

WICKLOW COUNTY COUNCIL



Wicklow Local Authorities

Corporate Plan

2004–2009

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Message from the Cathaoirleach

As Cathaoirleach of Wicklow County Council, I am delighted to welcome the publication of the Wicklow Local Authorities Corporate Plan 2004-2009.

In accordance with the provisions of the Local Government Act 2001 the Plan was adopted by the Members of Wicklow County Council on Monday 13th December, 2004.

During the next five years, Wicklow Local Authorities will face many challenges. The Corporate Plan provides a framework for action and will enable Wicklow Local Authorities to plan effectively, monitor delivery and assess performance on an ongoing basis.

The preparation of Annual Operational/Business Plans will clearly set out the level of services and investment in the infrastructure within the context of the overall objectives of the Corporate Plan.

I wish to express appreciation to everyone involved in the preparation of this Plan and on behalf of all of the Members of Wicklow County Council, I wish to pledge my commitment to the implementation of the strategies and the achievement of the objectives contained in this Plan.

*Councillor John Byrne,
Cathaoirleach,
Wicklow County Council.*



Foreword by the County Manager



I am delighted to join with the Cathaoirleach in welcoming the publication of the Wicklow Local Authorities Corporate Plan 2004 – 2009 which sets out our strategic priorities for the next five years.

Our Mission Statement is “To improve the quality of life for the people and communities of County Wicklow through sustainable development, efficiently delivered effective services, democratic civic leadership and co-ordinating with other Public Community and Private Organisations to optimise available resources.”

This is a great challenge for us all over the coming five years. The Corporate Plan will enhance the role of the Elected Members and will enable us to continue to deliver more focused, efficient and effective services to the public.

I would like to thank all those who contributed to the preparation of this Plan including Staff, Elected Representatives, Community, Voluntary, Environmental Interests and other Stakeholders and I look forward to the successful implementation of the many actions contained in this Plan.

*Mr. Eddie Sheehy,
Wicklow County Manager.*



OUR MISSION STATEMENT

“To improve the quality of life for the people and communities of County Wicklow through sustainable development, efficiently delivered effective services, democratic civic leadership, and co-ordination with other public, community and private organisations to optimise available resources”.



COUNTY WICKLOW PROFILE

County Wicklow had an estimated population of 114,676 (CSO 2003) in 2002. Wicklow is one of the most rapidly growing counties in Ireland and as part of the Greater Dublin Area, it is subject to many of the pressures emanating from the expansion of the capital city.

The typical topography in Wicklow is one of mountains, rolling foothills, forests, coastline and lakes with attractive views and prospects. The County is dominated by the Wicklow Mountains. With the exception of a narrow coastal strip and some low ground in the south, most of County Wicklow lies above the 200 metre contour line and over one third of the County lies above the 300 metre contour line.

The spine of the mountain range formed of granite runs in a Northeast to Southwest direction across the county. The glaciation period in Wicklow contributed significantly to the overall physical appearance of the County

with the distinctive glaciated “U” shaped valley, moraines, corries and glacial lakes, along with other glacial and peri glacial features and landforms. Among the most distinctive features are the Sally Gap, Powerscourt Waterfall and Glendalough, which accommodates the internationally renowned early monastic site. Wicklow also has a 66-km coastline, which is renowned for its shingle and sandy beaches. The principal towns in County Wicklow are located along the east coast with a second linear arrangement of smaller centres in the west. The principal transport routes are the N11 in the east and the N81 in the west. East-west movement is restricted by mountains.

There are five electoral areas for Wicklow County Council (Bray, Greystones, Wicklow, Arklow, Baltinglass) and four Town Councils (Arklow, Bray, Greystones and Wicklow).



Introduction

Wicklow Local Authorities generally have three principal roles:

- They are providers of essential public services, which play a great part in the quality of life of individuals and communities. These include public housing, roads and footpaths, water supply and sewerage, fire brigades, waste disposal and recycling facilities and arts and leisure infrastructure.
- They are planners and regulators for the betterment and protection of the citizens of Wicklow. Examples are Development Plans, the 'Outlook' County Strategy, Traffic and Transportation Plans, Waste Plans, Housing Strategies, and the Regulation of Planning,

Waste Collection and Disposal, Building Regulations, Private Rented Accommodation, Drinking Water Quality, Water Pollution, etc.

- As democratically elected bodies, they are the champions and spokespersons for Wicklow and its people.

Wicklow Local Authorities believe that the people and communities of Wicklow deserve high quality services from their Local Authorities. We will continue to deliver our services to best standards, focussing on the needs of those who use them. Wherever possible and affordable, we will improve the quality and effectiveness of these services whether or not they are specifically referred to in our list of key objectives.



Vision Statement

Our vision is for County Wicklow to be a cohesive community of people enjoying distinct but interrelated urban and rural environments; where natural surroundings and important resources are protected; where opportunities abound to live and work in a safe atmosphere,

allowing people to enjoy the benefits of well paid jobs, a variety of housing choices, excellent public services, ample cultural and leisure opportunities, and a healthy environment.

Core Values

In fulfilling our mission our decisions will be underpinned by the following core values:

- Customer Orientation – to develop a culture of customer service and to continually monitor customer expectations against achievements and resources.
- Honesty/Accountability/ Openness – to adhere to the highest standards of integrity, transparency and accountability in the performance of our various functions.
- Staff – we value our staff and are committed to their personal and professional growth.
- Partnership – we believe that working with others, especially our staff, yields the best results.
- Quality/Value For Money – aiming to deliver cost-effective, efficient services of the highest quality.
- Respect for cultural and ethnic diversity – to ensure that each citizen is treated properly, fairly and impartially.
- Innovation and continuous improvement – we value innovation and team work and will use the benefits of new technologies to enhance the quality of our work.

High Level Goals

The following goals inform and are at the heart of each of the service and support objectives, and guide the Council in its approach to delivering on its mission.

- We will facilitate Democratic Leadership and encourage Active Citizenship.
- Communications (internal and external) – we strive to achieve best possible communications both with our customers and staff.
- Training and Development of Staff – we are committed to investing in and maintaining a highly skilled, well trained workforce.
- Social Inclusion – we ensure that all our policies work towards maximising social inclusion.
- Sustainable Development – we strive to protect the County’s natural, scenic and heritage resources.
- Customer focus – we are committed to exceeding customer expectations in the delivery of services.

OPERATING ENVIRONMENT

An analysis of the operating environment is essential to identify the critical influences and their impact on the Organisation so that the strategies employed to meet our objectives can be tailored to exploit, harness or mitigate these impacts. The capacity of Wicklow Local Authorities to achieve their corporate objectives will depend on the operating environment.

The Corporate Plan was prepared following consideration of critical information contained in the plans of Wicklow Local Authorities and the County Development Board Strategy.

The Council’s activities are influenced and shaped by many factors both external and internal. Some of the more important prevailing factors can be summarised as follows:

External Environment

- EU and National Policy
- National Development Plan

- National Spatial Strategy
- Regional Planning Guidelines
- County Development Road Strategy
- Demographic Patterns
- Social Inclusion Issues
- Statutory Plans and Strategies
- Economic Growth
- Sustainability
- Social and Economic Factors
- Ongoing and Changing Demand and Expectation of Customers
- Improvements in Information and Communication Technology

Internal Environment

- Availability of Funding
- Human Resources
- Information and Communication Technology
- Changes in Organisational Structure
- Relationship with Various Stakeholders
- Role of the Elected Member

Housing & Corporate Estate

Objective

Supporting Strategies

Performance Measurements

Housing Provision & Planning

To plan, provide for and facilitate the provision of sustainable, high quality social, affordable and cost effective housing accommodation, to meet the existing and likely future needs responsive to the requirements of all categories of persons in the county.

- To acquire sufficient land at suitable locations to meet and implement the social and affordable housing programme.
- To target and maximise the financial resources needed to implement the social and affordable housing programme.
- To deliver houses via direct provision, acquisition of private dwellings, Part V of the Planning and Development Act, 2000 as amended and the Voluntary Housing sector in accordance with projected needs.
- Utilise relevant funding to upgrade existing local authority houses and housing estates.
- To have regard to the housing strategy.

- Land acquired (hectares) per annum.
- Capital allocation drawn down over approved allocation.
- Number of units provided via
 - Social and affordable housing programmes
 - Voluntary housing schemes
 - Part V of the Planning and Development Act, 2000-2002
 - Private acquisitions.
- Number of houses benefiting from remedial/regeneration schemes per annum.
- Average time on waiting lists.

Social Housing Options

To assist people in meeting their housing need in ways other than through direct provision of housing, by promoting all housing options to enable every household to have available to it an affordable dwelling of good quality, suited to its needs in a good environment and in so far as possible, at a tenure of its choice.

- Promote housing options by providing information services through Management Information Systems i.e. Website, mailshots, area offices and libraries throughout the county.
- Maximise the use of Management Information Systems to disseminate information.
- To target and maximise financial assistance available to the Council via Department's Site Subsidy Scheme for Affordable Housing (1999 scheme) and Private Sites Scheme.
- Develop additional accommodation through new-build PPP type projects and the RAS (Rental Assistance Scheme).
- Through advocacy and encouragement, to ensure that as many as possible applying for housing assistance, who are in a position to do so, fulfil their housing need other than by social rented options.

- Number of social housing options availed of via:
 - Tenant Purchase Scheme
 - Mortgage Allowance Scheme
 - Affordable Housing Scheme
 - Shared Ownership Loan
 - SDA loan
 - Rental Assistance Scheme
 - Amount of site subsidies approved.

Housing & Corporate Estate

	Objective	Supporting Strategies	Performance Measurements
Housing Management	To provide a comprehensive Housing Management Service in Local Authority housing estates to ensure a higher standard of customer care and to work with tenants to assist in providing a more harmonious and safe environment in which to live.	<ul style="list-style-type: none"> • Promote good relations and partnership between tenants and the Local Authority to develop a Strategic Tenant Participation Policy. • Combat and prevent occurrences of anti-social behaviour. • Provide for a planned programme of housing maintenance and repair. • To utilise the services of the rent collector and tenant liaison officer for the provision of a more efficient Housing Management Service. • Co-ordinate rent assessment, collection, accounting and arrears control with other elements of the public housing service in order to provide a comprehensive service to tenants. • Establish and utilise Management Information Systems (H.O.M.E.) to facilitate the process of public housing management. • To support Tenants in Emergency Situations. 	<ul style="list-style-type: none"> • Number of active resident associations – current year/previous year. • Number of estate management projects funded. • Number of anti social behaviour complaints received/resolved. • Number of houses benefiting from planned maintenance. • Number of repairs completed as a percentage of the number of valid repair requests received. • Number of dwellings inspected. • Amount of rent collected at year end as a percentage of amount due. • Number of notices to quit served. • Amount of housing management operations supported by H.O.M.E./ Management Information System. • Length of time to process housing applications.
Traveller Accommodation	Provide appropriate accommodation for the travelling community in the county and to foster and encourage social inclusion.	<ul style="list-style-type: none"> • To acquire sufficient land to meet and implement the traveller accommodation programme 2005 – 2008. • To deliver units of accommodation outlined in the traveller accommodation programme 2005-2008 and to maintain them to the highest possible standards through effective caretaking services. 	<ul style="list-style-type: none"> • Land acquired (hectares) per annum • Number of units provided
Corporate Estate	To manage, protect and develop to the maximum potential the property assets of Wicklow County Council.	<ul style="list-style-type: none"> • To maximise the use and value of council assets and to effectively manage and maintain the building facilities assets including lettings and leaseings. • To establish record of title and register same at land registry. • To establish and maintain a register of property assets, including valuations. 	<ul style="list-style-type: none"> • Income received from leaseings/lettings. • Number of titles registered at land registry. • Number of properties recorded in register of property assets – current year/previous year.

Housing & Corporate Estate

Objective

Supporting Strategies

Performance Measurements

Building Control

To ensure the quality of building construction in County Wicklow by raising industry awareness and enforcing the building control regulations.

- To carry out inspections of works under the Building Control Act, 1990
- To maintain a building control register.
- To ensure compliance with the building control regulations and where necessary rigorously bring enforcement actions where required.

- Number of inspections carried out annually.
- Number of enforcement actions taken.
- Number of valid commencement notices and fees income received.

Social Programme

All services provided by the Housing and Corporate Estate Department will be available across all social sectors on an equal status basis in an open and transparent manner, treating all customers equally and fairly.

- Promote current housing grants and assistance available for the elderly and people with disabilities for home adaptation which allow improved independent and integrated living standards.
- To develop and implement action plan for the homeless.
- To make specific provision for the needs of the elderly and for people with disabilities within the social housing programme.
- To deliver services to all customers having regard to the equal status policy.

- Number of Disabled Persons Grants and Essential Repairs Grants granted – previous year/current year.
- Number of persons in emergency accommodation.
- Number of homeless units provided via Social Housing Programme.
- Profile of persons allocated housing over the nine grounds on which discrimination is unlawful.



Transportation & Roads Infrastructure

Objective

To promote and facilitate the provision of all modes of transport in an integrated manner and so to foster social and economic development, having due regard to environmental considerations, sustainable development and social inclusion.

Supporting Strategies

- To work with all agencies to continuously improve road safety within the County.
- To construct and maintain the national, regional and local roads network to the highest possible standard for each road type, current and future usage and best value for money.
- To facilitate and promote walking, cycling and use of public transport as a means of reducing congestion, promoting healthier lifestyles and providing access to facilities for those who do not drive or have their own transport .
- To work with transport providers including Wicklow Rural Transport and other agencies to develop a local transport policy.
- To incorporate the principles of best practice and sustainable development into the planning and design of the roads network, thus promoting social inclusion and eliminating access barriers for all through good layout and design practices, especially for older people, young families and those with a physical disability.

Performance Measurements

- Length of new road constructed / area of road surface dressed / restored / reconstructed.
- Cost per square metre of road surface dressed/restored/reconstructed.
- Average daily traffic numbers.
- Length of footpath constructed a) dished kerbs, b) tactile.
- Length of footpath restored.
- Number of public lights.
- Number of P.S.V.'s
- Number of Wicklow Rural Transport routes.
- Number of public transport routes in the county.
- Reduction in accident numbers.
- Reduction in public liability claims
- Number of low cost accident prevention measures taken
- Number of safety measures at schools.
- Number of road safety meetings.



Planning & Economic Development

Objective

- To provide an effective and efficient development control and enforcement process.
- To develop a fully interactive system for disseminating planning information.
- To facilitate the provision of a mixed range of sites for employment purposes.
- To prepare a series of guidelines to promote high quality design.
- To eliminate access barriers for all through good layout and design practices.
- To create accessible environment in all developments including access to amenities, businesses and shops.
- To have up to date County, Local Area Development & Heritage plans.
- To facilitate timely completion of housing estates and to progress the taking in charge of completed estates.
- Secure an economic base in Wicklow that will attract high quality investment and a range of job opportunities
- To assist in the implementation of the objectives set out in 'Outlook' to serve the needs of the Irish filmmakers and the international film industry through assistance and location services.
- To promote through a pro-active strategy between the Local Authorities and the private sector, the industrial development and economic growth of the County.

Supporting Strategies

- Ensure that % of contribution scheme/development levies as well as other appropriate sources of funding is channelled into arts/community, amenity/sport related facilities, water, roads, footpaths and infrastructure in County Wicklow.
- To promote participative decision making in the planning process in quality design through the Strategic Policy Committee, full Council and public consultation.
- To utilise information computer technology to assist in all aspects of the planning process.
- Implementation of most plans and documents are bound by a process and timeframe set out by the Local Government (Planning & Development) Act, 2002 and (Amendment) Act, 2002, the Council is committed to ensuring that these processes are adhered to.
- Prepare Operational Plan to link strategic objectives with the service indicators.
- To link activities with budgetary resources.
- To develop a Performance Management and Development System in Planning & Economic Development section.
- To monitor the achievement of the Wicklow County Development Plan objectives – accountable to DOEHLG
- To monitor the achievement of the Wicklow Heritage Plan objectives.

Performance Measurements

- Planning applications – decision-making (see National Service Indicators).
- Planning enforcement – Number of cases, number dismissed, number of enforcement procedures taken through warning letters. Number of enforcement procedures taken through enforcement notices, number of prosecutions.
- Public opening hours, - average number of opening hours per week.
- Average length of time to deal with written pre-planning consultation.
- Time taken to process planning applications and queries.
- Consistency of decisions.
- Percentage of decisions overturned by An Bord Pleanala.
- The number of audio-visual productions taken place in the county.
- The number of sites for economic development provided.
- The increased development of business and enterprise centres.

Water & Environmental Services

	Objective	Supporting Strategies	Performance Measurements
Water And Wastewater Services	<p>To provide and maintain drinking water and waste water facilities to meet existing and future demand, adhering to the principles of sustainable development.</p>	<ul style="list-style-type: none"> • Deliver the water and waste water schemes in the County’s Water Services Investment Programme. • Ensure that public water supplies continue to achieve compliance with EU drinking water standards. • Ensure that public wastewater facilities meet national and EU discharge standards. • Ensure that existing water and wastewater schemes continue to function efficiently and effectively. • Promote the value of drinking water through public awareness programmes. • Deliver the non domestic water metering project. • Continuously monitor population and demand trends and identify the requirements for water and wastewater services by the review of the Council’s ‘Needs’ study. • Deliver on the upgrading of existing schemes and provision of new schemes identified in the ‘Needs’ study by seeking their inclusion in the national water services investment programme. • Progress Small and Group water schemes by seeking funding under the National Rural Water programme and to advance such schemes in a prioritised manner. • Prepare and implement a water conservation scheme to include promotion of public awareness of wastage. 	<ul style="list-style-type: none"> • Achievement of targets specified in the national Water Services Investment Programme. • Population served by water and sewerage facilities. • Percentage of drinking water analysis in compliance with statutory requirements for both public and private schemes. • Reduction in unaccounted for water. • Number of non domestic connections that are metered.

Water & Environmental Services

Objective

Supporting Strategies

Performance Measurements

Environmental Protection

To protect and enhance the natural environment of County Wicklow in accordance with the principles of sustainable and balanced development, in partnership with all sections of the community, having regard to national and EU policies and programmes.

- To consult with communities in order to achieve consensus on a "Local Agenda 21".
- Enforce environmental legislation and the Polluter Pays Policy.
- Increase environmental awareness and responsibility through the council's Environmental Awareness Programme.
- Promote the principles of the waste hierarchy.
- Continue to promote the An Taisce Green Schools Programme.
- Provide and maintain reuse and recycling facilities, which incorporate education, throughout the County.
- Promote ethical, sustainable routes for all recovered materials.
- Achieve targets set out in the Council's Waste Management Plan.
- Facilitate the provision of an effective waste collection and disposal service through the waste collection permitting system.
- Implement the strategies set out in the Litter Management Plan.
- Develop energy efficiency and renewable energy resources.
- Maintain burial grounds to a high standard and assist voluntary committees.
- Ensure that land is sourced for extension of burial grounds where required
- To maintain a register of derelict sites.
- To prevent cliff erosion and limit depletion of beach material.
- Wicklow Sustainable Trails Management.

- Percentage of households provided with segregated waste collection.
- Percentage of household waste recycled.
- Percentage of household waste going to landfill.
- Number of Bring Sites.
- Number of Bring Bank Units.
- Number of Civic Amenity Sites.
- Total number of facilities.
- Number of locations per 5,000 of population.
- Tonnage of waste collected per 5,000 of population.
- Weight per capita collected of Waste Electrical and Electronic Equipment (WEEE).
- Household hazardous waste.
- Number of litter wardens both full and part time per 5,000 population.
- Number of on the spot litter fines issued.
- Percentage of litter fines paid.
- Number of court cases taken for non payment of on the spot fines.
- Number of prosecutions secured under the Litter Pollution Acts 1997 and 2003.
- Percentage of areas within the Local Authority that are:
 - Unpolluted (i.e. Litter free)
 - Slightly polluted with litter
 - Moderately polluted with litter
 - Significantly polluted with litter
 - Grossly polluted with litter
- Number of cases subject to complaints concerning environmental pollution in the following categories: Waste, Litter, Noise, Air, Water.
- Number of such complaints investigated.
- Number of such complaints dismissed/resolved at local level.
- Number of enforcement procedures taken in such cases.
- Percentage of schools participating in environmental campaigns.

Water & Environmental Services

	Objective	Supporting Strategies	Performance Measurements
Pollution Control	To protect the environment by preventing pollution thereby achieving a clean, safe, healthy and sustainable environment.	<ul style="list-style-type: none"> • Ensure adequate enforcement of all pollution control legislation. • Meet the requirements of national and EU policy directives in relation to water quality. • Implement the provisions of the Water Framework Directives by ensuring preparation/implementation of the following : <ul style="list-style-type: none"> – River Basin Management Plans – Groundwater Protection Scheme – Phosphorous Regulations – Dangerous Substances Regulations – Sludge Management Plan – Nitrates Directive • Prepare/update/implement (as appropriate) the following: <ul style="list-style-type: none"> – Air Quality Management Plan • Continuous monitoring and enforcement under Smokeless Fuel Regulations to ensure compliance with urban air quality criteria. • Maintain and increase number of Blue Flag beaches in the County and to promote An Taisce’s Green Coast Programme. • Carry out River Catchment Surveys where required. • Commence the accreditation process for Council laboratory. 	<ul style="list-style-type: none"> • Percentage of river channel which is: <ul style="list-style-type: none"> – Unpolluted – Slightly polluted – Moderately polluted – Seriously polluted • Number of Blue Flags. • Number of industrial Discharge Licences reviewed. • Number of spot checks undertaken under the Smokeless Fuel Regulations. • Number of pollution occurrences successfully dealt with.



Water & Environmental Services

Objective

Supporting Strategies

Performance Measurements

Fire Services

To provide an efficient and effective fire and emergency service and secure compliance with fire safety standards, in order to protect and save lives

- Regularly review and update the Major Emergency Plan.
- Provide effective training programmes for all Fire Service personnel.
- Implement the Computer Aided Mobilisation Project (CAMP).
- Investigate the feasibility of, and funding for, the provision of a full time Fire Service in North Wicklow.
- Carry out Fire Prevention Education programmes to increase public awareness.
- Continue to upgrade existing fire stations and to provide new stations where required.
- Ensure maintenance of fire hydrants within the County.
- Carry out inspection of works under the Fire Services Acts 1981 & 2003 to ensure compliance and bring enforcement proceedings where appropriate.

- Average time in minutes to mobilise fire brigades in full time and part time stations.
- Percentage of attendances at scenes where:
 - First attendance at scene within 10 minutes
 - First attendance at scene within 20 minutes
 - First attendance at scene after 20minutes
- Number of fire safety certificate applications received.
- Number of fire safety certificate applications processed.
- Time taken to validate and evaluate fire safety certificate applications.
- Number of fire safety talks given and awareness campaigns organised.
- Time taken to deal with queries and complaints with regard to fire safety.

Veterinary Services

To protect public health, animal health and animal welfare.

- Carry out hygiene audits of all abattoirs, meat manufacturing plants and liquid milk producing dairy farms, based on risk assessment.
- Promote best practise in relation to animal welfare.
- Work with the statutory bodies in order to ensure a comprehensive inspection service of food premises.

- Number of antemortem and postmortem inspections carried out at abattoirs.
- Number of hygiene audits of meat manufacturing premises and abattoirs.
- Number of hygiene audits of dairy farms carried out.
- Number of statutory notices issued.

Training, Development & Communication

To ensure that all Water and Environmental Services staff are trained to deal with all aspects of delivery of service within the Directorate and to improve internal and external communications.

- Develop, implement and evaluate a training and development programme.
- Ensure induction training is developed for new members of staff.
- Continue to prepare and update section procedural manuals.
- Develop e-direct I.T. system to improve internal and external communications, document auditing and office management.
- Introduce and implement Local Authority Management System (LAMS).
- Develop and implement Electronic Information Systems e.g. GIS and CIS.
- Assist FÁS in the implementation and development of Community Employment Schemes.

- Number of relevant courses attended.
- Extent of I. T. Development of e-direct Office Management System.
- Number of trained staff with access to instant information.

Community Cultural & Social Development

	Objective	Supporting Strategies	Performance Measurements
Community and Enterprise	To provide a quality service to the community by identifying, developing and implementing policies and objectives which will aid in initiating and expanding the role of the local authority in the social, cultural and community development fields.	<ul style="list-style-type: none"> As the lead body for Wicklow County Development Board, we will support and facilitate the implementation of the CDB strategy "Outlook", a ten-year strategy for the economic, cultural and social development of the county, which furthers increased integration and cohesion in a partnership approach through three implementation and monitoring groups: <ul style="list-style-type: none"> Social Inclusion Sustainable Communities Urban Shadow This includes leading the Social Inclusion Measures Group (SIM) In conjunction with the SPC, identify, develop and implement policies and strategies that further community, cultural and social development within the county. Support and facilitate the participation of the community in policy development and service delivery. 	<ul style="list-style-type: none"> Number of children's playgrounds per 1,000 population: <ul style="list-style-type: none"> Directly provided by the local authority Facilitated by the local authority Number of visitors to local authority facilitated swimming pool facilities per 1,000 population Percentage of local schools involved in the local youth council/ Comhairle na N-óg Scheme. Number of actions achieved. Level of integration achieved. Number of policies adopted by County Council. Number of groups supported through community development funding. Participation of community and voluntary sector in policy development and service delivery.
RAPID	To improve the quality of life of the residents within identified areas in conjunction with other service providers, achieved through a partnership approach between community organisations and the direct participation of the local community.	<ul style="list-style-type: none"> Promote greater inter-agency co-operation at local level and through the Social Inclusion Measures Group of the County Development Board. To enable ongoing support to local community facilities, including management committees. Support the continued participation of community representatives in the RAPID process. Maximise and co-ordinate funding at both local and national level to meet identified needs within the RAPID Strategy. 	<ul style="list-style-type: none"> Number of inter-agency projects initiated or completed within any one year. Number of Local Management Committees who received training or support. Actions carried out to ensure participation of community representatives. Amount of funding prioritised for the RAPID area.

Community Cultural & Social Development

	Objective	Supporting Strategies	Performance Measurements
Social Inclusion Unit	To influence the policies and strategies of all sections of Wicklow County Council, to ensure best delivery of services to our most vulnerable and marginalised customers.	<ul style="list-style-type: none"> • Poverty-proofing of Wicklow County Council policies and strategies • To provide training and information to council staff and elected representatives, on social inclusion issues • To support and assist the work of the County Development Board in respect of the Local Authority's role in social inclusion • To identify data on the extent, nature and causes of poverty within the local authority area • To actively engage in the collating of county based internal and external data 	<ul style="list-style-type: none"> • Number of policies or strategies approved by sections which are cognisant of social inclusion issues. • Number of training/information dissemination sessions delivered to council staff and elected representatives on social inclusion and related issues. • Number of County Development Board actions which are supported by the Social Inclusion Unit. • Number of reports produced, which focus on poverty and social exclusion within Co. Wicklow, in either a qualitative or quantitative fashion. • To engage in the development of a data collection and analysis system.
Arts Office	To stimulate and enhance public interest in, promote the knowledge, appreciation and practice of, the arts in County Wicklow, through the framework of arts strategies and policies reflecting both community and interdepartmental collaborations.	<ul style="list-style-type: none"> • To develop, implement and measure the impact of the County Wicklow Arts Plan 2003-2006. • To provide arts funding and awards. • To provide professional development support to individual artists, arts groups and organisations. • To develop a vibrant and imaginative Public Art Programme. • To maximise access and participation measures to ensure balanced arts provision and engagement throughout the county. • To provide support to existing arts venues and the Sculpture in Woodland Project. • To assess and facilitate the provision of arts spaces within the county. • To act as a lead agency in the development of programmes in line with arts & culture measures outlined in "Outlook" through arts programming. 	<ul style="list-style-type: none"> • Number of arts grants allocated. • Total value of arts grants allocated per 1,000 population. • Measurement and evaluation of the County Arts Plan 2003-2006. • Development of programmes reflecting strategies of the County Development Board through "Outlook". • To endeavour to ensure that all aspects of arts programming seek consultation from the community and involve interdepartmental partnerships where applicable.

Community Cultural & Social Development

	Objective	Supporting Strategies	Performance Measurements
Library & Archive Services	To provide access for all to informational, cultural, recreational and archival materials, promoting lifelong learning through a variety of media, reflecting the diversity of the community we serve.	<ul style="list-style-type: none"> • Implement service delivery objectives and capital projects as outlined in "Library Development Plan 2002 –2006" and subsequent "Library Development Plan (2007-2011)" within a Value for Money framework. • Achieve target bookfund set out by DOEHLG "Branching Out" report of €3.17 per head, by 2006. • To take cognisance of "Outlook" report when planning services. • To work within the framework of the Barcelona Declaration. • Commit to outreach and public equality of access to ensure that the public library service will be to the forefront in Local Authority social inclusion issues. • Develop a relevant training programme for library staff that will enhance their skills and result in an improved delivery of service to our users. • Collect, preserve and provide access to our cultural heritage including archives, genealogy and local studies, in physical format and by use of technological advancements. • Continue to develop our service of providing remote electronic access of library materials. 	<ul style="list-style-type: none"> • Opening hours per week. • Registration per head of population. • Items issued per head of population. • Percentage of libraries with public internet access. • Internet sessions per 1000 population. • Number of clients using library facilities per annum.

Support Services

Objective

Supporting Strategies

Performance Measurements

Human Resources

The recruitment, training and development of a sufficient number of qualified staff to meet the existing and future needs of the organisation.

- To adopt a strategic human resource approach employing best practice in relation to the recruitment, training and development of staff.
- The development of positive health & safety practices in the interest of staff well being.
- To continue to provide a confidential Employee Support Service.
- To continue to implement the modernisation agenda in co-operation/conjunction with management, staff and unions.
- To promote worklife balance options.
- To promote and review Equality Programmes.
- To implement Performance Management and Development System (PMDS).

- Percentage of working days lost to sickness absence through:
 - Certified leave
 - Uncertified leave
- Expenditure on Training & Development as a percentage of total payroll costs.
- Percentage of staff who have participated in training & development courses/programmes.
- Percentage of total workforce with disabilities.
- Number of recommendations implemented from the "Workplace Review Action Plan".
- Number of issues handled/received by the Staff Support Advisors.
- Number of staff (by gender) availing of Workplace Balance Options.

Motor Tax

Continue to provide the public with an effective and efficient Motor Taxation and Driver Licensing Service.

- Continue meeting customer needs and provide a customer focused service.

- Percentage of motor tax transactions which are dealt with over the counter, are dealt with by post and are dealt with in other ways (e.g. online, by telephone)
- Number of postal applications and percentage of overall postal applications, which are dealt with (i.e. disc/driver licence issued) from receipt of the application:
 - (a) On the same day
 - (b) On the third day or less
 - (c) On the fifth day or less
 - (d) Over 5 days
- Public opening hours
 - average number of opening hours per week.

Support Services

	Objective	Supporting Strategies	Performance Measurements
Finance	To provide and promote the best financial management and accounting standards and practices throughout the County Council.	<ul style="list-style-type: none"> • Preparation of the Annual Budget and Financial Statements in a professional, accurate and timely manner to support decisions in service delivery in a cost effective and efficient manner. • Implement the currently accepted accounting code of practice across the council in all aspects of accounting and financial reporting and ensure compliance with statutory requirements including Prompt Payment of Accounts Act 1997. • Develop and promote the use of Management Information Reporting as an integral aid to better decision-making and to strengthen the financial management capacity and ability throughout the organisation. • Continue to implement new modules of the Financial Management System with the support of the Department of the Environment, Heritage and Local Government and to promote the full use of the system across the organisation to enhance performance levels. • Continue to develop and promote the internal audit section as an integral part of the organisation. • Introduce a wider choice of payment options for the council's debtors and creditors. • Pursue the maximisation of the financial resources available to the Council, including new funding mechanisms and income collection. • Develop a comprehensive Asset Management System to record, safeguard and manage all the assets of the council. • Continue to embrace the latest technology to achieve and improve work practices and efficiencies. • Continue to ensure that all staff have the skills necessary to enable them to fulfil their role and develop their careers through appropriate and relevant training. • Promote Value for Money as an integral part of the Performance Management /Measurement Environment. 	<ul style="list-style-type: none"> • Statutory reports produced in compliance with Local Government Legislation. • Unqualified audit reports from the Local Government Audit Service. • Percentage of creditors paid on time within the Prompt Payment of Accounts Act 1997. • Timely production of management reports. • Introduction of EFT payments and on-line payments. • Achieve the schedule in the roll out plan of future modules of the Financial Management System. • Number of internal audit reports produced and the implementation of their recommendations. • The appointment of a Fixed Assets Registrar. • Number of training courses attended by staff. • Measure the percentage collection rate under the following headings:- • Housing loans <ul style="list-style-type: none"> – amount collected at year-end as a percentage of amount due – percentage of arrears <ul style="list-style-type: none"> 1- 3 months old 2-4 months old More than 3 months • Commercial rates <ul style="list-style-type: none"> – Amount collected at year- end as a percentage of amount due • Non-domestic water charges <ul style="list-style-type: none"> – Amount collected at year- end as a percentage of amount due.

Support Services

Objective

Supporting Strategies

Performance Measurements

Corporate Affairs

- | Objective | Supporting Strategies | Performance Measurements |
|---|---|---|
| <ul style="list-style-type: none"> • To ensure in so far as is reasonably practicable, the safety, health and welfare at work of all employees. • To provide support and advice to the elected members of the council. • To enable the public to gain access to records held by the Council to the greatest extent possible, consistent with the right to privacy and the public interest. • To prepare and complete each register of electors/supplement to the highest degree of voter accuracy and customer satisfaction. • To administer the Higher Education Grant Scheme in an efficient manner. • To develop a Customer Action Plan/Customer Charter in accordance with the Department of The Environment, Heritage & Local Government guidelines. • To develop a Staff Charter in accordance with recommendations contained in the Workplace Review Action Plan. • To pursue the recommendations contained in the Communications Report developed by the Workplace Partnership Committee. • To promote the use of Workplace Partnership as a mechanism for achieving corporate goals. • To develop and enhance the Partnership Model as the preferred way of implementing change. | <ul style="list-style-type: none"> • To raise awareness of Health & Safety at work through the provision of training and staff wellbeing programmes. • To update S.15 and S.16 manuals and publish them on the Council's website. • To implement Freedom of Information training programme. • To implement the recommendations contained in the Council's Training & Development Programme in relation to the Elected Members. • To encourage members of the public to register their entitlement to vote through campaigns in the local media. To maintain effective information gathering and to ensure that all fieldwork is comprehensive and accurate. • To promote countywide awareness of the Higher Education Grant Scheme. • To liaise with principals in all secondary schools in relation to the Higher Education Grant Scheme. • Customer Care Working Group to prepare draft Customer Action Plan in accordance with guidelines to be issued by the Department of The Environment, Heritage & Local Government. • Customer Care Working Group to prepare draft Staff Charter. • Workplace Partnership Committee to monitor the implementation of the recommendations contained in the Communications Report. • To implement the actions contained in the "Wicklow Local Authorities Workplace Partnership | <ul style="list-style-type: none"> • Average time to deal with Freedom of Information requests. • % of Freedom of Information requests overturned on internal review by information commissioner. • Date of publication of Annual Report. • % of Elected Members availing of the council's I.T. programme. • % of completed Higher Education Grant. Applications processed within three weeks of closing date. • Number of Safety, Health And Welfare At Work Courses/Training Programmes arranged. |

Support Services

	Objective	Supporting Strategies	Performance Measurements
Information Systems	<ul style="list-style-type: none"> To support quality customer service through innovative use of ICT. To promote methods of participation by citizens in local self government. To enhance role of local Councillors by facilitating representational role and allowing easier access to information necessary to support policy making role. To support and encourage internal business process improvement. 	<ul style="list-style-type: none"> Enhance network infrastructure to allow delivery of quality customer service through all channels and to all points of presence. Improve internal workflow by appropriate use of document management and imaging technologies. Improve dissemination of information by appropriate use of imaging technologies. Consolidate use of GIS technologies to improve display of spatial information. Improve quality of decision making by using Spatial Information Datasets. Improve internal and external communication channels by consolidation of intranet/extranet/internet. Enhance access to information on internet site by use of assistive technologies for visually and aurally impaired. Progress national projects for e-Governance and e-Procurement such as reach services, motor tax online, e-Tenders etc. 	<ul style="list-style-type: none"> Number of offices and sites connected to wide area network. Number of offices and sites connected to virtual private network. Number of customers using services at local offices. Participation on national projects and initiatives. Improvements in business processes. Spatial and non spatial data consolidated in corporate GIS. Incorporation of GIS and spatial display and use for decision making in all departments. Incorporation of metadata standards in all data. Development of electronic channels of communication. Enhancement of electronic means of customer service delivery. Compliance testing of data standards, data protection and communications policy.
Civil Defence	<ul style="list-style-type: none"> Develop a response to flooding problems. Develop a response to environmental problems. Develop a response to major emergencies. Revise and update evacuee reception arrangements. Develop a response for radiological emergencies. Develop a response to river, lake and coastal area search and recovery. Develop assistance response in blizzard conditions. Stewarding and community support. Develop forest fire-fighting capability. 	<ul style="list-style-type: none"> To recruit and train volunteers to the required level of expertise. To train instructors in various disciplines. To formulate and improve Emergency Response Plans. To continue a programme of interaction with other Emergency Agencies. To continue to improve the organisations service to the community. To undertake a programme of health and safety training. 	<ul style="list-style-type: none"> To measure the number of classes. To measure the individual development of volunteers. To hold regular exercises in various disciplines. To hold a number of competitive events with other counties. To hold seminars with the help of outside agencies. To conduct instructor reviews at regular intervals.

IMPLEMENTATION AND MONITORING

An annual assessment and review of the Corporate Plan will be required in order to take account of changes that have occurred and to ensure that the Plan is being fully implemented.

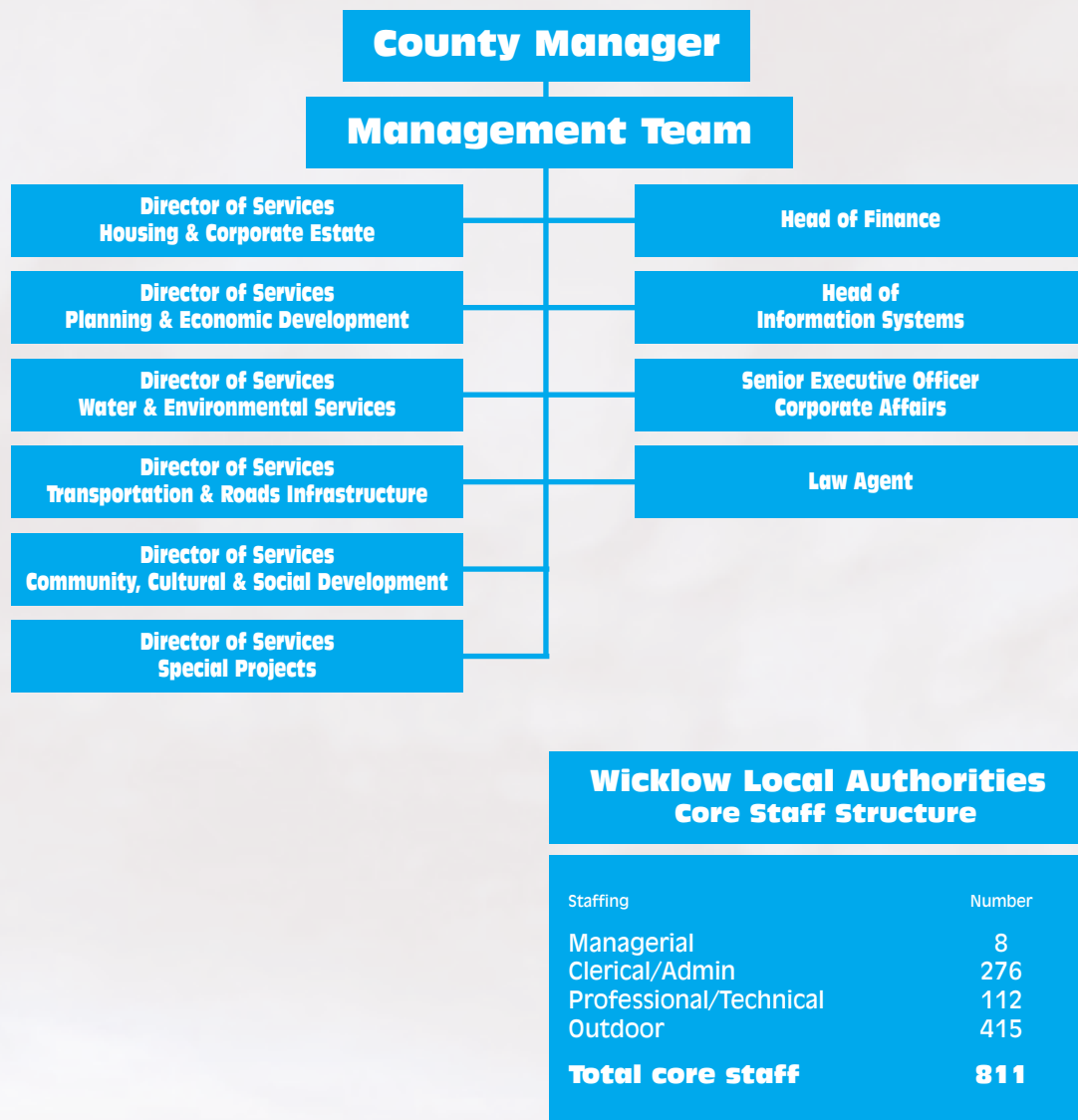
The framework for monitoring and reviewing progress is set out hereunder. This will be achieved through the publication of:

- An Annual Progress Report which will be submitted to the Members of Wicklow County Council for consideration.
- The Annual Report will include a summary of progress with performance measured against service indicators.
- Annual Operational Plans will facilitate the monitoring and review of the implementation of the objectives contained in the Corporate Plan.
- The Corporate Policy Group will monitor the performance of the Council which will entail a periodical review of the Corporate Plan.
- Each Functional Department will be responsible for implementing, monitoring and reviewing the objectives and strategies contained in the Corporate Plan.
- Regular Reviews will be conducted by the Management Team and feed back will be actively sought from Staff, Elected Members and Customers.

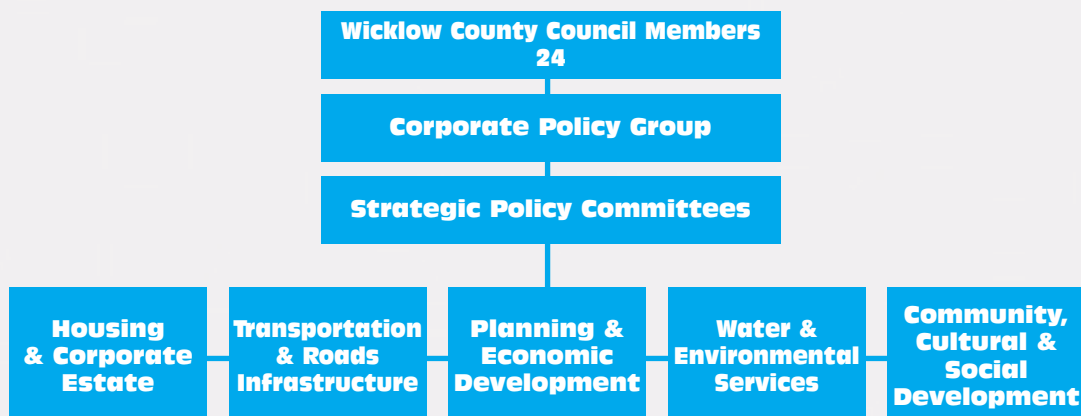


ORGANISATIONAL STRUCTURE

Wicklow County Council – Staff Structure



Committees of the Council



MEMBERS OF WICKLOW COUNTY COUNCIL

PARTY NAME & ADDRESS

Arklow Electoral Area:

F.F.	Pat Doran, Tomacork, Carnew, Co. Wicklow.
Labour	Nicky Kelly, "Aille", Highfield Ave., Arklow, Co. Wicklow.
F.G.	Vincent Blake, Coolruss, Tinahely, Co. Wicklow.
F.G.	Sylvester Bourke, "Three Oaks", Killiniskyduff House, Arklow, Co. Wicklow.
F.F.	William J. O'Connell, Vale Road, Arklow, Co. Wicklow.

Baltinglass Electoral Area:

Non-Party	Thomas Cullen, Deerpark, Baltinglass, Co. Wicklow.
Non-Party	James Ruttle, Lisheen, Manor Kilbride, Blessington, Co. Wicklow.
F.G.	Edward Timmins, Grangecon, Dunlavin, Co. Wicklow

Bray Electoral Area:

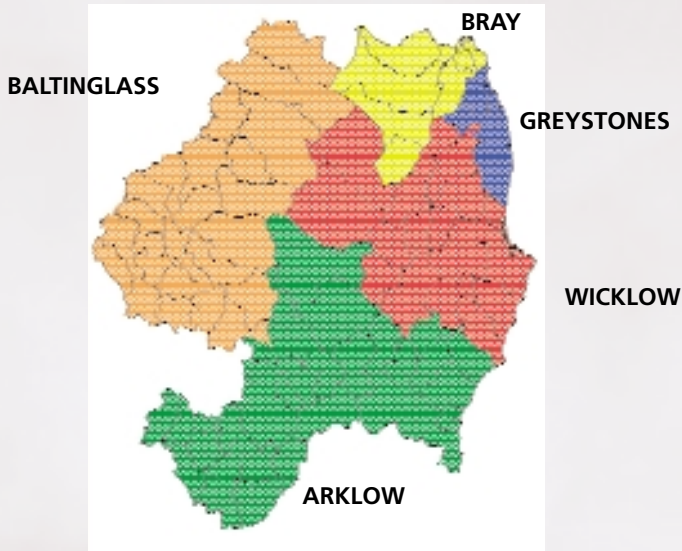
F.F.	Joe Behan, 55, Richmond Park, Herbert Road, Bray, Co. Wicklow.
Labour	John Byrne, 1, Roselawn Park, Bray, Co. Wicklow.
FG	John Ryan, "Huntingdun", 13 Ardmore Lawn, Bray, Co. Wicklow
Non-Party	Christopher Fox, Calary Lower, Kilmacanogue, Bray, Co. Wicklow.
Labour	Anne Ferris, 10 Seapoint Court, Bray, Co. Wicklow
Green	Deirdre De Burca, Apartment 2, 6, Eglington Road, Bray, Co. Wicklow
F.F.	Pat Vance, "Beachmount", Putland Road, Bray, Co. Wicklow.

Greystones Electoral Area:

F.F.	Kathleen Kelleher, 27, Rathdown Park, Greystones, Co. Wicklow
F.G.	Derek Mitchell, "Kiltoorish", Manor Avenue, Greystones, Co. Wicklow.
F.G.	George Jones, 2, La Touche Close, Greystones, Co. Wicklow.
Labour	Tom Fortune, "The Bungalow", Sea Road, Kilcoole, Co. Wicklow

Wicklow Electoral Area:

Non Party	Pat Casey, Glendalough Hotel, Glendalough, Co. Wicklow.
Labour	James O'Shaughnessy, Woodside, Rathdrum, Co. Wicklow.
F.F.	Fachtna Whittle, 17, Ballyguile Mor, Wicklow Town
Labour	Conal Kavanagh, The Courtyard, Kilmantin Hill, Wicklow, Co. Wicklow.
F.G.	Andrew Doyle, Lickeen, Roundwood, Co. Wicklow.



ARKLOW



Cllr. Pat Doran



Cllr. Nicky Kelly



Cllr. Vincent Blake



Cllr. Sylvester Bourke



Cllr. William J. O'Connell

WICKLOW



Cllr. Pat Casey



Cllr. James O'Shaughnessy



Cllr. Fachtna Whittle



Cllr. Conal Kavanagh



Cllr. Andrew Doyle

GREYSTONES



Cllr. Kathleen Kelleher



Cllr. Derek Mitchell

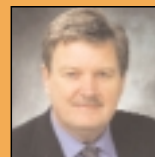


Cllr. George Jones



Cllr. Tom Fortune

BALTINGLASS



Cllr. Thomas Cullen

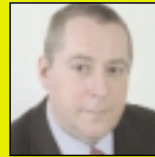


Cllr. James Ruttle



Cllr. Edward Timmins

BRAY



Cllr. Joe Behan



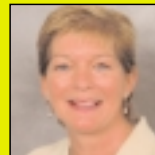
Cllr. John Byrne



Cllr. John Ryan



Cllr. Christopher Fox



Cllr. Anne Ferris



Cllr. Deirdre De Burca



Cllr. Pat Vance

MEMBERS OF TOWN COUNCILS

ARKLOW TOWN COUNCIL

N.P.	Peter Dempsey, 61 Lower Main St., Arklow
F.F.	Patrick Fitzgerald, 32 Oaklands, Arklow
N.P.	Vincent McElheron, 2 South Quay, Arklow
F.F.	Dr. J. W. O'Connell, Vale Road, Arklow
F.G.	Donal O'Sullivan, 24 Ferrybank, Arklow
F.F.	Patrick Sweeney, 31 Ferrybank, Arklow
LAB.	Bernie O'Halloran, 6 Pairc na Saile, Emoclew Road, Arklow
F.G.	Sylvester Bourke, "Three Oaks", Love Lane, Killiniskyduff, Arklow
LAB	Nicky Kelly, 'Aille', Highfield Ave., Arklow

BRAY TOWN COUNCIL

F.F.	Joe Behan, 55 Richmond Park, Herbert Road, Bray, Co Wicklow
F.G.	Bríd Collins, 14 Fairyhill, Killarney Road, Bray, Co Wicklow
LAB	John Byrne, 1 Roselawn Park, Bray, Co Wicklow
F.F.	David Grant, 71 Elgin Heights, Bray, Co Wicklow
LAB	John McManus, 1 Martello Terrace, Bray, Co Wicklow
F.F.	Pat Vance, "Beachmount", Putland Road, Bray, Co Wicklow
LAB	Anne Ferris, 10 Seapoint Court, Bray, Co Wicklow
S.F.	John Brady, 63 Kilbride Grove, Bray, Co Wicklow
GREEN	Caroline Burrell, 131 Belmont, Greystones Road, Bray, Co Wicklow
GREEN	Ciaran O'Brien, 2 Kingsmill Road, Bray, Co Wicklow
GREEN	Deirdre De Burca, Apartment 2, 6 Eglinton Road, Bray, Co Wicklow
LAB	Anne Egan, 50 James Everett Park, Bray, Co Wicklow

WICKLOW TOWN COUNCIL

F.G.	Irene Winters, 23 Wicklow Heights Court, Wicklow
S.F.	Eamonn Long, 99 Glebemount, Wicklow
N.P.	Oliver (Stan) Lalor, 27 Dunbur Park, Wicklow
LAB	John O'Brien, 123 Mount Carmel Avenue, Wicklow Town
N.P.	Robert Kearns, 4 Castle Park, Wicklow Town
F.F.	Fachtna Whittle, 17 Ballyguile Mor, Wicklow
F.F.	Denis Teevan, 1 Wenworth Villas, Wicklow
F.G.	Pat Byrne, 8 Heatherbrook, Marlton Road, Wicklow
LAB	Conal Kavanagh, The Courtyard, Kilmantin Hill, Wicklow

GREYSTONES TOWN COUNCIL

F.G.	Grainne McLoughlin, 26 La Touche Park, Greystones, Co Wicklow
F.F.	Eleanor Roche, 2 Herbert Tce., Herbert Road, Bray, Co Wicklow
F.G.	George Jones, 2 La Touche Close, Greystones, Co Wicklow
F.F.	Kathleen Kelleher, 27 Rathdown Park, Greystones, Co Wicklow
F.F.	Pat Killilea, 29 Bellevue Park, Greystones, Co Wicklow
N.P.	Chris Maloney, 78 Woodstock, Kilcoole, Co. Wicklow
LAB.	Margaret O'Callaghan, 59 Heathervue, Greystones, Co Wicklow
F.G.	Derek Mitchell, 'Kiltoorish', Manor Avenue, Greystones, Co Wicklow
N.P.	Veronica O'Reilly, 12 Kindlestown Park, Greystones, Co Wicklow

STRATEGIC POLICY COMMITTEES (SPC'S)

The role of the Strategic Policy Committees is to formulate, develop and review policies which are then presented to the Council for adoption.

Committees	Members	Policy Areas	Council Staff
Community Cultural & Social Development	<p>Chair: Cllr. George Jones Cllr. Pat Vance Cllr. John Ryan Cllr. Anne Ferris Cllr. Jimmy O'Shaughnessy Cllr. Sylvester Bourke</p> <p>TOWN AUTHORITY Cllr. Anne Egan (Bray TC)</p> <p>OUTSIDE AGENCIES Gavin Moran (Arklow Chamber of Commerce) Derek Verso (Arts) James Dunne (GAA) Julie Byrne (Wicklow Community Platform)</p>	<p>Library Plan Arts Plan Recreational Amenity Plan Rural Development Youth & Community Facilities Disability Access Anti-Poverty Strategy Social Inclusion</p>	<p>Director of Services</p>
Housing & Corporate Estate	<p>Chair: Cllr. Nicky Kelly Cllr. Joe Behan Cllr. Kathleen Kelleher Cllr. Andrew Doyle Cllr. Thomas Cullen Cllr. Tom Fortune</p> <p>TOWN AUTHORITY Cllr. John O'Brien (Wicklow TC)</p> <p>OUTSIDE AGENCIES Joe Byrne (Congress) Jim O'Brien (Wicklow Community Platform) Ray Gaffney (CIF) Tony Pratschke (Communities Networking)</p>	<p>Social Housing Voluntary Housing Private Rented Sector Housing Construction Programme Provision of Services Traveller Accommodation Housing for Disabled Scheme of Letting Properties Homeless Persons Refugees Housing Supply (Planning & Development Act)</p>	<p>Director of Services</p> <p>Senior Executive Officer</p> <p>Senior Engineer</p>
Planning & Economic Development	<p>Chair: Cllr. Pat Vance Cllr. Fachtna Whittle Cllr. Edward Timmons Cllr. Derek Mitchell Cllr. Jim Ruttle Cllr. John Byrne</p> <p>TOWN AUTHORITY Cllr. Chris Maloney (Greystones TC)</p> <p>OUTSIDE AGENCIES James Wood (CIF) Declan O'Neill (IFA) Judy Osbourne Theo Phelan</p>	<p>Preparation of Draft Development Plans / Ongoing Review Framework Objectives, Zonings Development Control Issues and Sustainable Developments Monitoring Effectiveness of Policies of Development Plan Action Plans Economic Development Policies</p>	<p>Director of Services</p> <p>Senior Engineer</p> <p>Senior Planner</p>

Committees

Members

Policy Areas

Council Staff

Transportation & Roads Infrastructure

Chair: Cllr Jimmy O'Shaughnessy (2.5 year term)
 Cllr. Bill O'Connell (2.5 year term)
 Cllr Vincent Blake
 Cllr. Pat Casey
 Cllr. Nicky Kelly
 Cllr. Sylvester Bourke
TOWN AUTHORITY
 Cllr. Ciaran O'Brien (Bray TC)
OUTSIDE AGENCIES
 John Hempenstall (ICMSA)
 Joe Lynch (Communities Networking)
 Leslie Armstrong (CIF)
 John O'Brien (Congress)

Road Construction
 Road Maintenance
 Road Safety
 Implementation of Government
 Policy in relation to Roads and
 Transportation
 Regulatory Functions
 Planning for Future Development

Director of Services

 Senior Executive
 Officer

 Senior Engineer (NP)

 Senior Engineer (NNR)

Water & Environmental Services

Chair: Cllr. Vincent Blake
 Cllr. Pat Doran
 Cllr. George Jones
 Cllr. Christopher Fox
 Cllr. Deirdre De Burca
 Cllr. Conal Kavanagh
TOWN AUTHORITY
 Cllr. Bernie O'Halloran (Arklow TC)
OUTSIDE AGENCIES
 Dermot De Barra (Tidy Towns)
 Darragh Kavanagh (Macra)
 Shay Fitzmaurice (Chamber of
 Commerce)
 Eddie McGrath (IBEC)

Waste Management Plan
 Fire Services Plan
 Bathing Water Standards
 Coast Protection Plan
 Water Resources / Quality
 Litter Control Plan
 Local Agenda 21
 Waste Water Treatment
 Air Quality

Director of Services

 Senior Executive
 Officer

 Senior Engineer

WICKLOW COUNTY DEVELOPMENT BOARD

Local Government [9]

County Manager	Eddie Sheehy
Cathaoirleach	John Byrne
Chair SPC [C& E]	George Jones
Chair SPC [Housing]	Nicky Kelly
Chair SPC [Planning]	Pat Vance
Chair SPC [Roads]	Jimmy O'Shaughnessy
Chair SPC [Env.]	Vincent Blake
Town Council (2 Reps)	Pat Killilea, Caroline Burrell

State Agencies [10]

East Coast & Midlands Tourism	Michael Brady
IDA Ireland	Conor Agnew
East Coast Area Health Board	Gerry McKiernan
FAS	Michael Ormonde
Dept of Social & Family Affairs	Seadna MacSeoin
Teagasc	John Keating
An Garda Siochana	Super. Phil Moynihan
County Wicklow VEC	Hugh O'Brien
Enterprise Ireland	Michael Callaly
Dept. of Education	Mary Carney

Social Partners [6]

Farming Pillar	Chris Hill
Business Pillar	Eugene Finnegan
Trade Union Pillar	Joe Byrne
WCN	Eileen Cullen
WCP	Eamonn McCann
County Wicklow Childcare Comm.	Catherine O'Grady

Local Development [6]

Wicklow Rural Partnership Ltd.	Brian Kehoe
Wicklow Rural Partnership Ltd.	Tom Gregan
Bray Partnership	Peter Brennan
Wicklow Working Together/ Arklow Community Enterprise	Isobel O'Duffy
Wicklow County Enterprise Board Ltd.	Tom Broderick