2022-2026
- Housing for All Q3 2023 Action Plan and Progress Update
- Housing for All Roadmap for increased adoption of MMC in public housing delivery
- Housing for All Modern Methods of Construction (MMC) Introductory Guide
- Housing for All guidance for design build housing contracts
- Housing Action Delivery Plans
- Housing Options for our Ageing Population policy (2019)
- Ireland's National Energy and Climate Plan 2021 - 2030
- Ireland's Road Haulage Strategy 2022 – 2031
- Local Economic and Community Plan Guidelines 2021 (DRCD)
- Major Emergency Management Framework 2006 (MEM)
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Market Surveillance Regulation (EU) No. 2019/1020
- Market Surveillance of Construction Products Strategy
- Met Eireann strategic plan 2017 - 2027
- National Adaptation Framework
- National AI Strategy
- National Biodiversity Action Plan 2023 -2030
- National Bioeconomy Action Plan 2023-2025
- National Broadband Plan
- National Clean Air Strategy
- National Landslide Database and Landslide Susceptibility Map

- National Disability Strategy, (soon to be launched successor strategy to the National Disability Inclusion Strategy (NDIS) 2017-2022)
- National Flood Forecasting and Warning Service (data from monitoring stations - waterlevel.ie)
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for Disabled People 2022 – 2027 (NHSfDP)
- National Oversight and Audit Commission (NOAC) reports
- National Organic strategy 2024-2030 (Published Q2 2024)
- National Policy on Architecture 2022
- National Road EV Charging Plan 2024 to 2030
- National Skills Strategy
- National Social Enterprise Policy for Ireland 2019-2022
- National Sports Policy 2018-2027
- National Strategy on Domestic, Sexual and Gender-Based Violence
- National Sustainable Mobility Policy 2022-2030 and associated Action Plan 2022-2025
- National Swimming Strategy 2024-2027
- National Traveller and Roma Inclusion Strategy 2017-2021 (to run until 2025)
- National Vacant Housing Reuse Strategy
- Net Zero Industry Act
- OECD Skills Strategy Ireland: Assessment and Recommendations
- Open Data Strategy 2023 - 2027
- Our Living Islands – National Islands Policy 2023-2033
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees)
- Our Rural Futures
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Policy Statement on Geothermal Energy for a Circular Economy
- Policy Statement on Mineral Exploration and Mining
- Programme for Government: Our Shared Future
- Policing, Security and Community Safety Act 2024
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Apprenticeship Plan 2023
- Public Service Agreement 2024 - 2026
- Public Service Data Strategy 2019 - 2023
- Public Transport Accessibility Retrofit Programme

- Renewable Electricity Policy and Development Framework (REPDF)
- Renewable Transport Fuel Policy 2023 - 2025
- Report on Inter Departmental Group on National Coastal Change Management
- River Basin Management Plan for Ireland 2018-2021 (New RBMP to be published in coming months)
- Road Safety Strategy 2021-2030
- Rural Development Policy 2020+ Next phase
- Sharing the Vision: A Mental Health Policy for Everyone 2020-2030
- SláinteCare | Right Care, Right Place Right Time
- Sráidainmneacha: Treoirí/Streetnames: Guidelines
- Strategic Emergency Management Framework 2017 (SEM)
- Strategy for the Future Development of National and Regional Greenways
- Strategy for World Heritage in Ireland 2024-2034 (public consultation ongoing)
- Statement on Petroleum Exploration and Production in Ireland
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan
- Tourism Policy Framework (to be published)
- Town Centre First
- United Nations Convention on the Rights of Persons with Disabilities (UNCPRD)
- Water Services Policy Statement 2024 - 2030
- Whole of Government Circular Economy Strategy 2022 – 2023
- Wind Energy Development Guidelines (WEDGS)
- Young Ireland: the National Policy Framework for Children and Young People 2023-2028
- Youth Homelessness Strategy 2023-2025
- ERDF Operational Programmes 2021-2027
- CCMA Delivering Effective Climate Action (DECA) Strategy 2030
- Guidelines for Market Surveillance Authorities
- Advice Note to Local Authorities on Shared Micromobility Services
- United Nations 2030 Agenda
- EU Sustainable and Smart Mobility Strategy 2021 - 2025
- Digital Single Market 2019 - 2024
- EU Biodiversity Strategy
- EU Birds Directive
- EU Energy Performance of Buildings Directive (EPBD)
- EU Renewable Energy Directive (2023/2413)

- EU Solar Energy Strategy (COM (2022)221)
- EU Floods Directive
- EU Good Practice for Market Surveillance
- EU Habitats Directive
- EU Strategy on Adaptation to Climate Change
- EC (Birds and Natural Habitats) Regulations 2011
- European Flood Awareness System (EFAS)
- European Union (Construction Products) Regulation (S.I. 225 of 2013, as amended)
- European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
- Nature and biodiversity - Library (europa.eu)

Appendix 5: Preparation of the Plan

This Corporate Plan was developed through a process of engagement and consultation in accordance with Section 134 of the Local Government Act, 2001.

A comprehensive public consultation was undertaken to inform the plan which included a Vox Pop in Wexford Town to capture the views and opinions of a wide cross section of the public. This video was posted on our social media platforms to encourage the public to complete a survey, available on Wexford County Council's Consultation Portal from 28th August to 2nd October 2024.

The survey was further promoted through local press, local radio, and posters in our public offices and libraries.

Further consultation took place with our elected members, employees and stakeholder groups.



Public Consultation Feedback - What you want us to Prioritise







