



Wexford County Council

CORPORATE PLAN 2015-2019



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Introduction

The Corporate Plan serves as the strategic framework for the achievement of high-level organisation objectives and plans which will deliver on the mission of Wexford County Council. The Corporate Plan identifies a series of core values underpinning the Council's objectives for the next five years.

The objectives identified in this plan are framed within the context of the operating environment in County Wexford, which includes the reduced resources available and the financial and other constraints, all of which impact on the delivery of the Corporate Plan objectives.

In addition, Local Government structures and services have experienced significant changes in recent years. Such changes will be managed and monitored carefully to ensure that there is no adverse impact on the delivery of services to the citizens of the county. (Appendix 1 sets out some of the major changes that have taken place.)

In drawing up the corporate plan, the key underlying element is the economic development and support for business in the county. The recently established Local Enterprise Office will be a driver of economic activity and play a major role in supporting new business and job creation in County Wexford.

Cross cutting issues such as statutory plans and strategies, social inclusion and sustainable development were also important considerations in drawing up the Plan. The Council will continue to give quality service and community leadership - the newly formed Local Community Development Committee will be the focal point for the involvement of the community in the social, cultural and economic life of the county.

As a strategic framework, the Corporate Plan will steer the preparation and implementation of the Council's Work Programme in each service/business area over the term of the Plan. It will provide a roadmap for the newly established single local authority body for County Wexford that focuses on the successful, ongoing development of the county as an attractive location to work, live and visit.



Tom Enright
Chief Executive Officer



Cllr. Malcom Byrne
Cathaoirleach

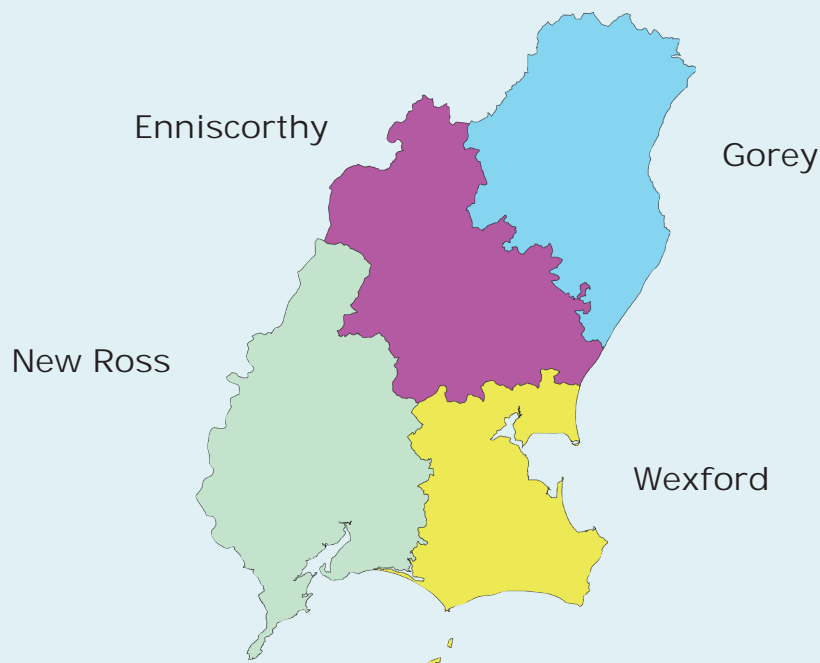
Overview of the Local Authority

County Wexford is located in the Southeast corner of Ireland. The County has four main towns, Wexford, Enniscorthy, Gorey and New Ross with a population of 145,320 (CSO population figures 2011).

County Wexford enjoys a rare mix of mountains, valleys, rivers, flora, fauna and breathtaking beaches along its 200km of coastline. The county is bounded by the sea on two sides – on the south by the Atlantic Ocean and on the east by St. George’s Channel and the Irish Sea. The River Barrow forms its western boundary. The Blackstairs Mountains form part of the boundary to the north, as do the southern edges of the Wicklow Mountains. The adjoining counties are Waterford, Kilkenny, Carlow and Wicklow.

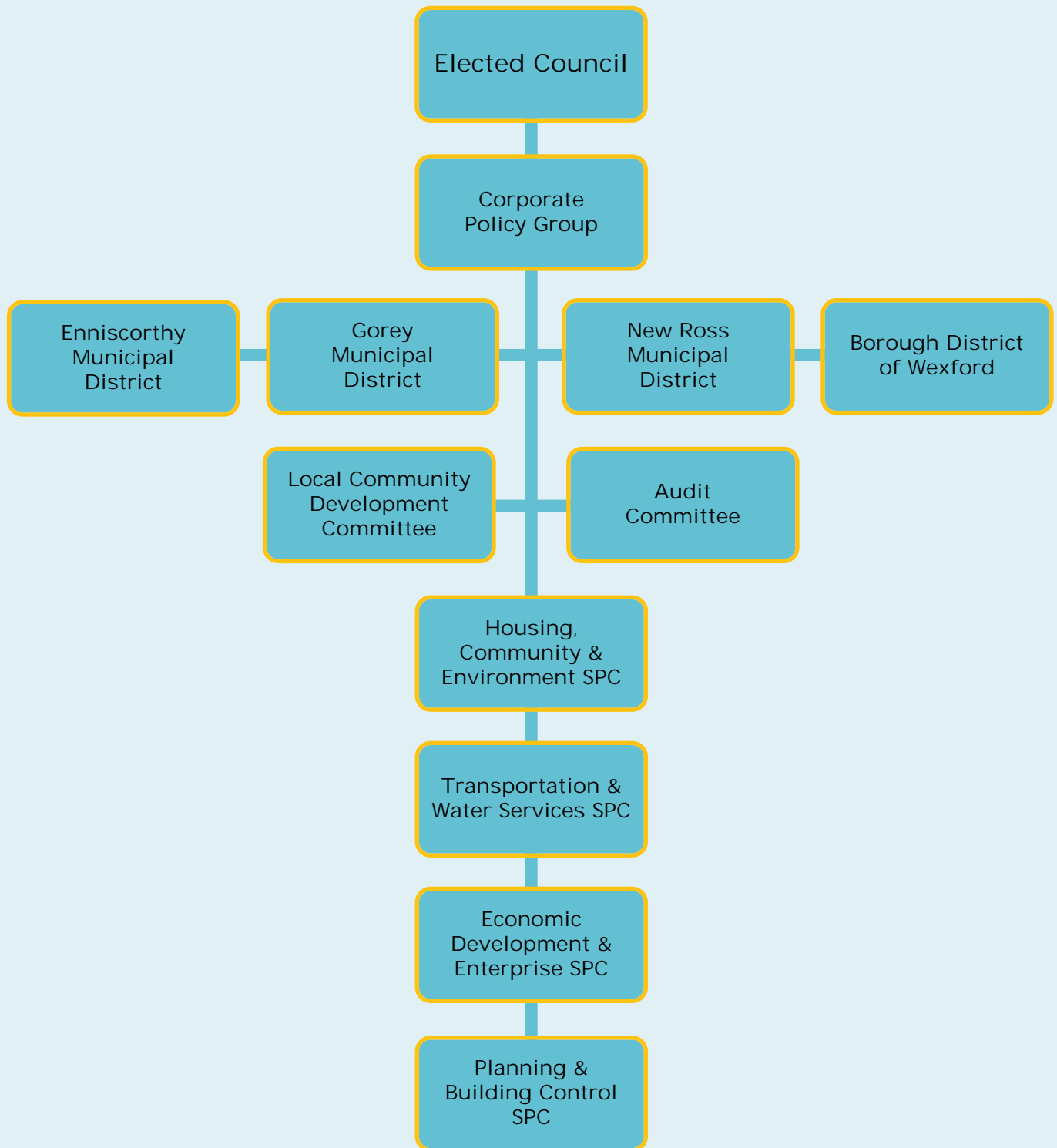
The Local Authority for the county is Wexford County Council (Comhairle Contae Loch Garman). The Council is responsible for a range of services including housing and community, roads and transportation, planning and development, amenity and culture, and environment.

The Council has 34 elected members. Elections are held every five years and are by single transferable vote. The head of the Council has the title of Chairman (Cathaoirleach) and is elected by the Council on an annual basis. The county administration is headed by the Chief Executive.

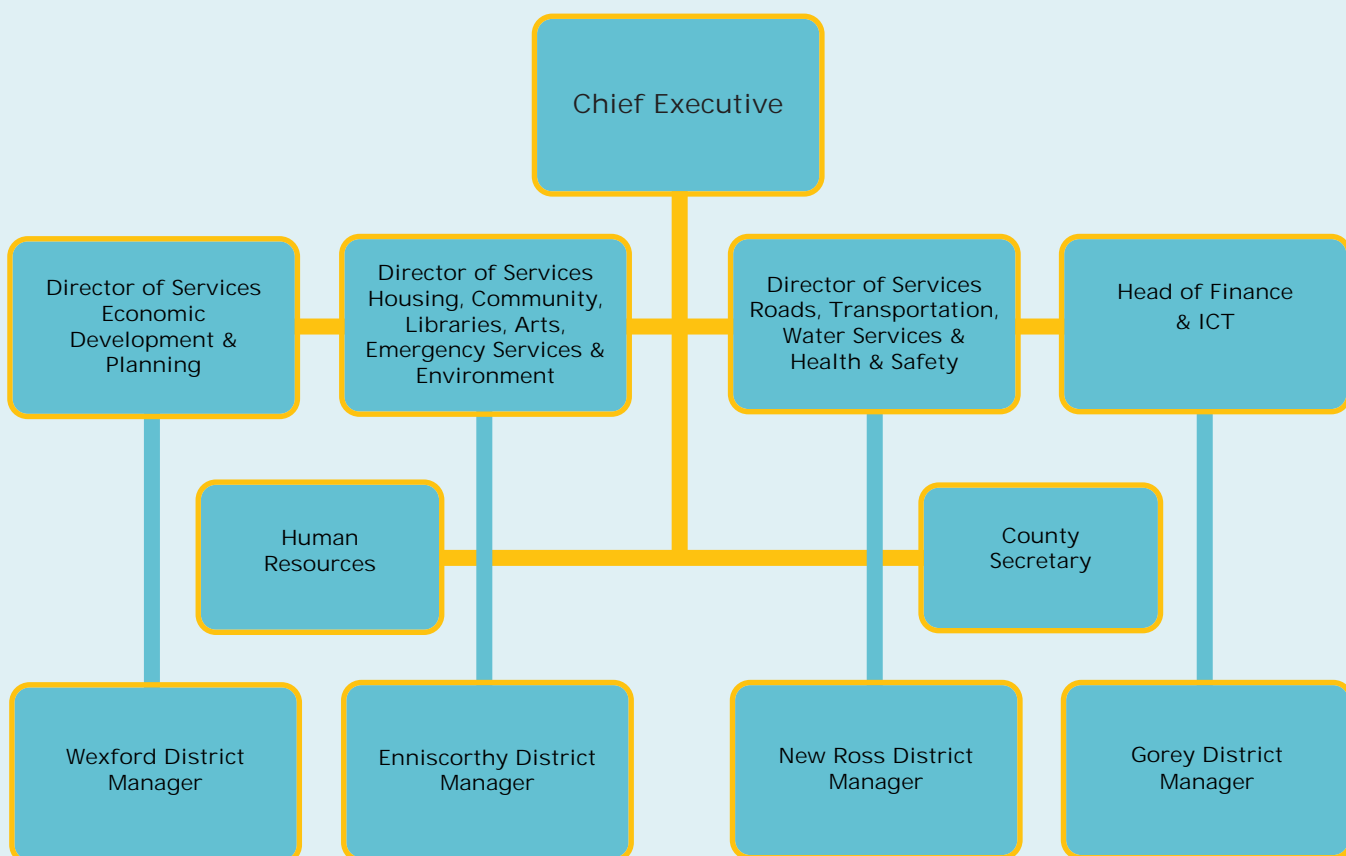


Organisational Structure - Elected Members

The Organisational Structure of the Council is shown on the chart below. Appendix 5 explains the functions and purpose of the Audit Committee, Corporate Policy Group (CPG), Strategic Policy Committees (SPC) and the Local Community Development Committee (LCDC).



Staff Structure



Principal Activities of the Local Authorities

Three Directorates, the Finance Unit, Human Resources and Corporate Affairs have responsibility for the provision of the range of services delivered by Wexford County Council.

Transportation, Water Services & Health and Safety Directorate - Principal Activities.

- Delivery of Capital Programme.
- Provision, maintenance and upkeep of the road network.
- Promotion of road safety in the community.
- Implementation of traffic management plans.
- Provision of public lighting.
- Management of community employment and community involvement schemes.
- Carparks/street sweeping.

Economic Development and Planning Directorate - Principal Activities

- Land use, planning and control of building standards and unauthorised development.
- Preparation and implementation of County and local area development plans.
- Promotion of industrial, commercial and other development.
- Tourism/Building Control/Heritage and Conservation Services.

Housing, Community, Libraries, Arts, Emergency Services, & Environment Directorate - Principal Activities

- Delivery of 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 Schemes.
- 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 of a range of recreation, play and amenity facilities.
- Development of library services, arts and archives.
- Provision of fire fighting and rescue services.
- Pollution Control/Civil Defence/Environmental Control/Local Community Development Committee/ Public Participation Networks.
-

Finance & IT - Principal Activities

- Provision of financial support services for Wexford County Council.
- Debt Management and Credit Control.
- Rates and Water billing and Collections.
- Internal Audit.
- Public Procurement.
- Non Principal Private Residence (NPPR) enforcement.
- Insurance Risk Management.
- Provision of quality internal Information Technology support and development, including Graphic Information Systems (GIS).
- Delivery of motor tax services.

Corporate Services & Human Resources - Principal Activities

- Provision of secretarial service to Management and to Council as a corporate body.
- Promotion of positive corporate image.
- Administration of a range of miscellaneous services including, provision of office accommodation, higher education grants, and registration of electors.
- Provide access as far as possible, to the Councils records, by members of the public.
- 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 Delivery.
- Communications.
- Support Service for Staff.
- Workforce Planning and Organisation.

Wexford County Council's Corporate Plan takes account of the Mission, Vision and Core Principles underlying the new Local Government Structure, as set out in the Action programme for Effective Local Government. (See Appendix 2).

Mission Statement

"Our mission is to lead the economic, social, cultural and environmental development of the county and to provide high quality services at local level.

The Council will use all of its available resources and work in partnership with others in order to overcome infrastructural deficits that inhibit the economic development of the county.

The Council is committed to building strong sustainable communities with enhanced education and better employment opportunities for all our people.

We will promote County Wexford nationally and internationally as a place to visit and invest in."

Vision for County Wexford

"Our vision is for an inclusive County of sustainable urban and rural communities that have respect for their environment, a sense of local identity comprised of a shared purpose and a deep sense of civic pride"

Operating Environment & Resources

Wexford County Council will:

- work proactively with the elected members.
- continue to seek out and implement operational efficiencies.
- have regard to International, E.U., National, Regional and Local policies and legislative frameworks.
- operate within the resources available.
- respond to a rapidly changing internal and external environment.
- operate within a difficult, but improving economic environment.
- operate within the newly established Local Government structures.
- actively embrace Shared Services, where there are efficiencies and significant cost savings to the Council.
- embrace modern technological advances and online service provision (e.g. Social networking, mobile apps and GIS systems).

Cross-cutting themes:

A number of cross-cutting themes including social inclusion, sustainability, connectivity, quality of life, communication and innovation impact on service delivery and have been considered in the preparation of this Plan.

Core Values

Wexford County Council has considered the values that will steer us in achieving our vision for the County over the period 2015- 2019. We will be guided by the following Core Values, which will be underpinned by key elements for delivery, as listed below.

Quality-focused	Accountable	Inclusive	Progressive	Democratic
Customer focused services	Openness and Transparency	Statutory Obligations	Leadership	Increased Participation
Responsiveness to change	Compliance	Community involvement	Forward thinking decision making	Partnership
Continuous improvement	Trust	Social Inclusion	Innovation	Consultation
Staff awareness	Value for Money		Outward looking	Active Citizenship
Effective and timely Communications	Integrity			

Objectives

"Putting People First ", the Action Programme for Effective Local Government has, at the heart of its vision, that local government should lead economic, social and community development and recognises the need for an enhanced and clearer role for local government in economic development and enterprise support and for a closer involvement in community and local development.

This vision has been given statutory effect with the introduction of the Local Government Reform Act 2014.

The following are Wexford County Council's objectives for the lifetime of the Plan:

Encourage and Support Business, Enterprise and Job Creation

Economic development and support for business in the county is the Council's key underlying objective. The Council has a key role as a driver of economic activity and plays a major role in supporting new and existing business and job creation in County Wexford.

Social Inclusion & Participation

Promote social inclusion and participation of all communities and combat social inequality and discrimination. Much of the work of the Local Community Development Committee (LCDC) will focus on this objective.

Reduce operational deficit in the Council's Finances

Continue to provide prudent management of the Council's finances and to address the operational deficit, while having regard to service delivery requirements.

Quality Service Delivery

Provide quality services focused on the needs of our customers and citizens.

Sustainable & Integrated Development

Promote balanced and sustainable development.

Preserving and Enhancing the Environment

Improve, protect and enhance the environment in the interests of present and future generations.

Staff Development

Continue to develop a highly motivated, skilled and customer focused workforce.

Enhancing Democracy

Work within a framework of democratic principles to facilitate optimum public participation and community involvement.

Implementation & Monitoring

Implementation and monitoring of the Corporate Plan will be undertaken through the following mechanisms:

Policies & Strategies

Policies and strategies of Wexford County Council are reflected in a suite of documents and strategies developed by the Council in conjunction with other stakeholders and provide a basis for implementation of the Corporate Plan. These include:

- Annual Budget.
- County Development Plan and Local Area Plans.
- Strategies prepared and approved by the Wexford LCDC.
- Policies and proposals developed through the Strategic Policy Committee structure and approved by the elected members.

Service Plans

Service Plans will be prepared for each Directorate, which will clearly show the actions to be undertaken by different service areas to deliver on the objectives of the Corporate Plan and the policies and strategies approved by the elected members of Wexford County Council.

Service Indicators

The service indicators developed for local authorities by the Department of the Environment, Heritage and Local Government (Delivering Value for People: Service Indicators in Local Government, 2004) has introduced 46 Key Performance Indicators. These indicators are across the range of local authority functions.

The 46 National Key Performance Indicators together with local Performance Indicators will be included in the Service Plans. Performance will be measured and assessed and will be made available to the public.

Indicators are focused on results and can act as signposts towards full achievement of the Corporate Plan's objectives.

Annual Report

Section 134 of the Local Government Act 2001 requires that the local authority forward a progress report on the Corporate Plan to Council each year. Wexford County Council's Annual Report will specifically report on the implementation of the Corporate Plan by providing a summary report on progress achieved.

Appendices

- Appendix 1 - Recent Major Changes to Local Government
- Appendix 2 - Extracts from Action Programme for Effective Local Government
- Appendix 3 - List of Strategies/Plans influencing Local Government Activities
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Appendix 1

Recent Major Changes to Local Government

2014 has been a year of major change and reform for local government which will continue to develop and progress during 2015. The changes include:

- Changes to the Local Government Structure with the amalgamation of the town authorities and the introduction of Municipal Districts.
- The operation of the county's water services on the basis of a Service Level Agreement (SLA) for Irish Water, the new national water authority.
- The establishment of the Local Enterprise Offices (LEO) within the local government structure.
- The establishment of the Local Community Development Committees (LCDC).
- The development of the Public Participation Network (PPN) within the local authority area.
- Workforce planning to adjust the organisation to changes in business, reduced staffing and amalgamation of authorities.
- The introduction of the revised funding arrangements for local government through the Local Property Tax (LPT).
- The revised budgeting timings and arrangements including the council's decision on varying the Local Property Tax rate for the county and the adoption of the Draft Budgetary Plan establishing the General Municipal Allocation (GMA) for each district.

Appendix 2

Mission and Vision (Source: Action Programme for Effective Local Government)

Local government will be the main vehicle of governance and public service at local level - leading economic, social and community development, delivering efficient and good value services, and representing citizens and local communities effectively and accountably.

1.1 Vision for Local Government

1.1.1 Purpose of local government

The ultimate purpose of local government is to promote the well being and quality of life of citizens and communities, through effective, accountable and democratic representation, and efficient performance of functions and delivery of services at local level. Thus, the local authority role embraces a combination of service delivery, regulating relevant matters in the public interest, promoting sustainable physical and spatial development, and uniquely, providing democratic representation and accountability. The representational and leadership role is relevant not only to the local authority's own direct functional responsibilities, but also to wider matters affecting the welfare of people and generally mobilising action for the betterment of the area and the community. Successful performance of this multi-faceted role requires a range of qualities, including responsiveness, leadership, innovation, commitment to efficiency and value for money, along with support for national objectives and compliance with international obligations.

Core Principles (Source: Action Programme for Effective Local Government)

- (a) More responsive, ethical and accountable representation and governance, with provision for appropriate participation by, and engagement with, communities.
- (b) Greater openness and transparency, including performance monitoring, involving external evaluation.
- (c) Better coherence between the roles of agencies operating at local level, with emphasis on the potential for democratic leadership and oversight in relation to relevant issues and services generally.
- (d) Maximum operational efficiency, with particular reference to implementation of Local Government Efficiency Review measures, and quality and consistency of service, with maximum value for money and receptiveness to innovation, particularly in customer service.
- (e) Ability to provide a first port of call for people to solve local problems locally.
- (f) Enhanced credibility so that Government can look confidently to local government for performance of existing and new functions consistent with national policy objectives, including contribution to the national recovery effort, and with relevant international obligations.
- (g) Wider functions appropriate to local level, reversing the trend of local government being by-passed.
- (h) Sustainability across the spectrum of social, economic, financial and environmental performance.
- (i) More stable funding, including a greater element of discretion for raising revenue and prioritising its use, with less dependence on the centre, which in turn promotes greater autonomy, responsibility and a accountability and facilitates broadening of local authority powers.
- (j) Improved subsidiarity and advancing the commitment in the Programme for Government to devolve much greater decision-making to local level and give local communities more control over a greater range of matters.

Appendix 3

List of Strategies/Plans influencing Local Government Activities

National/EU

- Role of the local authority in progressing and playing its part in existing relevant national policies.
- National Spatial Strategy 2002-2020.
- Homelessness Policy Statement 2013-2016 (DoECLG).
- Traveller Accommodation Programme 2014-2018(DoECLG).
- Keeping Communities Safe – Fire Services Framework 2013 (DoECLG).
- National Climate Change Adaptation Framework2012 (DoECLG).
- National Disability Strategy Implementation Plan 2013-2015 (Department of Health).
- National Housing Strategy for People with a Disability 2011-2016 (DoECLG).
- Social Housing Strategy 2014 (DoECLG).
- Action Programme for Effective Local Government 2012 (DoECLG).
- Implementation Plan on the State’s Response to Homelessness 2014-2016 (DoECLG).
- Medium-Term Economic Strategy 2014-2020 (Department of An Taoiseach).
- Action Plan for Jobs (Department of Jobs, Enterprise and Innovation).
- Construction 2020 (Department of An Taoiseach - 2014).
- Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012 (DoECLG).
- National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs).

Regional

- Southern Regional Assembly Operational Programmes.
- Regional Planning Guidelines & Regional Spatial and Economic Strategies.
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines.
- The Southern Regional Waste Management Plan.
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána.

Local

- Local Economic and Community Plan.
- County Development Plan.
- Housing Assistance Payment Programme.
- Local Enterprise Development Plans.
- PPN Well-Being Plans (on adoption).
- Annual Budgets.
- Policy proposals developed by the Strategic Policy Committees.

Appendix 4 – List of Baseline Data (see Service Indicators/Annual Report for the Actual Current Operational Baseline)

1. Community (Social Inclusion and Community Activation Programme) (SICAP)

Performance Goals

To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration.

Supporting Programme

- Action Plan for Jobs / Pathways to Work / Gateway Initiative.
- Putting People First.
- Report on Citizen Engagement.
- To support and resource disadvantaged communities and marginalised target groups to engage with relevant local and national stakeholders in identifying and addressing social exclusion and equality issues.
- To move them closer to the labour market and improve work readiness, and support them in accessing employment and self-employment and creating social enterprise opportunities.

Measurement Methodology

- No. of Gateway staff employed as a % of target.
- Number of Groups associated with the PPN.
- Number of individuals from the most marginalised SICAP target groups who are nominated to LCDC membership via the PPN structure and who take up their positions on the Committees.
- No. of individuals (15 years upwards) progressing to part-time or full-time employment or self-employment up to 6 months after receiving a Goal 3 employment support.

2. Corporate Services

Corporate Services Directorate is comprised of the Human Resources (HR), Corporate Affairs, and Information Communication Technology (ICT) sections.

Human Resources (HR)

Performance Goals

Optimum management of human resources within the local authority.

Supporting Programme

Workforce Plan.

Attendance Management.

Staff Training and Development.

Roll-out of PMDS.

Preparation for transfer to CORE.

Measurement Methodology

Total number of WTEs.

% of Working Days lost to Sickness (certified/uncertified).

Average number of Training Days per WTEs.

Number of PDP and TDP completions.

Various modules of CORE implemented/CORE implemented.

Corporate Affairs

Performance Goals

- Support and enhancement of the democratic role of the Council and the development, co-ordination and the promotion of a corporate culture and business ethos within the organisation.
- Delivery and promotion of Quality Customer Services in a friendly and helpful manner.
- Promotion of a positive corporate image.
- Build on the provision of a corporate service to Wexford County Council through enhanced record-keeping practices.
- Management of Corporate Buildings and Facilities.

Supporting Programme

1. Democratic Mandate

- Providing an efficient and professional secretariat to the Council and its committees.
- Making information available to the members in a timely, convenient and flexible manner to allow for informed decision making.
- Ensuring that statutory procedural and ethical requirements are complied with in respect of the operation of the Council.
- Providing training to assist in members' professional development.
- Facilitate and support the representational role of the Elected Members, including the increased use of technology to assist the Members in carrying out their role.

2. Service Delivery

- Develop Customer Service Desks in Council Headquarters and in each of the Municipal Districts with systems to support efficient and effective customer services to the Elected Members and the general public.
- Strive for continuous improvement and innovation in delivering efficient and effective services which represent value for money.

- Promote a culture of excellence in service delivery, accountability and value for money performance.
- Ensure value for money in the procurement of goods and services through compliance with national procurement directions and policy.
- Work in conjunction with other public bodies (regional and national) to achieve economies of scale and value for money in service delivery.
- Continue to examine procedures and processes to ensure that they remain customer focused.
- Provide effective and transparent systems for customer complaints, FOI, Data Protection, Records Management, Access to Information on the Environment, and press queries.
- Promote and extend the delivery of services through Irish.

3. Communications/Corporate Image

Communicate effectively with customers and the public through local and national media and maximisation of ICT. Implement an organisation wide Internal and External Communications Strategy.

4. Record Keeping

National Retention Policy for Local Authority Records, 2002.

5. Buildings

To manage and maintain the Corporate Headquarters and other facilities in a manner which is conducive to all users.

Measurement Methodology

- Usage of Customer Service Desk.
- Customer and media Feedback.
- Audit reports and compliance.
- Response Times to queries as set out in the Customer Charter.
- Communications strategy delivered.
- Adoption & application of records management policy to include e-documents. Creation and operation of file classification scheme. Management of retention schedules.

Information Communication Technology (ICT)

Performance Goals/Objectives

- To enable and assist Wexford County Council management and staff in achieving the Corporate Objectives of the organisation.
- To maintain and enhance the ICT infrastructure for the organisation.
- To maintain and enhance the ICT software systems for the organisation.
- To review and support the digitisation of services, interactions and processes to deliver increased efficiency and provide more effective delivery channels to the Council and its customers.
- To implement the processes and procedures necessary to support the management of data quality to

support better decision making and drive efficiencies.

- To make GIS technology more accessible for staff and the public.
- To ensure that staff ICT skill sets are maintained and enhanced.

Supporting Programme

Performance Goal 1

- Wexford County Council ICT Strategy.

Performance Goal 2

- Wexford County Council ICT Strategy.
- Public Service ICT Strategy (Jan 2015).
- (Digital First, Improved ICT Governance).

Performance Goal 3

- Wexford County Council ICT Strategy.
- Public Service ICT Strategy (Jan 2015).
- (Digital First, Data as an Enabler, Improved ICT Governance).

Performance Goal 4

- Wexford County Council ICT Strategy.
- Public Service ICT Strategy (Jan 2015).
- (Digital First, Data as an Enabler, Increase Capability).

Performance Goal 5

- Wexford County Council ICT Strategy.
- Public Service ICT Strategy (Jan 2015).
- (Digital First, Data as an Enabler).

Performance Goal 6

- Wexford County Council ICT Strategy.
- Public Service ICT Strategy (Jan 2015).
- (Data as an enabler, Increase Capability).

Performance Goal 7

- Wexford County Council ICT Strategy.
- Public Service ICT Strategy (Jan 2015).
- (Increased Capability).

Measurement/Methodology

Performance Goal 1

- Preparation, implementation and review of annual work plans for the organisation.

Performance Goal 2

- Delivery of a comprehensive and adaptive DR Policy document for the organisation's ICT systems.
- Improved communication links to all County Council Offices.
- Increased communications bandwidth and reduced interruptions/problems reported.

Performance Goal 3

- Regular review and upgrade of software to ensure that only supported versions of all software are installed on Council servers and PCs in general use.
- Implementation of new systems to meet business objectives.

Performance Goal 4

- Support the introduction of new technologies and processes in conjunction with user departments

Performance Goal 5

- Adoption of appropriate data quality standards to ensure that GIS datasets are consistent, reliable and fit for purpose.
- Implementation of National Eircode System in all computer systems containing address data.

Performance Goal 6

- Enhanced service delivery through improved access to current and other relevant data for staff.
- Support the use of mobile technologies.
- More accessible GIS data for customer use.

Performance Goal 7

- Increased capacity of ICT staff to harness existing and new technology to improve the effectiveness and efficiency of the organisation.

3. Economic Development

(Additional Operational Baseline Metric to be inserted on adoption of LECP)

Performance Goals

- To promote entrepreneurship, foster business start-ups and develop existing micro & small businesses.
- To drive job creation and to provide accessible high quality supports for new business ideas.

Supporting Programme

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).

Measurement Methodology

- Economic Impact - Number of jobs created.
- Financial Activity - Number of grants approved.
- Training - Number of participants on Start your Own Business Courses.

4. Environment

Performance Goals

Ensure a high-quality environment and take early action to protect it.

Supporting Programme

- Environmental objectives in land use plans.
- Adherence to SEA and EIA in relation to plans, projects and developments.
- National Litter Monitoring Pollution Results.

Measurement Methodology

- No of complaints lodged with EPA -Office of Env Enforcement (OEE).
- % of Non-EPA (OEE) environmental complaints investigated that were closed where no further action was necessary.
- Percentage of areas in the local authority that are:
 - unpolluted (i.e. litter-free).
 - slightly polluted with litter.
 - moderately polluted with litter.
 - significantly polluted with litter.

5. Finance

Performance Goals/Objectives

- Continuous Development of a Finance function to meet the financial management requirements of Wexford County Council.
- Preparation of an adequate Annual Revenue Budget to meet service delivery requirements.
- Preparation of capital budget to reflect service development and associated funding requirements.
- Improved Collection Levels for Debtor Accounts.
- Plan to address Operational Deficit in an effective.
- Implement a structured realignment of the Annual Rate on Valuation for single rating authority as required by Local Government Reform Act 2014.

Supporting Programme

- Ongoing review of policies, procedures processes & systems to refine and improve the provision of financial management services within the organisation.
- Increased input/engagement with budget holders to ensure budget process is fully informed.
- Early engagement of Programme Managers to fully inform capital budgeting process.
- Ongoing review of Billing and Debt collection models/approaches to ensure, in as far as possible methodologies are timely and appropriate to increase successful collection of monies due.
- Improved Budget Management to minimise risk of further deterioration and proactive efficiency reviews.
- Evaluation of options for Rates harmonisation to arrive at an acceptable and sustainable model agreed with stakeholders.

Measurement/Methodology

- Timely issue of financial information and products as required within the organisation.

- Movement in Revenue/Operational Balance.
- Delivery of an adequate Capital Budget with agreed funding sources.
- Improved Collection levels.
- Annual improvement in the deficit position.
- Harmonisation of ARV in agreed timelines.

6. Fire Services and Emergency Management

Performance Goals

To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies.

Supporting Programme

- To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management.
- To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance.
- Performance in relation to prevention, protection and response as set out in national norms and standards.

Measurement Methodology

- Cost of Fire Service per capita.
- Time taken to mobilise fire brigades in respect of fire / other emergency incidents.
- Percentage of cases in respect of fire / other emergency incidents in which first attendance is at the scene within:
 - 10 mins
 - 10-20 mins
 - after 20 mins

7. Homelessness

Performance Goals

Addressing homelessness.

Supporting Programme

Provide and oversee the delivery of homeless accommodation and related services in the context of the statutory regional Homelessness Action Plan.

Measurement Methodology

Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period.

8. Housing

Performance Goals

- Deliver social housing to meet identified needs.
- Increase social housing construction in order to deliver built units.
- Build on better utilisation of existing stock to increase the availability of units available for social housing.
- Rollout of Housing Assistance Payment Scheme (HAP).

Supporting Programme

- Social Housing Strategy (national).
- Housing Services Plan (local).
- Land Use Strategy.
- National Funded Programme for Vacant Stock.
- HAP Implementation Plan.

Measurement Methodology

- Combined total number of dwellings provided (i.e. through direct provision + RAS + HAP + leasing etc).
- Maintenance cost for direct provision housing ($= \text{Total maintenance spend} / \text{Total no. of Direct Provision Dwellings}$).
- % of private rented tenancies inspected.
- % local authority housing vacant ; Number of Voids.
- Average re-letting time & cost.

9. Library Service

Performance Goals

- Continuous development of public information, education and cultural services to meet the requirements of County Wexford communities.
- Improvement in literacy & reading competencies throughout local communities.
- Development of heritage services contributing to community identity, civic engagement and cultural tourism.
- Expand services supporting the unemployed & under-employed and business & enterprise communities.
- Continuous development of an arts service to meet the requirements of County Wexford communities.

Supporting Programme

Performance Goal 1

- Library Development Plan, Wexford County Council.
- Opportunities for All, national public library Strategy, 2013 – 2017.
- Doing more with digital : National Digital Strategy, 2013.
- Public library nationwide computer system project [PLNCS].

Performance Goal 2

- County Wexford Right to Read Strategy, a subset of the Library Development Plan.
- Right to Read: supporting literacy in the local authority, 2014.
- Literacy and Numeracy for Learning and Life, 2011 – 2020: national strategy.
- Better Outcomes, Brighter Futures : Report of The National Policy Framework for Children & Young People, 2014-2020.

Performance Goal 3

- National Landscape Strategy for Ireland, 2014 – 2024.
- A national tourism policy for Ireland [2014 draft release].
- National Decade of Commemoration programme.
- Library Development Plan, Wexford County Council.
- 1916 Commemoration Programme, Wexford County Council.

Performance Goal 4

- Opportunities for All, national public library strategy, 2013 – 2017.
- Action plan for Jobs, 2015.
- E-government strategy within Doing more with digital : National Digital Strategy, 2013.

Performance Goal 5

- Arts Development Plan, Wexford County Council.
- Arts Council policy and report documents on ballet [2014], orchestra [2012], opera [2011], visual artists' workspaces, dance, theatre production, cultural diversity, touring [2010], children's literature [2009].
- Arts in Education charter, 2012.

Measurement/Methodology

Performance Goal 1

- Range of data submitted annually to LGMA. Usage / attendance and feedback data as collected locally at events and through social media presences aligned to service targets.
- Full application of PLNCS, including digitisation & communications elements.

Performance Goal 2

- Targets & performance as outlined in Right to Read Strategy covering print and e-literacy, for children, adults and families.

- Delivery of an adequate book and resources fund to achieve Strategy.

Performance Goal 3

- Completion of parish histories publication project.
- Completion of existing Council programmes, 2013 – 2018, for Decade of Commemoration for 1916.
- Rolling programme of promotion of specialist services e.g. Archives, Wexford Studies.

Performance Goal 4

- More developed engagement with local agencies.
- Delivery of annual learning programmes.
- Data analysis on usage of services.

Performance Goal 5

- Development and delivery of programming streams addressing community cohesion, cultural identity at local, national & international levels, education & enterprise. Measurement of achievement V pre-set targets.

10. Planning / Building Control

Performance Goals

- To ensure effective, proper planning and sustainable, balanced development of urban and rural areas.

Supporting Programme

- Adopt and implement quality development plans consistent with regional and national policies.
- Implement Ministerial policy direction on enforcement.
- Monitor compliance of conditions associated with grants of planning permission.

Measurement Methodology

- % of planning enforcement cases closed (against the number of cases that were investigated).
- % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala.
- Buildings inspected as a percentage of new buildings notified to the local authority.
- Cost of the Planning Service per capita.

11. Road Transportation and Safety

Performance Goals

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).

Supporting Programme

- Maintenance of History of Pavement Works; Road Pavement Surface Inventory & Surveys (Mechanical & Visual).

- Pavement Surface Condition Index (PSCI) ratings for regional, local primary, and local secondary roads.

Measurement Methodology

Current ratings provided in the Pavement Surface Condition Index (PSCI).

12. Waste Management

Performance Goals

- Sufficient waste collection services and facilities in place.
- Number of licensees operating in their area (to provide adequate competitive services).

Supporting Programme

- Waste collection licences awarded (through NWCPO) within each local authority area.
- Grants for waste recycling facilities (provided through Env Fund).

Measurement Methodology

- Number of licensees operating in their area (to provide adequate competitive services).
- % of households accessing 3-bin service collection.

13. Water Services

Performance Goals

Optimum level of operation of public water services.

Supporting Programme

Service Level Agreement (SLA) between local authorities and Irish Water.

Measurement Methodology

- Unaccounted for Water as a % of total volume of water supplied under supply schemes that the local authority is responsible for.
- % of drinking water in compliance with statutory requirements (both Public and Private schemes).

Appendix 5 Committees

Audit Committee

The functions of the Audit Committee are as prescribed by Section 59 of the Local Government Reform Act, 2014:

1. To review the financial and budgetary reporting practices and procedures within the local authority.
2. To foster the development of best practice in the performance by the local authority of its internal audit function.
3. To review any audited financial statement, auditor's report or auditor's special report in relation to the local authority and assess any actions taken within that authority by its Chief Executive in response to such a statement or report, and report its findings to the authority.
4. To assess and promote efficiency and value for money with respect to the local authority's performance of its functions.
5. To review systems operated by the local authority for the management of risks.
6. To review the findings and recommendations of the National Oversight and Audit Commission (NOAC) and the response of the Chief Executive to these and take further action as appropriate.

The operation of the committee is directed by the Local Government (Audit Committee) Regulations 2014, and related guidance as issued in June 2014.

Corporate Policy Group

The Corporate Policy Group (CPG) coordinates and links the work of the various SPCs and acts as a forum where policy decisions affecting the entire council can be agreed for recommendation to the full council. The CPG acts as a form of cabinet for the council and is supported by the Chief Executive. The CPG consists of the Cathaoirleach of the Council, who chairs the group, together with the cathaoirleach of each of the SPCs. They meet with the Executive and other council officials monthly.

Strategic Policy Committees

Strategic Policy Committees (SPCs) are made up of elected members of the County Council and representatives from various sectors of society (community, voluntary, business, agriculture etc). It is the task of the Strategic Policy Committees (SPCs), as committees of the Council, to advise and assist the Council in its work. While it is the task of each SPC to assist the Council in the formulation and development of policy, the final policy decisions will rest ultimately with the full Council. The SPC system is intended to give Councillors and relevant sectoral interests an opportunity for full involvement in the policy-making process from the early stages, when policy options are more fluid.

Local Community Development Committee

The Local Government Act 2014 provides that each Local Community Development Committee (LCDC) will be established as a committee of the Local Authority. The Wexford LCDC was established in 2014. The LCDC comprises of representatives who are members of the Local Authority, other state agencies, community and voluntary sector and social partners. The balance of representation between the sectors is intended to be balanced in favour of the non-statutory sector. The LCDC is independent of the Local Authority in the discharge of its functions.

Local Economic and Community Plan

The single six year Local Economic and Community Plan (LECP) will include two elements. The LCDC is

responsible for the development of the community element of the Local Economic & Community Plan (LECP). The Economic Development and Enterprise Strategic Policy Committee (SPC) has responsibility for the economic element of the LECP.

