



Wexford County Council Corporate Plan

2019 - 2024



Comhairle Contae
Loch Garman
Wexford
County Council

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Foreward

The Corporate Plan serves as the strategic framework setting out the high - level organisational objectives of the Council as adopted by the elected Members of Wexford County Council. This plan has been developed in consultation with the Corporate Policy Group.

The aims and objectives of the Council are framed under four pillars:



**A Better
Wexford**



**Clean and
Green Wexford**



**Enrich Life in
Wexford**



**Excellence for a
Model County**

The high level aims and objectives adopted in the Corporate Plan will be supported by the Annual Budgets of the Council and the Annual Service Delivery Plans.

Annual Service Delivery Plans, which must be adopted by the Council, set out in greater detail how the Corporate Plan Objectives will be achieved on a year by year basis over the 5 year period of the Plan.

The publication of the Corporate Plan 2019 - 2024 comes at a challenging time, with the unknown impact of Brexit and other external factors, both national and international facing Wexford County Council.

In addition, internal factors such as the availability of finance and staffing resources may have an impact on the attainment of the aims and objectives in the Plan.

However, despite these challenges, there are a number of positive developments on the horizon for Co. Wexford.

At this point the changes to the local government system introduced in 2014 and the introduction of the LCDC have had time to bed in and provide a platform for the delivery of quality services and working relationships with the community.

The completion of the Enniscorthy By-Pass together with the imminent completion of the New Ross By-Pass will bring significant benefits to business in County Wexford.

Finally, significant progress is being made on the projects included in the Council's Economic & Community Investment Programme 2018 - 2022, as adopted by the elected Members in 2018. Many of these projects will come to fruition over the lifetime of the Corporate Plan.

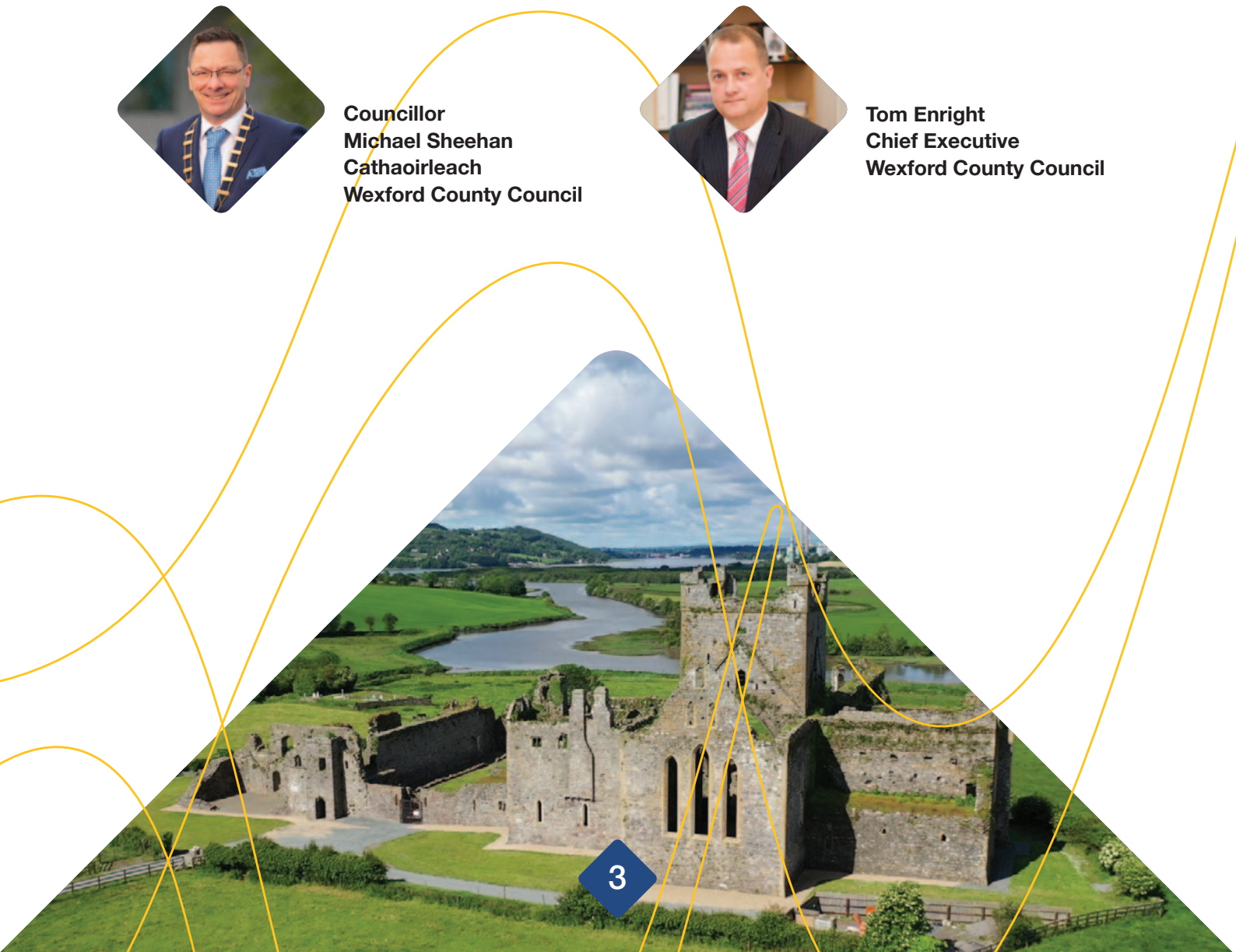
The Elected Members and Staff are fully committed to the implementation of this Plan and look forward to working with the various statutory, voluntary and community bodies to achieve the Plan's objectives to make Wexford a better place to live, work and visit.



**Councillor
Michael Sheehan
Cathaoirleach
Wexford County Council**



**Tom Enright
Chief Executive
Wexford County Council**



About this plan

Wexford County Council wants to make our county the best possible place to live, work and do business. This plan defines and promotes the way in which we want to achieve that. It sets out our vision, values, aims and objectives. It pulls together the way in which we want to do that by including all the key people and offers everybody a chance to be involved.



Our Mission Statement - What We Want

**To be passionate
and ambitious in working
for Wexford,
delivering a vibrant
model county.**



Our Vision - What We See For the Future



Employment
OPEN TO ALL
Enterprise
Development
PEOPLE
Innovation
Service
LOCAL
Global
Clean
Rural
Safety
Community
Green
Excellence
Sustainable
Culture
COASTLINE
Wellness
Creativity
Investment
Efficient
Partnership

Our Values - What We Care About



Ambition for the county and its people



Working with commitment and integrity



A green future with collective action against climate change



Accountability and collaboration



Social responsibility and equality of opportunity



Progression and innovation



Leading and acting for growth



Driving excellence

Pillars



A Better
Wexford



Clean and
Green Wexford



Enrich Life in
Wexford

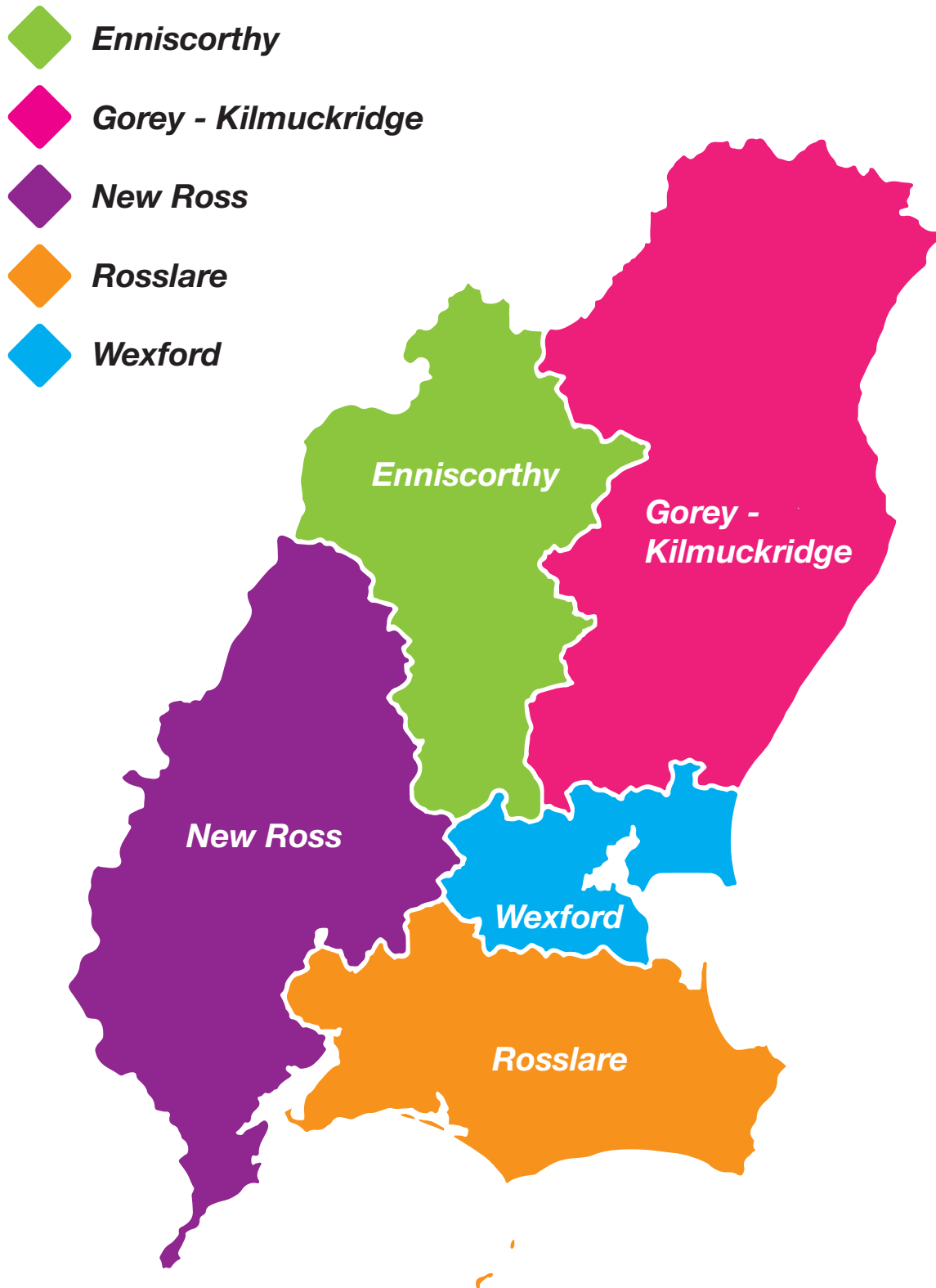


Excellence for a
Model County



Profile of Wexford County

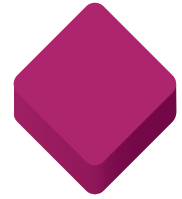
Wexford Municipal Districts 2019



Our Aims and Objectives - What we're doing about it

1 A Better Wexford

We will continue to actively promote Wexford as a great place to live and do business, working to strengthen and grow the economic capacity and infrastructure of our county.



1.1 Enterprise and Job Creation

We will work to ensure that regeneration and development programmes will foster enterprise, support existing SME's, create new local employment, skills and training opportunities for the people of Wexford.

- 1.1.a** Work closely with industry champions, nationally and internationally, to grow investment in Wexford.
- 1.1.b** Implement the Action Plan for jobs at county and regional level to create employment.
- 1.1.c** Provide comprehensive supports to new and existing SME's to develop enterprise, innovation and competitiveness.
- 1.1.d** Develop our urban and rural communities as engines of economic growth, establishing Wexford as a great place to set up new business.
- 1.1.e** Imaginatively develop strategic sites, locations and incubation units that will create and support sustainable employment within the county.
- 1.1.f** Develop the main streets in our towns and villages as economic and retail centres.
- 1.1.g** Ensure our strategies maximise the opportunities and minimise the impacts of Brexit.
- 1.1.h** Build our reputation for quality and artisan food and encourage sectoral enterprise.
- 1.1.i** Support an educated, skilled workforce and position Wexford as part of the competitive knowledge economy.

1.2 Encourage and Support Tourism

Wexford is a scenic county with a fascinating culture, heritage and stunning coastline. We will ensure that these natural assets are promoted and valued to develop a cohesive strategy for tourism.

- 1.2.a** Develop walking and cycling trails through the establishment of a network of greenways and blueways.
- 1.2.b** Protect and develop our marine infrastructure such as beaches and harbours as attractive destinations for business and tourism.
- 1.2.c** Enhance the reputation and marketing tools for Visit Wexford, Taste Wexford and Irelands Ancient East.
- 1.2.d** Seek to ensure there is a wide range of tourism related accommodation to meet anticipated growth in visitor numbers.
- 1.2.e** Create year-round, international, sustainable tourism.
- 1.2.f** Work to encourage and build an exciting timetable of public events, festivals and cultural activities across Wexford.
- 1.2.g** Attract funding and investments for key tourist attractions and experiences.



1.3 Promote Infrastructure Development

Lead on delivery of critical infrastructure for the county, improving connectivity and capacity to enable a modern, growing economy.

- 1.3.a** Secure further investment and improvements to our county and rural road network. Enhance our international gateways at Rosslare Euro-port and Waterford Airport, increasing connectivity and trade.
- 1.3.b** Co-ordinate the provision of sustainable connectivity that is universally accessible with transport providers.
- 1.3.c** Ensure that all parts of the county have adequate water and sewerage capacity to allow them to expand and meet local needs.
- 1.3.d** Develop a land management strategy and high-quality property solutions for the regeneration of our towns, in line with the County Development Plan. Provide for the development of high quality public realm projects in our towns and villages to support the retail, commercial and tourism sectors;
- 1.3.e** Support the provision of high-speed broadband across the county and work to ensure digital optimisation and adaptation of technology.
- 1.3.f** Encourage and invest in the provision of affordable and quality housing to meet the needs of a growing population.
- 1.3.g** Collaborate with partners to promote sustainable energy generation for the future. Ensure maximum compliance with relevant regulations and legislation in private Sector developments through robust and targeted Building Control activity.
- 1.3.h** Promote a Healthy County by improving physical and social environments to create a vibrant, accessible, healthy and sustainable place to live, work and relax.



2 Clean and Green Wexford

We will work to provide healthy environment through education and regulation; to conserve and enhance the natural and built environment; and provide high quality recreational infrastructure for the benefit of the community and visitors.



2.1 To Respect and Enhance the Natural and Manmade Environment

We will work to protect the natural environment and ecosystems of the county; its countryside and coastline; and its manmade and built heritage.

- 2.1.a** Ensure the conservation and enhancement of the natural landscapes and seascapes of the county, their historic and architectural heritage and archaeological features.
- 2.1.b** Work with the OPW to implement Flood Defence projects.
- 2.1.c** Maintain our parks, green spaces, beaches and wild areas for the benefit of all.
- 2.1.d** Target and reduce dereliction in the Built Environment.
- 2.1.e** Promote a litter free environment in co-operation with local communities.
- 2.1.f** Improve and support environmental awareness within the county.

2.2 To Tackle Climate Change

Climate change is recognized as a global challenge with policy responses required to mitigate the effects of climate change and to adapt to its inevitable consequences.

- 2.2.a** Implement the Wexford County Council's Climate Change Adaptation Strategy.
- 2.2.b** Ensure that those climate adaptation considerations are integrated into all plans, policies, operations and functions of Wexford County Council.
- 2.2.c** Continue to develop and implement mitigations measures within Wexford County Council.
- 2.2.d** Monitor and evaluate implementation and report on progress annually.
- 2.2.e** Adapt to and manage the challenges of climate change in coastal areas.

2.3 Promote Biodiversity

Our Biodiversity Action Plan has been prepared to address the way in which the wildlife resources of the County, including native plants, animals and the ecosystems that they combine to produce, will be managed and protected over the next five years.

- 2.3.a Adopt a new Biodiversity Plan for 2019 - 2024.
- 2.3.b Protect and support of pollinators as outlined in the All Ireland Pollinator Plan 2015 - 2020.
- 2.3.c Develop and put in place a native tree planting strategy.

2.4 Maintain a Healthy Environment

Provide for the management and regulation of the environment by effective education, awareness, monitoring and enforcement in water and air quality, waste management and emissions.

- 2.4.a Monitor and enforce EU and national environmental legislation to protect and improve air and water quality.
- 2.4.b Monitor and enforce EU and national waste management legislation and licencing.
- 2.4.c Continue to provide rapid response in matters of waste enforcement.
- 2.4.d Implement Control of Dogs and Control of Horses obligations as set out in legislation.



3 Enrich Life in Wexford

Wexford County Council will provide high quality inclusive services to support sustainable social development, increase community capacity and leadership, build cultural capital and improve quality of life for all our citizens.

3.1 Provide Homes of Choice

- 3.1.a Deliver the National Social Housing Programme (Rebuilding Ireland 2016 - 2021)
- 3.1.b Move towards more environmentally friendly and efficient houses and implement the nZEB (Near Zero Energy Building) housing standard.
- 3.1.c Support the needs of people with disabilities by providing suitable housing.
- 3.1.d Develop affordable housing opportunities in partnership with Housing Stakeholders.
- 3.1.e Provide supports for independent living through the provision of a range of housing grants.
- 3.1.f Deliver the Traveller Accommodation Programme 2019 - 2024.
- 3.1.g Implement the Vacant Homes Strategy 2018 - 2021.
- 3.1.h Target & reduce homelessness.
- 3.1.i Implement the Housing First Initiative.
- 3.1.j Support the Refugee Resettlement Programme to facilitate their integration into the local community.
- 3.1.k Improve the quality of rental accommodation through inspection & enforcement.



3.2 Creating a Strong, Inclusive County

We will provide effective leadership that supports co-operation, collaboration and best use of resources.

- 3.2.a** Work collaboratively with our partners on the Local Community Development Committee to deliver the Local Economic and Community Plan 2016 - 2022.
- 3.2.b** Provide a robust framework for the effective delivery of local development budgets, services and grant schemes.
- 3.2.c** Conduct ongoing research to increase our understanding of the needs of our citizens and our communities.
- 3.2.d** Create a shared database of community development activity to identify areas where further support is needed.
- 3.2.e** Provide targeted support to tackle poverty, disadvantage and social exclusion and to increase awareness and uptake of funding schemes in disadvantaged areas.
- 3.2.f** Support the Traveller Interagency Group to deliver better outcomes for the Traveller Community.
- 3.2.g** Review progress under the Migrant Integration Strategy 2017- 2020 and develop a local framework for County Wexford.



3.3 Creating Strong, Inclusive and Safe Communities

Promote engaged and active communities by supporting economic and social development, responding to local needs and championing community action.

- 3.3.a** Support local leaders to deliver quality outcomes in their own communities.
- 3.3.b** Promote active citizenship by supporting local festivals, events and environmental projects.
- 3.3.c** Improve awareness and interaction with the Public Participation Network within Wexford County Council and with our stakeholders.
- 3.3.d** Promote involvement in local and national recognition schemes such as Keep Wexford Beautiful, Pride of Place and the Tidy Towns Competition.
- 3.3.e** Support the effective working of the Joint Policing Fora and relevant measures in order to prevent crime, disorder and anti-social behaviour in the community.
- 3.3.f** Implement a needs based resilience programme to empower local communities to become more self-reliant and prepared for adverse situations such as emergencies.
- 3.3.g** Ensure that we deliver accessible environments and facilities that foster universal access.
- 3.3.h** Ensure that our older citizens are supported through a range of targeted initiatives and through Age Friendly County programme.
- 3.3.i** Ensure that Wexford County Council is key partner on the Children and Young People's Services Committee in County Wexford in order to improve the lives of children, young people and families at local and community level.
- 3.3.j** Improve active participation by young people through the Comhairle na nÓg and its Youth Council.



3.4 Arts, Culture and Heritage

Wexford County Council will encourage participation in the Arts, cultural activity and celebration of our heritage as important factors in the wellbeing of our communities and core to the practice of place-making.

- 3.4.a Engage the public in the Arts as instigators, participants and audience.
- 3.4.b Develop new partnerships to build capacity and infrastructure in the arts sector.
- 3.4.c Enrich quality of life, quality of place and quality of employment through the delivery of **County Wexford Arts Plan 2018 - 2022**.
- 3.4.d Increase the reach of our Library Service as outlined in the **Library Development Plan 2020 - 2025**. We will achieve this through investment in our buildings, services and online offer while delivering engaging cultural programmes that encourage literacy, learning, enterprise, wellbeing and active citizenship.
- 3.4.e Appoint a Heritage Officer to manage the heritage function within the county in a strategic and co-ordinated manner.
- 3.4.f Deliver an inclusive and reflective Commemorative Programme for the Decade of Centenaries in County Wexford.
- 3.4.g Develop a strong Culture Team to deliver the Creative Ireland programme and increase engagement with cultural activity in our communities.
- 3.4.h Deliver our current Interreg projects; Ancient Connections, Buccanier, Celtic Routes and Ports Past and Present to their full potential and build up our capacity to attract further EU funding for relevant projects.



3.5 Delivering Wellness

Wexford County Council is committed to supporting a Healthy Wexford where each person can enjoy physical and mental health and well-being to his/her full potential.

- 3.5.a** Promote positive mental health and wellbeing in our communities through awareness initiatives, specific programmes and appropriate infrastructure.
- 3.5.b** Deliver the Wexford Healthy County Plan 2020 - 2022
- 3.5.c** Establish a Wexford Healthy County Sub-committee and appoint a Healthy Ireland Coordinator.
- 3.5.d** Support the development of community play and recreation facilities through the Wexford County Council Playground Strategy 2017- 2022.
- 3.5.e** Deliver the Local Sports Partnership programme so that all people are encouraged to participate in physical activity; stay physically active across the life stages; and achieve their personal goals.
- 3.5.f** Deliver new destination recreation projects Gorey District Park, Min Ryan Park, Carrigfoyle Activity Centre, New Ross-Waterford Greenway, Rosslare-Waterford Greenway and Curracloe-Wexford Greenways.
- 3.5.g** Support Wexford Walking Trails in the maintenance and promotion of existing trails and the development of new ones.



3.6 Life Long Learning

Wexford County Council recognizes that education is integral to the economic and social advancement of the County and to better outcomes for our citizens. We will foster a culture of educational attainment and life-long learning with opportunities to develop educational and workforce skills as well as access to informal learning opportunities.

- 3.6.a** Support the Local Community Development Committee Education Sub-group to become of driver of change for better education outcomes for our citizens.
- 3.6.b** Work with our partners to support both formal and informal education across all sectors.
- 3.6.c** Take an active role in securing the University of the South East.
- 3.6.d** Utilise the Library Service to promote learning and literacy at all life stages by providing informal learning opportunities, digital literacy support and delivering the Right to Read programme.
- 3.6.e** Provide community based sustainability programmes to encourage local solutions that address climate change and improve the quality of our environment.
- 3.6.f** Support the continued development of Georgia Southern University's Centre for Irish Research and Teaching in County Wexford.



4 Excellence for a Model County

Wexford County Council is committed to delivering efficient, innovative and high quality services, implementing best practise standards and ensuring a system of continuous improvement.



4.1 Delivering Quality Services

To deliver efficient, quality services by implementing best practice and embedding a culture of continuous improvement in the organization.

- 4.1.a** Build on the establishment of the Customer Service Unit to ensure a positive citizen experience.
- 4.1.b** Renew and Review the Equality Action Plan to ensure the elimination of discrimination, promotion of equality and protection of the human rights of staff and public as provided for in the Public Sector Equality and Human Rights Duty (Irish Human Rights and Equality Commission Act 2017.)
- 4.1.c** Enhance our Corporate Communications so that public awareness and identification of Council services is improved, e.g. public awareness of Wexford County Council Fire Service, Environmental awareness campaigns, etc.
- 4.1.d** Through the formulation, implementation and monitoring of annual service delivery plans, ensure that service delivery objectives are understood by Citizens, elected Members and staff.
- 4.1.e** Further develop the Councils website to ensure it continues to provide the best possible online service and information to meet the needs of our citizens.
- 4.1.f** Establish an on-going programme of Business Process Review for all process related activity across the organisation in order to deliver maximum efficiency in resource utilization and allocation.
- 4.1.g** Review our services against NOAC National and local key Performance Indicators through regular benchmarking and cross sector analysis.
- 4.1.h** Conduct regular Customer Satisfaction Surveys and based on these findings prepare targeted action plans for improvement.

4.2 Democratic Leadership

Enhance Local Democracy and the Role of the Elected Member, by supporting elected members and community leaders in carrying out their representative role in an effective manner.

- 4.2.a** Support Elected Members through the provision of required information, training and facilities to enable them carry out their roles.
- 4.2.b** Support Community initiatives in the Municipal Districts through funding available from the General Municipal Allocation.
- 4.2.c** Resource and Support the Municipal Districts.
- 4.2.d** Optimise the effectiveness of the policy development role of the Councils Strategic policy Committees and ensure the members have all necessary information on Policy options to assist in the deliberative process.
- 4.2.e** Continue to work with An Garda Síochána at municipal district level and the joint policing committee to address and highlight areas of joint concern and activity
- 4.2.f** Ensure the views of the elected members are effectively communicated and represented to external state entities such as Transport Infrastructure Ireland, (TII) and Irish Water.



4.3 Workforce of the Future

Ensure all staff are enabled and equipped to meet the challenges of working for Wexford County Council, through proactive staff training and development initiatives.

- 4.3.a** Develop a progressive recruitment strategy that attracts the best candidates to the organisation (Be an employer of choice).
- 4.3.b** Ensure a fair, safe and healthy work environment for all employees in accordance with relevant legislation and guidelines.
- 4.3.c** Maximize the capability and capacity of staff through the delivery of responsive, needs-based training, learning and development opportunities.
- 4.3.d** Embed a culture of performance management within the organization by implementing an innovative and tailored performance management system that maximizes the competency and motivation of individuals and teams under the corporate plan.
- 4.3.e** Promote positive employee engagement by improving Internal Staff Communication channels and networks across the organisation.
- 4.3.f** Develop a health and wellness framework for the organisation that encompasses the ongoing monitoring and management of staff sick leave and promotes staff wellness.



Implementing, Monitoring and Reviewing our Plan

This plan establishes the Council's Strategic Priorities and what we hope to achieve for the next five years. Successful implementation will involve a partnership approach between, elected members, Staff, Communities, Citizens and State Agencies.

It is inevitable that circumstances will change in one or more of the Councils operating areas over the lifetime of the plan and these changes need to be identified through ongoing monitoring and review.

Annual Service Delivery Plan

The Annual Service Delivery Plan will be the primary process for managing and reporting on the implementation of the Corporate plan. Quarterly updates on the plan will be prepared and circulated to all parties.

Each annual Service Delivery plan will include appropriate performance indicators, baseline service provision levels and related targets to allow measurement and monitoring of performance.

Monthly Management Report

In addition each section of the Council will prepare a monthly management report to be compiled into the Chief Executives Monthly Report for presentation and discussion at the Corporate Policy Group and monthly Council meetings.

As part of the Performance Management System an Internal Team Management System (TMS) has been established for each Section and main sub-section of the Council that will specifically identify detailed progress on the Annual Service Delivery Plan Objectives and rate progress with a red, amber, green tracking system for ease of identification.

Annual Progress Report

The Chief Executive will present an annual progress report on the Corporate Plan at the end of each year. This report will be incorporated into the Annual Report.

The Annual progress report will specifically highlight any areas of activity or tasks where performance standards have not been met and specifically include a review of resources and measures required to address any specific issues.

Performance Benchmarking

An annual benchmarking report will be prepared that will compare selected performance indicators with comparable local Authorities and identify areas of high achievement and areas requiring further targeted consideration and attention.

Mid Plan Review

Given the dynamic and wide ranging nature of service delivery it is considered necessary that a mid-term review for the Corporate plan be undertaken in 2022 incorporating a full round of public and stakeholder consultation.

Summary

Delivery of ambitious corporate plan objectives can be only be achieved through a co-ordinated approach involving direct linkage between this Plan, Annual Service Delivery plans and team management plans. This will be essential for implementation and monitoring of the Corporate Strategy and Objectives of the Council.



Appendix

APPENDIX 1.

Indicative list of Strategies/Plans influencing Wexford County Council's activities.

National/EU

- ◆ A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019 - 2025
Brighter Outcomes Better Futures: The national policy framework for children and young people 2014 - 2020
- ◆ Children First - National Guidance for the Protection & Welfare of Children (DCYA)
- ◆ Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- ◆ DCCAE: National Cyber Security Strategy <https://www.dccae.gov.ie/en-ie/communications/topics/Internet-Policy/cyber-security/national-cyber-security-strategy/Pages/NCSC-Strategy.aspx> and current consultation <https://www.dccae.gov.ie/en-ie/communications/consultations/Pages/2019-National-Cyber-Security-Strategy.aspx>
- ◆ DCCAE: National Digital Strategy <https://www.dccae.gov.ie/en-ie/communications/topics/Digital-Strategy/Pages/default.aspx>
- ◆ DEBI Innovation 2020 <https://dbei.gov.ie/en/Publications/Publication-files/Innovation-2020.pdf>
- ◆ Digital Single Market https://ec.europa.eu/commission/priorities/digital-single-market_en
- ◆ eGovernment Strategy <https://egovstrategy.gov.ie/>
- ◆ EU 'Floods' Directive
- ◆ EU Strategy on Adaptation to Climate Change
- ◆ European Flood Awareness System (EFAS)
- ◆ Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- ◆ Guidelines on the Planning System and Flood Risk Management
- ◆ Local Government ICT Strategy Implementation Plan
- ◆ Marine Planning Policy Statement (to be adopted Q3 of 2019)
- ◆ Met Eireann strategic plan 2017 - 2027 <https://www.met.ie/about-us/strategy>
- ◆ National Adaptation Framework (2018)
- ◆ National Broadband Plan Delivering a Connected Society
- ◆ National Development Plan
- ◆ National Disability Inclusion Strategy (2017 - 2021)

- ◆ National Flood Forecasting and Warning Service (date from monitoring stations - waterlevel.ie)
- ◆ National Heritage Plan - Heritage Ireland 2030
- ◆ National Housing Strategy for People with a Disability (NHSPWD)
- ◆ National Marine Planning Framework (to be adopted by end 2020)
- ◆ National Planning Framework 2040 <http://npf.ie/>
- ◆ National Positive Ageing Strategy
- ◆ National Social Enterprise Policy for Ireland 2019 - 2022
- ◆ National Sports Policy 2018 - 2027
- ◆ National Traveller and Roma Inclusion Strategy 2017 - 2021
- ◆ National Vacant Housing Reuse Strategy
- ◆ Open Data <https://www.gov.ie/en/organisation/departments/departments-of-public-expenditure-and-reform/?referrer=/wp-content/uploads/draft-open-data-strategy-2017-2022.pdf>
- ◆ Our Communities: Framework Policy for Local Community Development in Ireland
- ◆ Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- ◆ Our Public Service 2020 <https://ops2020.gov.ie>
- ◆ People, Place and Policy - Growing Tourism to 2025 and the associated Tourism Action Plans
- ◆ Policy on Property Acquisition and Disposal
- ◆ Protocols on Transfer and Sharing of Property Assets
- ◆ Public Sector Energy Efficiency Strategy
- ◆ Public service Data strategy <https://www.osi.ie/news/public-service-data-strategy-2019-2023/>
- ◆ Public Service ICT Strategy
- ◆ Public Spending Code, DPER, 2013
- ◆ Rebuilding Ireland Action plan for housing and homelessness
- ◆ Renewable Electricity Policy and Development Framework (REPDF)
- ◆ River Basin Management Plan for Ireland 2018 - 2021
- ◆ Rural Development Policy 2020+ Next phase
- ◆ Strategy for the Future Development of National and Regional Greenways

National/EU *continued*

- ◆ Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland (to be published 2019)
- ◆ The National Language Strategy 2010 - 2030
<https://www.chg.gov.ie/app/uploads/2019/04/action-plan-1-2018-2022-1.pdf>
- ◆ The National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019)
- ◆ The National Search and Rescue Plan (DTTAS) (due for publication July 2019)
- ◆ Tourism Development and Innovation: A Strategy for Investment 2016 - 2022
- ◆ Water Services Policy Statement 2018 - 2025.
- ◆ WHO Global Age Friendly Cities Guide
- ◆ Wind Energy Development Guidelines (WEDGS)

Regional

- ◆ ERDF Operational Programmes 2014 - 2020
- ◆ Flood Risk Management.Plans and Maps including relevant local plans
(floodinfo.ie/publications/)
- ◆ Regional Planning Guidelines for the South East Region 2010 - 2022
- ◆ Regional Spatial and Economic Strategies (Pending)
- ◆ Waste Management Plan for the Southern Region (Pending)
- ◆ South East Economic Development Strategy (SEEDS) 2013 - 2023
- ◆ South East Homelessness Action Plan 2013 - 2016
- ◆ Traveller Accommodation Programme
- ◆ South East River Basin District Management Plan

Local

- ◆ Wexford County Development Plan 2019 - 2015
- ◆ Local Area Plans
- ◆ County Wexford Local Economic & Community Plan (LECP)
- ◆ County Wexford Local Sports Partnership Strategy
- ◆ County Wexford Arts Strategy 2018 - 2021
- ◆ County Wexford Litter Management Plan
- ◆ Wexford County Council Irish Language Scheme
- ◆ Wexford Age Friendly County Strategy
- ◆ County Wexford PPN (Public Participation Network) Strategic Plan
- ◆ Children and Young People's Service
- ◆ Enforcement of Energy Performance of Buildings
- ◆ Framework for Building Control Authorities - Ensuring effective Building Control administration, inspections and enforcement
- ◆ Wexford County Council Climate Change Adaptation Strategy
- ◆ Wexford County Council Digital Strategy
- ◆ Market Surveillance of construction products (S.I. No. 225 of 2013) under Construction Products Regulation EU No. 305/2011

APPENDIX 2. List of Baseline Data

Functional Area: Fire Services and Emergency Management

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	<ul style="list-style-type: none"> ♦ 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 	♦ Cost of Fire Service per capita	€43.04
		♦ Time taken to mobilise fire Brigades in respect of fire/other emergency incidents	4 minutes 38 seconds
		♦ Percentage of cases in respect of fire/other emergency incidents in which first attendance is at the scene within; <ul style="list-style-type: none"> ★ Before 10 mins ★ 10 - 20 mins ★ after 20 mins 	♦ 36% ♦ 44% ♦ 20%

Functional Area: Road Transportation and Safety

Performance Goals

- ◆ Improvement and restoration of the Regional and Local Road network
- ◆ Ensuring climate resilience

Supporting Programme

- ◆ Recording of Pavement Works, Pavement Condition, Surface Inventory and Surveys (Mechanical & Visual) on the Map Road Pavement Management System

Measurement Methodology

- ◆ Pavement Survey Standard for Regional and Local Roads (DTTaS Circular RW3/2018)

Measurement Methodology

Pavement Surface Condition Index (PSCI) Ratings

A. The % of (a) Regional, Local Primary and (c) Secondary roads that received a PSCI condition rating in the 24 month prior to 31/12/2019 and of (d) Local Tertiary roads received a PSCI condition rating in the 60 month prior to 31/12/2019

B. The % of total (a) Regional, (b) Local Primary, (c) Local Secondary and Local Tertiary road kilometres represented by the numbers of kilometres at 31/12/rated in each of the following 4 groupings of the 10 rating categories; 1- 4, 8 and 9 -10 for each roadtype.

Road Works

- A. Kilometres of Regional Road strengthened during 2019 and the amount expended on that work,
- B. Kilometres of Regional Road resealed during 2019 and the amount expended on that work,
- C. Kilometres of Local Road (i.e. total of Primary, Secondary and Tertiary) strengthened during 2019 and the amount expended on that work,
- D. Kilometres of Local Road resealed during 2019 and the amount expended on that work.

Functional Area: Finance

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
<ul style="list-style-type: none"> ◆ Support and enhance cash flow, treasury management and financial management ◆ Monitor and report on performance v budget ◆ Support and promote timely income billing, state and agency recoupment and enhanced debt management across the organization. ◆ Financial performance at year end ◆ Deliver Audit programme to support the audit function ◆ Deliver Housing Loans Programme 	<ul style="list-style-type: none"> ◆ Cash flow/treasury monitoring ◆ Quarterly Monitoring/Timely Reports ◆ Debt management/ credit control ◆ Annual Financial Statements ◆ Audit Work Plan ◆ Efficient Housing Loan application process 	◆ % of business days in overdraft p.a.	53%
		◆ Quarterly Reports - Performance V Budget	Q3 Reports published with Council for December meeting
		◆ % Collection Rates for Major Collection areas	Rates - 88% Rents & Annuities - 92% Housing Loans - 98%
		◆ Revenue Account Balance - Annual Movement - Year on Year comparison	2017 - €530,054 surplus 2018 - €1,003,563 surplus
		◆ % Audits complete as per Audit Plan	41%
		◆ No. of Loans approved - Year on year comparison	2017 - 47 2018 - 83

Functional Area: Motor Taxation

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
◆ Provide Efficient/ Effective Motor Taxation Customer service	◆ Efficient customer services and promotion of online services	% Motor Tax transactions performed online - year on year	2017 - 68.76% 2018 - 72%

Functional Area: Waste Management

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ 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 licensees operating in their area (to provide adequate competitive services) ♦ % of households accessing multiple bin service collection	3 21.16 (2018)

Functional Area: Environment

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ Ensure a high quality environment and take early action to protect it.	♦ Environmental objectives in land use plans ♦ Adherence to SEA and EIA in relation to plans, projects and developments ♦ National Litter Monitoring Pollution Results	♦ No of complaints lodged with EPA - Office of Environment Enforcement (OEE) ♦ % of Non-EPA (OEE) environmental complaints investigated that were closed where no further action was necessary.	3963 (2018) 10% (2018)
	♦ National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019)	♦ 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	71%(2018) 18%(2018) 2%(2018)

Functional Area: Climate Action

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ Reducing greenhouse gas emissions and building resilience to the impacts of climate change	♦ Develop and implement policies that reduce greenhouse gas emissions and climate resilience to the impacts of climate change at local level. ♦ Develop and implement policies that mainstream climate action objectives across all local government functions	♦ Tonnes of carbon abated per € of expenditure ♦ Percentage reduction in local authority's total greenhouse gas emissions ♦ Percentage of areas in the local authority area that are at significant risk from the impacts of climate change	

Functional Area: Homelessness

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ Addressing homelessness	♦ Provide and Oversee the Delivery of homeless accommodation and related services in the context of Rebuilding Ireland Action Plan for Housing and Homelessness	♦ 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	45.61%
		♦ The number of adult Individuals, families and their dependents accessing emergency accommodation.	57
		♦ The number of households who exit emergency accommodation to a tenancy.	26

Functional Area: Housing

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
<ul style="list-style-type: none"> ♦ 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) ♦ Deliver sufficient and appropriate housing for disabled persons 	<ul style="list-style-type: none"> ♦ Rebuilding Ireland ♦ Housing Services Plan (local) ♦ Land Use Strategy ♦ National Funded Programme for Vacant Stock ♦ Housing First National Implementation Plan 2018 - 2021 ♦ Deliver on the Housing and Disability Steering Groups five year plans 	♦ Combined total number of dwellings provided and data for each delivery type should be presented separately (i.e. through direct provision + RAS + HAP+ leasing etc)	4,486 stock plus 124 leases 635 RAS 624 HAP
		♦ Maintenance cost for direct provision housing (= Total maintenance spend / Total no. of Direct Provision Dwellings)	€1,215.56
		♦ % of private rented tenancies inspected	10.08%
		♦ % local authority housing vacant Number of Voids	3.03%
		♦ Average re-letting time & cost	30.13 weeks, average cost €8,961.52
		♦ Achieve targets for the provision of suitable housing for people with disabilities nationally	41% in 2016, 22% in and 20% in 2018
		♦ Number of grants paid	In 2018 a total of €2,257,041 was allocated to the grant schemes to assist 407 households.

Functional Area: Economic Development - (Additional Operational Baseline Metric to be inserted on adoption of LECP)

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
<ul style="list-style-type: none"> ♦ To plan, develop and complete projects that support sustainable economic development and job creation ♦ 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 	<ul style="list-style-type: none"> ♦ Programme of economic development projects ♦ 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) 	<ul style="list-style-type: none"> ♦ Comparison of projected annual progress versus actual annual progress ♦ Economic Impact - Number of jobs created ♦ Financial Activity - Number of grants approved ♦ Training - Number of participants on Start your Own Business Courses 	<ul style="list-style-type: none"> ♦ Refer to 3 Year Capital programme for relevant Projects <p>33 (LEO 2018)</p>

Functional Area: Library Service

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
<ul style="list-style-type: none"> ♦ Developing a well resourced public library service that contributes to the social, economic and cultural well-being of communities 	<ul style="list-style-type: none"> ♦ Our Public Libraries 2020 	♦ Average weekly opening hours	45
		♦ Active membership per head of population	0.21
		♦ No. of visits to libraries per head of population	3.1
		♦ No. of issues per head of population	3.6

Functional Area: Planning

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
<p>♦ To ensure effective, proper planning and sustainable, balanced development of urban and rural areas</p>	<p>♦ Adopt and implement quality development plans consistent with regional and national policies</p> <p>♦ Implement Ministerial policy direction on enforcement</p> <p>♦ Monitor compliance of conditions associated with grants of planning permission</p> <p>♦ National Planning Framework under Project Ireland 2040</p>	♦ A. Total number of planning cases referred to or initiated by the local authority that were investigated	236
		♦ B. Total number of investigated cases that were closed	177
		♦ C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	51.91%
		♦ D. % of the cases at B that were resolved to the LA's satisfaction through negotiation	11.86%
		♦ E. % of the cases at B that were closed due to enforcement proceedings	36.72%
		♦ F. Total number of planning cases being investigated	252
		♦ number of derelict site notices served	63
		♦ number of valid planning permissions received	1505

Functional Area: Planning *Continued*

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
		♦ number of invalid planning permissions received	324
		♦ % planning permissions granted	72
		♦ Number of preplanning meetings	425
		♦ Average waiting time for preplanning meetings	43 days
		♦ Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board	58
		♦ % of applications where the decision was confirmed (with or without variation) by An Bord Pleanála	70.69%
		♦ Cost of the Planning Service per capita	26.877

Functional Area: Building Control

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ To ensure safe and sustainable buildings in urban and rural areas	♦ Framework for Building Control Authorities ♦ Monitor compliance with the Building Regulations and Building Control Regulations ♦ Monitor compliance with the Construction Products Regulation ♦ Monitor compliance with the Energy Performance of Buildings Directive	♦ Building Control Buildings inspected as a percentage of new buildings notified to the local authority	33.92
		♦ Number of DAC applications received	95
		♦ Cost of the Building Control Service per capita	4.50

Functional Area: ICT

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ Continuously improve service delivery	Public Service ICT Strategy 2015	♦ Number of Page Visits to the local authority website	2,200,452
♦ Effectively invest in technology	Local Government ICT Strategy 2017 - 2022	♦ Social Media Followers	29,986
♦ Protect critical assets	eGovernment Strategy 2017 - 2020	♦ Overall cost of ICT provision per WTE	2,450.22
♦ Build innovative capabilities	Data Sharing and Governance Act 2019	♦ Number of shared services	
	Putting People First - Action Programme for Effective Local Government	♦ Number of online services	
	Strategic Technology Plan 2020 - 2022	♦ Number of online customer interactions	
		♦ Number of staff trained in cyber security	

Functional Area: (Community) Social Inclusion and Community Activation Programme (SICAP) 2018 - 2022 (Additional Operational Baseline Metric to be inserted on adoption of LECP)

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration	♦ Putting People First ♦ Report on Citizen Engagement	♦ Number of Groups associated with the PPN	319
	♦ 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	♦ 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	7
	♦ To move them closer to the labour market and improve work readiness, and support them in accessing employment, self employment, and creating social enterprise opportunities.	♦ The agreed KPIs for the two programme goals, Supporting Communities and Supporting Individuals, are met	Number of communities supported is 89 Number of individuals is 1129

Functional Area: Healthy Ireland

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Supporting a Healthy County where everyone can enjoy physical and mental health and well-being to their full potential , where well-being is valued and supported at every level of society and is everyone's responsibility	Healthy County Plan 2020 - 2022. This plan refers to relevant international, national and local policies	CSO 2016 Baseline Indicator – of individual health (self assessment) by Municipal District	Very Good 59.9 Good 28.2 Poor 8.7 Bad 1.3 Very Bad 0.3

Functional Area: Community Sports Active Wexford Local Sports Partnership

Performance Goals

LECP - HG2: Support and promote the development of socially inclusive, sustainable communities in County Wexford and ensure that all citizens enjoy optimal health and well-being Sports Active Wexford Strategic Plan 2017 - 2021.

OBJECTIVE 1: EMPOWERING COMMUNITIES: To empower communities to increase sustainable and inclusive participation in lifetime physical activities.

OBJECTIVE 1.1: to increase participation at neighbourhood level in lifelong activities with a focus on Identified local low participation groups.

OBJECTIVE 1.2: to support educational establishments at all levels increase physical activity levels amongst their students and significant others.

OBJECTIVE 1.3: to promote a culture of active living within the workplace setting

OBJECTIVE 2: ENABLING INCLUSION: To encourage and enable locally identified low participation groups access opportunities for meaningful participation in physical activity.

OBJECTIVE 2.1: to promote the concept of active ageing by engaging older people in physical activity more often.

OBJECTIVE 2.2: to support regular meaningful participation in physical activity by people with a disability

OBJECTIVE 2.3: to actively encourage the involvement of other locally identified marginalised groups in physical activity.

OBJECTIVE 3: SUPPORT THE SPORT SECTOR: To support the key providers in the sport sector promote a sport for all culture and increase participation in recreational sport.

OBJECTIVE 3.1: to further develop working partnerships with our co-funded Sport Development Officers.

OBJECTIVE 3.2: to support the sustainable development of our existing sports clubs network

OBJECTIVE 3.3: to expand the diversity of opportunities for involvement in organised sport.

Supporting Programme

Provide programme interventions to promote an increase in Physical activity, within various communities, Include Women and girls, Disadvantaged, men's groups, People with a disability and those populations of ethnic minority, schools. Support National Programmes through the National Activity Plan, National Sports Plan and healthy Ireland Initiatives. Guided by Sport Ireland. Support the Safeguarding programme for Clubs and Groups. Support National Governing Bodies of Sport in the promotion - of participation interventions.

Functional Area: Community Sports Active Wexford Local Sports Partnership *continued*

Measurement Methodology
<p>Irish Sport Monitor. Overall participation in sport and physical activity to rise from 43% to 50% of the population by 2027.</p> <p>2018 29.5%</p> <p>ATHLETES WITH A DISABILITY 2018 33.8</p> <p>ADULTS MALES 45-54</p> <p>2018 38.9%</p> <p>ADULT FEMALES 45-54</p> <p>Children</p> <p>Physical activity ROI</p> <p>Meeting the physical activity guidelines 13%</p> <p>Primary school meeting the physical activity guidelines 17%</p> <p>Post primary school meeting the physical activity guidelines 10%</p> <p>Ireland's ratio of people over 18 meeting adequate estimated prevalence of sufficient physical activity levels: 33% • IE ranks 20th out of 28 nations https://www.sportireland.ie/Research</p>
Actual Current Operational Baseline <i>(based on most recent available data)</i>
Community Sports Active Wexford Local Sports Partnership

Functional Area: Water Services

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
♦ Optimum level of operation of public water services	♦ Service Level Agreement (SLA) between local authorities and Irish Water	♦ Unaccounted for Water as a % of total volume of water supplied under supply schemes that the local authority is responsible for	36% (2019)
		♦ % of drinking water in compliance with statutory requirements (both Public and Private schemes)	94.53% (2018)

Functional Area: Community Development

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Create vibrant, sustainable, inclusive, empowered and self-determining communities that support the social,cultural and economic wellbeing of all members.	Sustainable, Inclusive and Empowered Communities; A Five Year Strategy to support the Community and Voluntary Sector in Ireland 2019 - 2024	Number of Local Area Community Development Plans developed (Supported through Section)	be published which will summarise the individual returns 4
Improve social and economic outcomes for the people of County Wexford	Wexford Local Economic and Community Plan (2016-2021) and subsequent plan	Each action within the LECP has identified specific outcomes and measurable indicators of success. An overall reporting framework will	Subject to review period for LECP an overall framework developed 2020 and baselines established.

Functional Area: Water Safety

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ To ensure safety for users of aquatic environments	♦ Provision and maintenance of safety equipment on rivers, lakes and beaches ♦ Provision of lifeguard services where and when required	♦ Inspection of water safety equipment and replacement as necessary ♦ Number of areas with trained lifeguards on duty ♦ Number of days per annum of provision of lifeguards	11,381 (2019) 8 72 days (2019)

Functional Area: Citizen Engagement/Public Participation Networks (PPNs)

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ To able 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	319
	♦ Promoting Inclusive Practices to Support Quality Public Participation, Guidelines for Boards and Committees	♦ No. of LA consultations issued to PPN	
	♦ SLA/MOU between LA and PPN	♦ No. of LA consultations carried out via the PPN as main vehicle	None
	♦ Provision of dedicated funding at national and local level.	♦ No. of LA Boards/ Committees in which community representation is facilitated through PPN	30
	♦ 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	♦ No of training days for LA staff and elected members in public participation and the PPN	5

Functional Area: Tourism

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
♦ To support the sustainable development of tourism	National Tourism Policy and Action Plans	Revenue from tourism (per Fáilte Ireland)	€207m (2017)
	LA Tourism Strategy	No. of tourism events/projects supported	26 (2019)
	LA Tourism Officer Capability Programme		
	Regional Festivals and Events Programme		

Functional Area: Corporate

Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
<ul style="list-style-type: none"> ♦ Optimum management of resources within the local authority ♦ Development of ICT based customer friendly initiatives ♦ 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 ♦ Provide robust business management, risk management, procurement, audit and corporate governance structures and systems in compliance with statutory obligations including under: <ul style="list-style-type: none"> ♦ FOI Act ♦ GDPR ♦ Official Languages Act ♦ Protected Disclosures Act <p>*Excludes Firefighters and non DoE (CE Scheme etc) Same figure used by the DoHPLG for sick days performance indicator).</p> <p>**Based on Census 2016 County Population of 149,722</p> <p>***October 2019 figure, Total Training Days / WTE</p>	<ul style="list-style-type: none"> ♦ Workforce Plan ♦ Annual Budget ♦ Putting People First ♦ E- Government Policy ♦ Training programme for staff ♦ Awareness campaigns 	♦ Total Number of WTEs	754.23*
		♦ WTEs per capita	0.00503**
		♦ % of Working Days lost to Sickness (certified/uncertified)	3.72 / 0.37
		♦ Average no. of Training Days per WTE	4.58***
		♦ Number of Page Visits to the local authority website	2,200,452 (2018)
		♦ Percentage of motor tax transactions dealt with online	72.04% (2018)
		♦ Overall cost of ICT provision per WTE	€2450.22
		♦ Elimination of complaints	35 (2019)
		♦ Awareness of all staff	
		♦ Annual Reports	

APPENDIX 3. Organisational Structure



APPENDIX 4. Elected Members



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APPENDIX 5. Corporate Policy Group

Corporate Policy Group

The Corporate Policy Group (CPG) is made up of the Cathaoirleach of the council, the chairpersons of each of the Strategic Policy Committees, and, where the municipal district is not already represented, by the chairperson of the municipal district or his/her nominee.

The CPG co-ordinates 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. It can advise and assist the Council and propose arrangements for the consideration of policy matters and the organisation of related business.

The CPG must be consulted by the Chief Executive in the preparation of the corporate plan and the local authority budget as well as other business as determined appropriate.

APPENDIX 6. Strategic Policy Committees

Strategic Policy Committees

Strategic Policy Committees (SPCs) are local authority committees in city and county councils whose membership includes elected councillors, representatives of business, farming interests, environmental/conservation groups, trade unions and community and voluntary members.

It is the task of the Strategic Policy Committees (SPCs), as committees of the council, to advise and assist the council in the formulation, development and review of policy. Their remit does not extend to routine operational matters regarding the delivery of services.

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.

The SPCs for Wexford County Council are:-

- 1. Economic Development and Enterprise**
- 2. Transportation and Water Services**
- 3. Housing and Community**
- 4. Planning and Building Control**
- 5. Climate Change, Biodiversity and Environment.**

APPENDIX 7. Principal Activities

Principal Activities of Wexford County Council

Under the direction of the Chief Executive, Four Directorates and the Finance Department have responsibility for the provision of the wide 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
- ◆ Property Department.

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, plan and amenity facilities
- ◆ Development of library services
- ◆ 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 billing and Collection
- ◆ Internal Audit
- ◆ 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
- ◆ Development Levies Collection
- ◆ Housing Loan Programme.

Capital Development, 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 space & staff accommodation and Register of Electors
- ◆ FOI, Data Protection, AIE, Ombudsman queries, Customer Complaints services to 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 Services Desk
- ◆ Communications Office
- ◆ Support Service for Staff
- ◆ Workforce Planning and Organisation
- ◆ Broadband Officer
- ◆ Delivery of Special Projects
- ◆ Corporate Governance
- ◆ Public Procurement
- ◆ Health & Safety - Violence and Aggression
- ◆ Facilities Management
- ◆ Records Management.

APPENDIX 8. Operating Environment & Internal Capacity

Wexford County Council's ability to deliver our services depends on the interplay between a range of internal and external factors.

External Factors

1. Climate change is recognized as a global challenge with immediate action required to address its causes and adapt to its inevitable consequences. As a coastal it may present additional challenges for Wexford County Council.
2. The Brexit process will impact on our economic and political environment. We need to be ready to deal with negative consequences whilst maximising any potential opportunities.
3. The availability of funding under government initiatives such as Project Ireland 2040 and the National Broadband Plan will affect the delivery of infrastructure in the County.
4. Public Service Equality and Human Rights Duty means that Wexford County Council has responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies and plans
5. The ability to provide services is linked to the national economic performance.
6. The ability to provide sustainable employment and opportunities for our citizens is contingent upon the provision of a skilled and educated workforce.
7. A number of demographic factors impact on service demand:
 - ◆ Ageing population and demand for services. The '65 and over' age cohort, however, has rapidly increased in Wexford and now represents 14.7% of the total population. Since 2011 this cohort has increased almost 20% and regional population projections for the South-East estimate that the population aged 65+ will increase by approximately 56% between 2016 and 2031.¹
 - ◆ County Wexford is home to the sixth highest Traveller population of all Local Authorities in Ireland.
 - ◆ Fifteen per cent of the population in County Wexford has a disability which is the second highest rate in the State.
8. Technology - Access to Rural Broadband will be of crucial importance to the delivery of the plan. Presently 64.1% of business premises in Wexford have access to top quality, high speed broadband which is below the national figure (70.4 per cent).

9. How active and engaged out citizens are is a key factor in driving continuous improvement of outcomes for our county and communities. Voter turnout in Wexford continues to be below the national average. In 2014 it was 50.20% whilst preliminary figures from the 2019 elections give a 52.66% turnout, a very marginal increase.

10. The ability to harness the geographic advantage of County Wexford, including the potential of Rosslare Europort and our proximity to Dublin and Waterford Airport, is a factor in our continued economic growth.

11. With nearby access to the Greater Dublin Area, key settlements in Wexford have a large population in proximity to Dublin. In North County Wexford 33% of workers commute out of the county daily.

Internal Factors

1. Staff - The success of the plan depends on the adequate provision of appropriately trained and resourced staff.

2. Business Process Improvement - continuously improving and refining our processes, including the internal customer relationship, is necessary to deliver our services efficiently, achieve best Value for Money and harness emerging technology.

3. Governance and accountability - A robust framework for performance measurement and reporting is necessary for continuous service improvement.

4. Technology - Enhancing online service provision the use of mobile apps and Geographical Information Systems (GIS) is integral to operational efficiency.

5. Communication - Effective internal communication is essential for the successful delivery the plan.

6. Shared Services - Shared service models can introduce efficiencies and create potential for income generation.