

Wicklow Local Authorities Corporate Plan

2009–2014



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Wicklow County Council



Table of Contents

	Page No.
Message from the Cathaoirleach	01
Foreward by the County Manager	01
Mission Statement	02
County Wicklow Profile	03
Introduction	04
Vision Statement	04
Core Values	05
High Level Goals	05
Operating Environment	05
Housing and Corporate Estate	06
Transportation and Roads Infrastructure	09
Planning and Development	10
Water and Environmental Services	11
Community, Cultural and Social Development	17
Support Services	20
Implementation and Monitoring	24
Organisational Structure	24
Members of Town Councils	25
Members of Wicklow County Council	26
Strategic Policy Committees	28
Wicklow County Development Board	29

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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 2009-2014.

In accordance with the provisions of the Local Government Act 2001 the plan was adopted by the Members of Wicklow County Council on Monday 19th April 2010.

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 Tom Fortune,
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 2009 – 2014 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."

The implementation of the goals and objectives of this plan will be a great challenge for us all over the coming five years. However 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 126,194 (CSO 2006). 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 principle 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, 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 and shall ensure, so far as is reasonably practicable the safety, health and welfare at work of all our staff;
- 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 teamwork 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
- Health & Safety – we shall ensure so far as is reasonably practical the Safety, Health and Welfare at work of all out staff

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, 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	Measures
Housing Provision & Planning	In line with 'Delivering Homes Sustaining Communities' (2007) enable every household in Co. Wicklow to avail of an affordable dwelling of good quality, suited to its needs, in a good environment and as far as possible, at a tenure of its choice	<ul style="list-style-type: none"> • Delivering upon the commitments in the County Housing Strategy • Meeting the requirements of the Housing (Miscellaneous Provisions) Act 2009 • Sourcing the financial resources needed to implement the social and affordable housing programme for Co. Wicklow • Sourcing the financial resources needed to upgrade existing local authority houses and housing estates 	<ul style="list-style-type: none"> • Capital allocation drawn down over approved allocation. • Number of units provided via: <ul style="list-style-type: none"> - Local Authority Housing - Long term Social Housing Leasing - RAS - Voluntary housing - Affordable Housing - Part V of the Planning and Development Act, 2000-2002 - Private acquisitions • Number of houses benefiting from remedial/regeneration schemes or the energy efficiency program, per annum • Average time on waiting lists Housing

	Objective	Supporting Strategies	Measures
Social Housing Options	Delivery of a range of housing supports to meet the broad spectrum of social housing need in County Wicklow.	Support access to the range of schemes listed below: <ul style="list-style-type: none"> • Local Authority Housing • Long Term Social Housing Leasing • RAS (Rental Accommodation Scheme). • Voluntary Housing • Affordable Housing Scheme • Part V of the Planning and Development Act, 2000-2002 • Tenant Purchase Schemes • Mortgage Allowance Scheme • Shared Ownership Loan • Incremental Purchase Scheme • Small Dwelling Acquisitions • Private acquisitions 	Use of iHouse /RAS/EMOS to generate data re the number of social housing options availed of in County Wicklow as per the schemes listed across

Housing & Corporate Estate

	Objective	Supporting Strategies	Measures
Housing Management	In partnership with relevant stakeholders, deliver balanced, sustainable, high quality housing environments in County Wicklow.	<ul style="list-style-type: none"> Implement planned programmes of housing maintenance and repairs subject to the availability of funding Develop a targeted, strategic program for inspecting private rented and social houses Maximise the services of outreach staff including Revenue Collectors, Estate Development Officer; Tenant Liaison Officer; Homeless Officer and Social Worker in the provision of a more efficient Housing Management Service. Maximise the capacity of iHouse in delivering a public housing mgt service. Development of Anti-Social Behaviour Strategy as per requirements of the Housing (Miscellaneous Provisions) Act 2009 	<ul style="list-style-type: none"> Number of repairs completed as a percentage of the number of valid repair requests received. Number of dwellings inspected, both Local Authority owned and private rented accommodation Amount of rent collected at year-end as a percentage of amount due. Number of notices to quit served. Number of active resident associations Number of estate mgt projects funded. Number of anti social behaviour complaints received/resolved. Amount of housing management operations supported by iHouse Length of time to process housing applications Anti Social Behaviour Strategy developed

	Objective	Supporting Strategies	Measures
Social Inclusion – Ensure equality of access for everyone to the Housing services of Wicklow Local Authorities.	<p>In partnership with relevant stakeholders, deliver balanced, sustainable, high quality housing environments for the following target groups:</p> <ul style="list-style-type: none"> Traveller community in Co. Wicklow People experiencing homelessness in Co. Wicklow People with Disabilities Older People 	<ul style="list-style-type: none"> To meet the targets set out in the Traveller Accommodation Programme 2009 – 2013. Development of Homeless Action Plan Support the work of the Homeless Forum in Co. Wicklow Make specific provision for the needs of people with disabilities from a housing perspective Make specific provision for the needs of older people from a housing perspective 	<ul style="list-style-type: none"> Land acquired (hectares) per annum Number of units provided Number of persons in Emergency accommodation. Number of homeless units provided via Social Housing Programme. Number of Housing Adaptation and Mobility Aids grants allocated Number of specialized Housing units provided by Voluntary Bodies No. of Housing Aid for Older People grants allocated Number of specialized Housing units provided by Voluntary Bodies

Housing & Corporate Estate

	Objective	Supporting Strategies	Measures
Corporate Estate	<p>To manage, protect and develop the headquarters of Wicklow County Council (County Buildings, Wicklow)</p> <p>Also: To develop a Property Asset Register</p>	<ul style="list-style-type: none"> • Deliver upon an annual planned maintenance programme to effectively manage and maintain County Buildings • Maintain & update the Property Asset Register 	<ul style="list-style-type: none"> • Number of repairs/improvement works undertaken • Number of titles registered at land registry. • Number of properties recorded in Register of Property Assets • Number of properties mapped using a GIS approach

	Objective	Supporting Strategies	Measures
Building Control	<p>To encourage best practice and innovation in building design and construction standards in Co. Wicklow.</p> <p>To provide a healthy and safe working environment</p>	<ul style="list-style-type: none"> • Ensure compliance with the Building Control Act 2007 and Building Regulations. • Maintain a Building Control Register: • Ensure the rollout of Energy Performance of Building Regulations 2006 • Continuous review, updating and implementation of safety statements etc. 	<ul style="list-style-type: none"> • Number of inspections carried out annually. • Number of enforcement actions taken. • Number of valid commencement notices, Fire Certificates and DAC's received. • Availability of up to date register • Number of BER Certificates requested and received. • Length of Time to Process Housing Applications

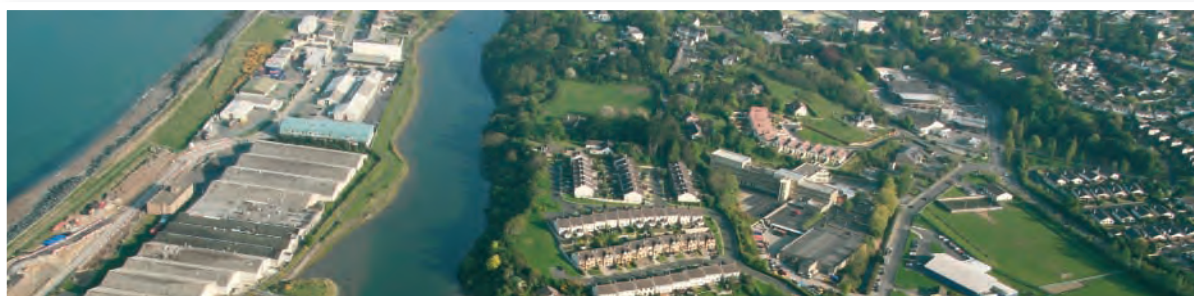


Transportation & Roads

Objective	Supporting Strategies	Measures
<p>To promote and facilitate the provision of all modes of transport in an integrated manner and so to foster social and economic development, having regard to environmental considerations, sustainable development, social inclusion and Health and Safety.</p>	<ul style="list-style-type: none"> • To construct, maintain and improve 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 work with all agencies to continuously improve road safety within the county. • 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 and other agencies to develop a local transport policy and enhance routes and transport interchanges. • To facilitate the provision of Park and Ride throughout the County • 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 accessibility issues • To facilitate the construction of the N11 Rathnew to Arklow By Pass • To progress the realignment of the N81 between Hollywood Cross and Tallaght • To continue to heighten awareness of the need for a study to be undertaken on the improvements required on the M11/M50 for the benefit of users 	<ul style="list-style-type: none"> • Length of new road constructed • Area of road surface dressed • Area of road improved • Cost per square metre of road surface dressed • Cost per square metre of road improved • Expenditure per kilometre on general maintenance • Number of Road Safety Together Committee Meetings • Reduction in accident numbers • Number of safety measures at schools • Number of low cost safety improvements carried out • Length of footpath constructed and restored • Length of cycleway provided • Number of cyclist facilities provided • Number of pedestrian facilities provided • Number of public lights provided • Number of Public Service Transport Provider Meetings • Number of projects undertaken to improve public transport • Number of Park and Ride Sites provided • Number of works undertaken under the Accessibility Strategy • % of land acquisitions under CPO completed • Number of Accommodation Works Agreements concluded • Complete identification of route for alignment • Secure planning consents • Completion of study
<p>To Provide a Healthy and Safe Working Environment</p>	<ul style="list-style-type: none"> • Continuous review, up-dating and implementation of Safety Statements etc. 	

Planning & Development

Objective	Supporting Strategies	Measures
<ul style="list-style-type: none"> To provide an effective and efficient development control and enforcement process. To develop a fully interactive system for disseminating planning information. 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 Plans & Heritage Plan. 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 promote through a pro active strategy between the Local Authorities and the private sector the industrial development and economic growth of the County. 	<ul style="list-style-type: none"> 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 participate 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. 	<ul style="list-style-type: none"> 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 DoEH&G To monitor the achievement of the Wicklow Heritage Plan objectives. Number of sites for economic development provided The increased development of business and enterprise centres.
<ul style="list-style-type: none"> To provide a Healthy and Safe Working Environment 	<ul style="list-style-type: none"> Continuous review, up-dating and implementation of Safety statement. 	<p>SERVICE INDICATORS</p> <ol style="list-style-type: none"> 1. Planning applications – Decision-making. 2. Planning Enforcement. Number of cases; Number dismissed, Number of Enforcement procedures taking through warning letters. Number of enforcement procedures taken through enforcement notices, Number of prosecutions. 3. Public opening hours, - average number of opening hours per week. 4. Average length of time to deal with written pre-planning consultation. 5. Time taken to process planning applications and queries. 6. Consistency of decisions 7. Percentage of decisions overturned by A Bord Pleanala.



Water & Environmental Services

	Objective	Supporting Strategies	Measures
Water Services	To provide and maintain drinking water facilities to meet existing and future demand, adhering to the principles of sustainable development.	<ul style="list-style-type: none"> • Carry out regular Needs Assessments to identify the requirements for new or improved Water Supply Schemes. Submit Needs Assessment to Department of Environment, Heritage and Local Government for inclusion in the National Water Services Investment Programme (WSIP) • Progress Water Supply Schemes included in the WSIP through planning, design construction and implementation • Ensure that public water and regulated private water supplies meet with current drinking water regulations. • Ensure that existing water schemes continue to function efficiently and effectively • Promote the value of drinking water through public awareness programmes and continue the implementation of water conservation measures • Progress small and group water schemes by seeking funding under the national rural water programme and advance such schemes in a prioritised manner • Prepare and implement as required Water Services Strategic Plan. • Interact and liaise with Planning Department in developing all new schemes 	<ul style="list-style-type: none"> • Submission of Needs Assessments to Department of Environment, Heritage and Local Government for the inclusion in the Water Service Investment Programme • Population served by water • Unaccounted for water (UFW) as a percentage of total volume of water supplied under the water supply schemes that the Local Authority is responsible for • Percentage of drinking water analyses results in compliance with statutory requirements with regard to public schemes • Percentage of drinking water analyses results in compliance with statutory requirements with regard to private schemes (where appropriate) • Compliance with EPA reporting requirements

Water & Environmental Services

	Objective	Supporting Strategies	Measures
Wastewater Services	To provide and maintain wastewater facilities to meet existing and future demand, adhering to the principles of sustainable development.	<ul style="list-style-type: none"> • Carry out regular Needs Assessments to identify the requirements for new or improved Wastewater Treatment Plants and collection systems. Submit Needs Assessment to Department of Environment, Heritage and Local Government for the inclusion in the Water Service Investment Programme • Progress Wastewater Schemes included in the WSIP through planning, design construction and implementation • Ensure that public wastewater facilities meet with current discharge regulations • Ensure that existing wastewater schemes continue to function efficiently and effectively • Progress small and group wastewater schemes by seeking funding under the national rural water programme and advance such schemes in a prioritised manner • Interact and liaise with Planning Department in developing all new schemes. 	<ul style="list-style-type: none"> • Submission of Needs Assessments to Department of Environment, Heritage and Local Government for the inclusion in the Water Service Investment Programme • Percentage of compliant Waste Water Discharges as identified in the published Environmental Protection Agency's Urban Waste Water Discharge Reports • Population served by wastewater facilities

Water & Environmental Services

	Objective	Supporting Strategies	Measures
Environmental Waste Management	<p>To ensure the best environmental management of all waste including preventing and minimising the generation of waste wherever practicable</p>	<ul style="list-style-type: none"> • Enforce Environmental legislation • Increase environmental awareness and responsibility through the Council's Environmental Awareness Programme • Provide and maintain reuse and recycling facilities • Promote ethical, sustainable routes for all recovered materials • Achieve targets set out in the Council's Waste Management Plan 2006-2011 • Prepare and implement new Waste Management Plan 2012-2017 • Prepare and implement a Litter Management Plan • Facilitate the provision of effective waste collection, recovery and disposal service through the Waste Collection Permitting system • Facilitate the provision of an efficient waste recycling/disposal facilities through the waste facility permitting system • Promote energy efficiency and renewable energy resources • Prepare and implement the objectives as set out in the Recommended Minimum Criteria for Environmental Inspections (RMCEI) 	<ul style="list-style-type: none"> • As per National Service Indicators for Waste Management, Litter Prevention and Environmental Enforcement • Achieving the targets set out in the Waste Management Plan • Achieving the targets set out in the Litter Management Plan



Water & Environmental Services

	Objective	Supporting Strategies	Measures
Other Environmental Services	To deliver a range of Environmental Services in an efficient and sustainable manner	<ul style="list-style-type: none"> • Maintain burial grounds to a high standard, ensure that land is source for extension of burial grounds where required and assist voluntary committees • Implement Derelict sites legislation • To cooperate with other agencies in implementing government policy in respect of the management of Coastal and Fluvial Flood risk and Coastal Erosion Risk • Review, implement and enforce Casual Trading Byelaws 	<ul style="list-style-type: none"> • Monitor expenditure on burial grounds and develop capital programme for burial grounds • Maintain a register for derelict sites • Set up a regular meeting with relevant agencies • Monitor complaints

	Objective	Supporting Strategies	Measures
Pollution Control	To protect the environment by controlling pollution	<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 requirements for water bodies • Implement the River Basin Management Plans including Programme of Measures to achieve the objective of the Water Framework Directive. • Manage and maintain designated bathing area including Blue Flag Beaches in the County and to promote An Taisce's Clean Coast Programme 	<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 • No. Of blue flags • No. Of industrial discharge licences reviewed • No. Of spot checks undertaken under the smokeless fuel regulations • No. Of pollution occurrences successfully dealt with

Water & Environmental Services

	Objective	Supporting Strategies	Measures
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	<ul style="list-style-type: none"> • Regularly review and update the Major Emergency Plan and ensure personnel are trained and exercised regularly for roles assigned in the plan • Provide effective training programmes, to National best practice, for all Fire Service personnel • Devise a proposal for redeveloping and upgrading the Training facilities at Bray • Continue to maintain existing fire stations and seek the provision of new stations where required • Investigate the feasibility of, and funding for; the provision of a full time Fire Service in North Wicklow • Develop, implement, maintain and review a Pre-Fire planning system • Increase the use of Information Technology in the Fire Service and develop the use of automation of Fire Reports and attendance management • Advise on the maintenance of fire hydrants within the County • Carry out fire prevention education programmes to increase public awareness • Carry out inspection of buildings under the Fire Services Acts to ensure compliance with current standards and bring enforcement proceedings where appropriate • Take steps to reduce the occurrence of false alarm callouts 	<ul style="list-style-type: none"> • Average time in minutes to mobilise fire brigades in respect of Fire • Average time in minutes to mobilise fire brigades in respect of all other emergency incidents • Percentage of attendances at fires where: <ul style="list-style-type: none"> - First attendance is at scene within 10 minutes - First attendance is at scene after 10 minutes but within 20 minutes - First attendance is at scene after 20 minutes • Percentage of attendances at all other emergency incidents where: <ul style="list-style-type: none"> - First attendance is at scene within 10 minutes - First attendance is at scene after 10 minutes but within 20 minutes - First attendance is at scene after 20 minutes • Number of fire safety certificate applications received • Number of fire safety certificate applications processed • Total number of Fire Safety Certificate applications deemed invalid • Number of inspections under the Fire Services Act, 1981 & 2003 • Number of fire safety talks given and awareness campaigns organised • Number of Pre- Fire Plans developed • Number of person-days training provided for Wicklow Fire Service personnel • Number of false alarms

	Objective	Supporting Strategies	Measures
Veterinary Services	To protect public health, animal health and animal welfare.	<ul style="list-style-type: none"> • 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 • Develop proposals for a new Dog Pound 	<ul style="list-style-type: none"> • Number of antemortem and post-mortem inspections carried out at abattoirs • Number of hygiene audits of meat manufacturing premises and abattoir • Number of hygiene audits of dairy farms carried out • Number of statutory notices issued

Water & Environmental Services

	Objective	Supporting Strategies	Measures
Training, Development & Communication	<p>To provide a healthy and safe working environment.</p> <p>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.</p>	<ul style="list-style-type: none"> • Continuous review, updating and implementation of Safety Statements etc. • Implement Ancillary Safety Statement and Local Safety Statements for each area of activity addressing the safety health and welfare risks generated by workplace activities. • 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. 	<ul style="list-style-type: none"> • No. of relevant Courses attended. • Extent of I.T. development of e-Direct office management system. • No. of trained staff with access to instant information

	Objective	Supporting Strategies	Measures
Civil Defence	<p>To provide a Healthy and Safe Working environment.</p> <p>Develop a response to major emergencies</p> <p>Develop a purpose built Civil Defence Headquarters.</p> <p>Develop a Regional Response to flooding and major emergencies.</p> <p>Develop a response for radiological emergencies.</p> <p>Revise and update evacuee reception arrangements.</p> <p>Stewarding and community support.</p> <p>Develop a response to river, lake and coastal area search and recovery.</p>	<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 organisation 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 countries. • To hold seminars with the help of outside agencies. • To conduct instructor reviews at regular intervals.

Community, Cultural and Social Development

	Objective	Supporting Strategies	Measures
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 four implementation and monitoring groups: <ul style="list-style-type: none"> - Executive - Social inclusion - Sustainable communities - Economic • 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. 	<p>NATIONAL INDICATORS</p> <ul style="list-style-type: none"> • Number of children's playgrounds • Directly provided by the local authority • Facilitated by the local authority • Number of visitors to local authority facilitated leisure facilities • Number of local schools and youth groups involved in the local youth council/ Comhairle na nOg Scheme. • Number of community & voluntary groups registered. <p>LOCAL INDICATORS</p> <ul style="list-style-type: none"> • 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 • Progress with Local Sports Partnership, Wicklow Recreational Services and Outlook



Community, Cultural and Social Development

	Objective	Supporting Strategies	Measures
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 interagency projects initiated or completed within any one year. • Number of local management committees who receive training or support. • Actions carried out to ensure participation of community representatives. • Amount of funding prioritised for the rapid area.

	Objective	Supporting Strategies	Measures
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 actively engage in the collating of county based internal and external data • To engage in the development of a data collection and analysis system 	<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 County Wicklow, in either a qualitative or quantitative fashion.

Community, Cultural and Social Development

	Objective	Supporting Strategies	Measures
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 2008-2012 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 To endeavour to ensure that all aspects of arts programming seek consultation from the community and involve interdepartmental partnerships where applicable. 	<p>LOCAL INDICATORS</p> <ul style="list-style-type: none"> Measurement and evaluation of the County Arts plan 2008-2012. Development of programmes reflecting strategies of the county development board through outlook
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. To take cognisance of "Outlook" report when planning services. Commit to best practice for access to public libraries. 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. 	<p>NATIONAL INDICATORS</p> <ul style="list-style-type: none"> Opening hours per week Library visits Items issued Expenditure on stock Internet sessions
	To provide a Healthy and Safe Working Environment.	<ul style="list-style-type: none"> Continuous review, updating and implementation of Safety statement. 	

Support Services

	Objective	Supporting Strategies	Measures
Human Resources	The recruitment, training and development of a sufficient number of qualified staff to meet the existing and future needs of the organisation.	<ul style="list-style-type: none"> To adopt a Strategic Human Resource approach employing best practice in relation to the recruitment, training and development of staff. To foster and maintain stable Industrial relations. To continue to implement the modernisation agenda in co-operation/conjunction with Management, Staff and Unions. The development of positive Health & Safety practices in the interest of staff well being. To provide a confidential employee support service. To promote and review Equality programmes. To implement Performance Management and Development System (PMDS). To roll out the H.R. Payroll Superannuation Project. 	<ul style="list-style-type: none"> Number of staff recruited. Percentage of working days lost to sickness absence through <ul style="list-style-type: none"> 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.

	Objective	Supporting Strategies	Measures
Finance	Customer Service	<ul style="list-style-type: none"> Provide best service to customers internal & external 	<ul style="list-style-type: none"> Follow the terms of the staff and customer charters Prompt response to queries and correspondence

	Objective	Supporting Strategies	Measures
Finance	Compliance	<ul style="list-style-type: none"> Prepare statutory reports in a professional and timely manner Ensure compliance with accounting standards, codes of practice and relevant legislation 	<ul style="list-style-type: none"> Produce statutory reports and returns in compliance with Legislation Unqualified audit reports from the Local Government Audit Service

Support Services

	Objective	Supporting Strategies	Measures
Finance	Internal Audit's objective is to provide an independent assurance on the effectiveness of the organisation's systems.	<ul style="list-style-type: none"> Continued development of the internal audit function through a combination of on-going audit experience, training and continued liaison with the LGAS. Contribute to strengthening the organisation's risk management, governance and internal control processes. 	<ul style="list-style-type: none"> Number of reviews / audits undertaken and reported on to Audit Committee The on-schedule completion of audit activities as outlined in the annual audit plans The number of training days
Finance	To provide a Healthy and Safe Working Environment	<ul style="list-style-type: none"> Continuous review, updating and implementation of Safety Statements. 	
Finance	Strengthen and enhance financial management and the optimisation of resources throughout the organisation	<ul style="list-style-type: none"> Continue to develop the Financial Management Systems and key business processes in cooperation with each directorate Continue to develop appropriate management reports Improve the use of effective management information across the organisation Optimise income sources Maximise income collection Enforce budgetary compliance Treasury Management Promote the principles of Value for Money (VFM) across the organisation Continue to strengthen the Council's procurement practices Provide appropriate and relevant training for all staff Continue to oversee departmental Health & Safety requirements 	<ul style="list-style-type: none"> Timely production of management reports Implementation of VFM report on Financial Management Reporting Increase income sources including: <ul style="list-style-type: none"> - Availing of relevant grant facilities - Full economic cost recovery for services - Rate of collection and statutory Performance Indicators - Analysis and follow up of Management Reports Timely supplier payments Implementation of Cashflow Management System (short-term) Develop a system to manage long-term financing needs for capital infrastructure Continual review and implementation of the Corporate Procurement Plan Number of training days Annual review of departmental Safety Statement

Support Services

	Objective	Supporting Strategies	Measures
Corporate Services	<p>To provide a healthy and safe working environment.</p> <p>To ensure in so far as is reasonably practicable, the Safety, Health and Welfare at work of all employees.</p> <p>To provide support and advice to the Elected Members of the Council.</p> <p>To administer the Higher Education Grant Scheme in an efficient manner.</p> <p>To prepare and complete each Register of Electors/Supplement to the highest degree of voter accuracy and customer satisfaction.</p> <p>To support the work of the Wicklow County Council Audit Committee.</p> <p>To promote the use of workplace partnership as a mechanism for achieving corporate goals.</p> <p>To develop and enhance the Partnership Model as the preferred way of implementing change.</p> <p>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.</p> <p>To deliver quality services to our customers.</p>	<ul style="list-style-type: none"> • Continuous review, updating and implementation of Safety Statements etc, • To raise awareness of Health & Safety at work through the provision of training and staff wellbeing programmes. • To implement the recommendations contained in the Council's Training & Development Programme in relation to the Elected Members. • 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 • 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 update S.15 and S.16 Manuals and publish them on the Council's Website. • To implement Freedom of Information Training Programme. • Review the Councils Customer Charter. 	<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 H.E.G. 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	Measures
Information Systems	To support quality customer service through innovative use of ICT	<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 eGovernance and eProcurement such as Reach Services, Motor Tax Online, eTenders etc Enhance training initiatives to capitalise on investment in business process improvements Enhance training initiatives to capitalise on investment in infrastructure and resources Support all sections in collating and publishing spatial data as required by INSPIRE. 	<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 Compliance with relevant annexes of INSPIRE Directive
	<p>To promote methods of participation by citizens in local self government</p> <p>To enhance role of local councillors by facilitating representational role and allowing easier access to information necessary to support policy making role</p> <p>To support and encourage internal business process improvement</p> <p>To maximise return from Business Process Improvement initiatives.</p> <p>To maximise return from investment in infrastructure and resources</p> <p>To support interagency data sharing & metadata standards To implement the INSPIRE Directive.</p>		
	To provide a Health and Safe Working Environment	<ul style="list-style-type: none"> Continuous Review, updating and implementation of safety statements etc. 	

Implementation and Monitoring

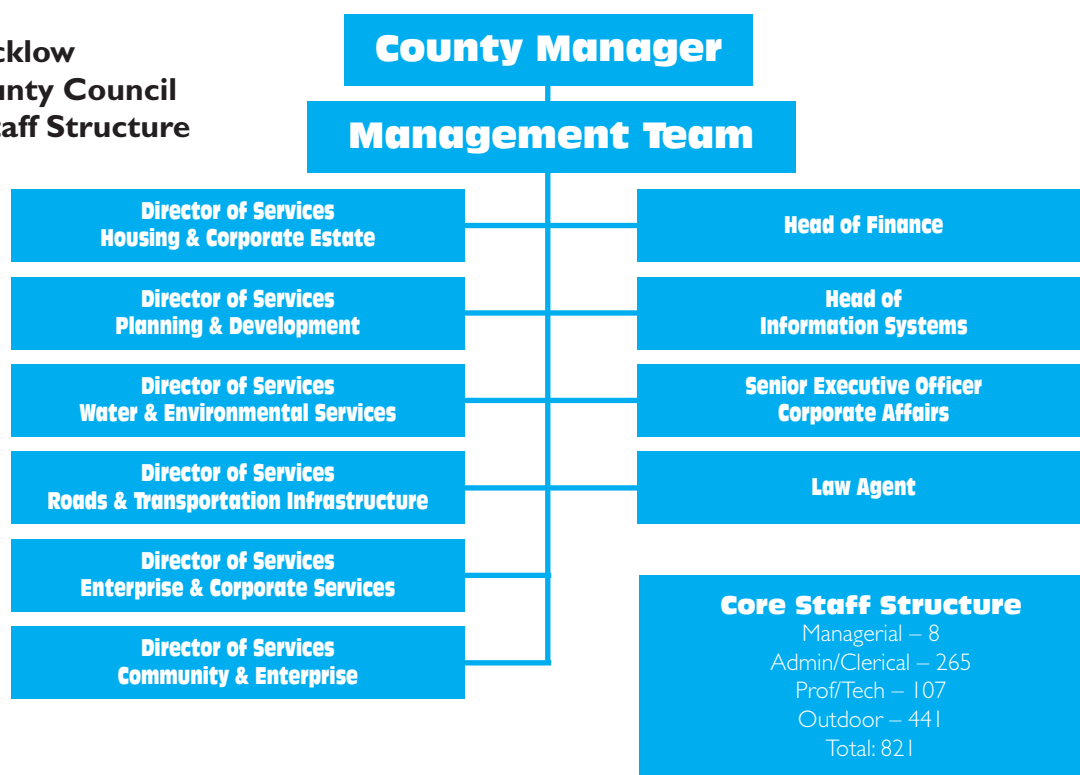
An annual assessment and review of the Corporate Plan will be required in order to take account of changes that have occurred and to ensure that the Plan is being fully implemented.

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

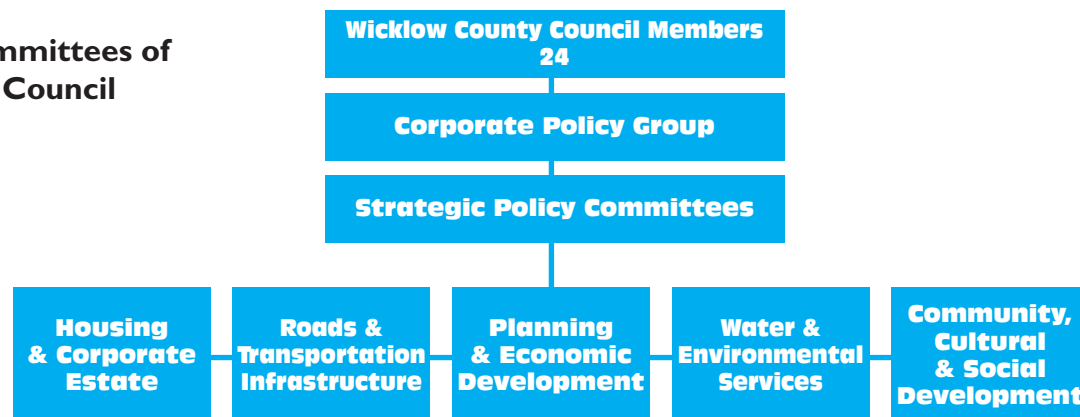
- An Annual Progress Report, which will be submitted to the Members of Wicklow County Council for consideration.
- The Annual Report will include a summary of progress with performance measured against service indicators.
- Annual Operational Plans will facilitate the monitoring and review of the implementation 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 feedback will be actively sought from Staff, Elected Members and Customers.

Organisational Structure

Wicklow County Council – Staff Structure



Committees of the Council



Members of the Town Councils

Arklow Town Council Elected Members

Peter Dempsey - Non Party	61 Lower Main Street, Arklow, Co.Wicklow
Vincent McElheron - Non Party	2 South Quay, Arklow, Co.Wicklow
Pat Fitzgerald - Fianna Fail	32 Oaklands, Arklow, Co.Wicklow
Bernie O'Halloran - The Labour Party	6 Parc na Saille, Arklow, Co.Wicklow
Nicky Kelly - The Labour Party	15 Anchor Mews, Arklow, Co.Wicklow
Tommy Annesley - Fianna Fail	'Cyldebank', Dublin Road, Arklow, Co.Wicklow
Miriam Murphy - Non Party	4 Avondale Crescent, Arklow, Co.Wicklow
John Byrne - Fianna Fail	'Alcrest', Avalon, Arklow, Co.Wicklow
Donal O'Sullivan - Fine Gael	24 Ferrybank, Arklow, Co.Wicklow



Bray Town Council Elected Members

David Grant- Fianna Fail	71 Elgin Heights, Bray, Co.Wicklow
Ronan McManus - The Labour Party	2 Sidmonton Park, Bray, Co. Wicklow
Eugene Finnegan - Independent	Oldcourt Industrial Estate, Boghall Road, Bray, Co. Wicklow
Ciaran O'Brien - Green Party	2 Kingsmill Road, Bray, Co.Wicklow
Tracy O'Brien -The Labour Party	40 Dargle Heights, Bray, Co. Wicklow.
Pat Vance - Fianna Fail	"Beachmount", Putland Road, Bray, Co.Wicklow
Rossa Murray - Sinn Féin	25 Hawthorn Road, Bray, Co. Wicklow.
John Byrne - The Labour Party	1 Roselawn Park, Bray, Co.Wicklow
Sarah Wray - Fine Gael	91 Deepdales, Southern Cross Road, Bray, Co.Wicklow.
Mick Glynn - Fine Gael	19 The Headlands, Putland Road, Bray, Co.Wicklow.
John Ryan - Fine Gael	'Huntingdun', 13 Ardmore Lawn, Bray, Co.Wicklow.
John Brady - Sinn Fein	63 Kilbride Grove, Bray, Co.Wicklow



Greystones Town Council Elected Members

Ciaran Hayden - Fianna Fail	1 Thornbury Road, Delgany Wood, Greystones, Co.Wicklow
Tom Fortune - The Labour Party	'DeLacey', Sea Road, Kilcoole, Co.Wicklow
Chris Maloney - Non Party	78 Woodstock, Kilcoole, Co.Wicklow
Kathleen Kelleher - Fianna Fail	27 Rathdown , Greystones, Co.Wicklow
James O'Sullivan - Fine Gael	'The Croft', New Road, Greystones, Co.Wicklow
Stephen Stokes - The Labour Party	33 Kindlestown Park, Greystones, Co.Wicklow
George Jones - Fine Gael	2 la Touche Close, Greystones, Co.Wicklow
Derek Mitchell - Fine Gael	'Kiltoorish', Manor Avenue, Greystones, Co.Wicklow
Simon Harris - Fine Gael	79 Redford Park, Greystones, Co.Wicklow



Wicklow Town Council Elected Members

Seán Smullen - Non Party	33 Dunbur Glen, Wicklow Town, Co.Wicklow
Pat Byrne - Fine Gael	8 Heatherbrook, Wicklow Town, Co.Wicklow
Pat Kavanagh - Non Party	14 Dunbur Glen, Wicklow Town, Co. Wicklow
Malcolm Earls - Fine Gael	7 Lakeview Crescent, Wicklow Town, Co.Wicklow
Irene Winters - Fine Gael	23 Wicklow Heights Court, Wicklow.
Conal Kavanagh - The Labour Party	12 Springfield, Wicklow Town, Co.Wicklow
Mervyn Morrison - Non Party	1 Hillside Grove, Wicklow Town, Co Wicklow
Gail Dunne - Fianna Fáil	9 St. Manntans Rd., Wicklow Town, Co.Wicklow
Eamonn Long - Sinn Fein	99 Glebemount, Wicklow Town, Co.Wicklow



Members of Wicklow County Council

PARTY NAME & ADDRESS

Arklow Electoral Area:

F.F. Pat Doran, Tomacork, Carnew, Co. Wicklow.
Labour Nicky Kelly, 15 Anchor Mews, Arklow, Co. Wicklow.
F.G. Vincent Blake, Coolruss, Tinahely, Co. Wicklow.
F.G. Sylvester Bourke, Three Oaks House, Killiniskyduff, Arklow, Co. Wicklow.
F.F. Pat Fitzgerald, 32 Oaklands, 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.G. Mick Glynn, 19 The Headlands, Putland 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 Barry Nevin, 7 Sidminton Gardens, Bray, Co. Wicklow
F.F. Pat Vance, Beachmount, Putland Road, Bray, Co. Wicklow.
S.F. John Brady, 63 Kilbride Grove, Bray, Co. Wicklow

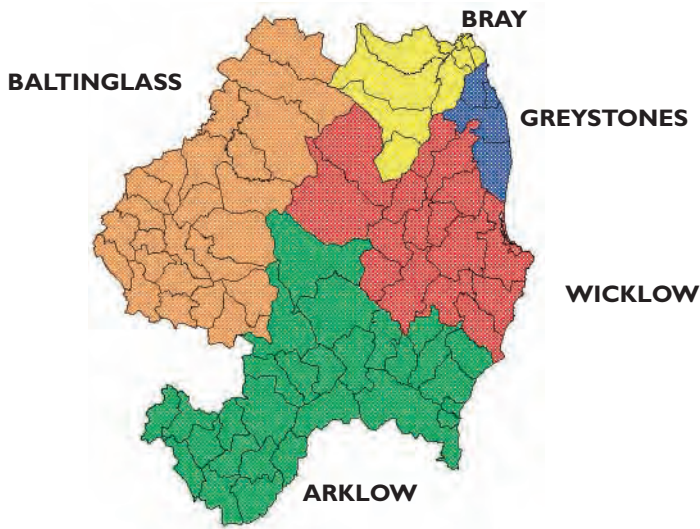
Greystones Electoral Area:

Labour Tom Fortune, "The Bungalow", Sea Road, Kilcoole, Co. Wicklow
F.G. Derek Mitchell, "Kiltoorish", Manor Avenue, Greystones, Co. Wicklow.
F.G. George Jones, 2, La Touche Close, Greystones, Co. Wicklow.
F.G. Simon Harris, 79 Redford Park, Greystones, Co Wicklow

Wicklow Electoral Area:

F.F. Pat Casey, Glendalough Hotel, Glendalough, Co. Wicklow.
Labour James O'Shaughnessy, Woodside, Rathdrum, Co. Wicklow.
F.G. Irene Winters, 23 Wicklow Heights Court, Wicklow
Labour Conal Kavanagh, 12 Springfield, Wicklow, Co. Wicklow.
F.G. John Snell, 81 Seaview Heights, Rathnew, Co. Wicklow.

Members of the Town Councils



ARKLOW



Cllr. Pat Doran



Cllr. Nicky Kelly



Cllr. Vincent Blake



Cllr. Sylvester Bourke



Cllr. Pat Fitzgerald

WICKLOW



Cllr. Pat Casey



Cllr. James O'Shaughnessy



Cllr. Irene Winters



Cllr. Conal Kavanagh



Cllr. John Snell

GREYSTONES



Cllr. Tom Fortune



Cllr. Derek Mitchell



Cllr. George Jones



Cllr. Simon Harris

BALTINGLASS



Cllr. Thomas Cullen



Cllr. James Ruttle



Cllr. Edward Timmins

BRAY



Cllr. Mick Glynn



Cllr. John Byrne



Cllr. John Ryan



Cllr. Christopher Fox



Cllr. Barry Nevin



Cllr. Pat Vance



Cllr. John Brady

Strategic Policy Committees (SPC's)

Committees	Members	Policy Areas	Council Staff
Community Cultural & Social Development	<p>County Councillors Cllr. George Jones Cllr. John Ryan Cllr. Pat Vance Cllr. Mick Glynn Cllr. Nicky Kelly Cllr. Christopher Fox</p> <p>Town Authority Cllr. Rossa Murray - Bray Town Council</p> <p>Members from External Sectors Grainne McLoughlin, Content Media Ltd. (Business Commercial)</p> <p>Arts to share with An Comhairle na nOg rotating 2.5 year period each</p> <p>1st 2.5 year period - Nora Hickey, Artistic Director, Mermaid Arts Centre</p> <p>2nd 2.5 year period - awaiting nomination (Culture)</p> <p>T Gregan (Sports)</p> <p>Jeremy Kynaston (Disadvantaged)</p>	Library Plan Arts Plan Recreational Amenity Plan Rural Development Youth and Community Facilities Disability Access Anti-Poverty Strategy Social Services	Director of Services: Joe Lane
Housing & Corporate Estate Strategic Policy Committee	<p>County Councillors Cllr. Nicky Kelly Cllr. John Snell Cllr. George Jones Cllr. Thomas Cullen Cllr. Sylvester Bourke Cllr. Simon Harris</p> <p>Town Authority Cllr. John Byrne (ATC)</p> <p>Members from External Sectors Derek Casserly (Trade Union) Elizabeth Doyle (HSE) (Disadvantaged) Cllr. Tommy Annesley (ATC) (Business / Commercial) Jim O'Brien (Wicklow Community Platform) (Community)</p>	Housing Provision & Planning Social Housing Housing Management Social Inclusion Corporate Estate Building Control	Director of Services: Michael Nicholson Senior Executive Officer: Catherine Halligan Senior Engineer: Marc Devereux
Planning and Economic Development	<p>County Councillors Cllr. Barry Nevin Cllr. Edward Timmins Cllr. Pat Vance Cllr. Pat Casey Cllr. Tom Fortune Cllr. Vincent Blake</p> <p>Town Authority Cllr. Kathleen Kelleher</p> <p>Members from External Sectors Development / Construction - Jim Woods, Townpark Estates Agriculture / Farming - James Hill Environmental / Conservation - Caroline Burrell Business Commercial - Theo Phelan, Theo Phelan Design</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	Director of Services: Des O'Brien Senior Planner: Sorcha Walsh Senior Engineer: Fergal Keogh

Transportation and Roads Infrastructure	County Councillors Cllr. Christopher Fox Cllr. Derek Mitchell Cllr. Jimmy O'Shaughnessy Cllr. Pat Fitzgerald Cllr. Jim Ruttle Cllr. Conal Kavanagh	Road Construction Road Maintenance Road Safety Implementation of Government Policy in Relation to Roads and Transportation Regulatory Functions Planning for Future	Director of Services: Sean Quirke Senior Engineer: Frank Clarke
	Town Authority Cllr. Eugene Finnegan - Bray Town Council		
	Members from External Sectors Development / Construction - John Coughlan, Avery Weightronix Agriculture / Farming - Community - Richard Burke Trade Union - Kieron Connolly		

Water and Environmental Services	County Councillors Cllr. Conal Kavanagh Cllr. Irene Winters Cllr. John Brady Cllr. Vincent Blake Cllr. Pat Doran Cllr. John Byrne	Waste Management Fire Services Drinking Water Bathing Water Coastal Protection Water Resources/Quality Litter Waste Water Treatment Air Quality Water Pollution Veterinary Services River District Plans Byelaws	Director of Services: Sean Quirke Senior Engineer: Frank Clarke
	Town Authority Cllr. Sean Smullen - Wicklow Town Council		
	Members from External Sectors Development / Construction - Brendan Dunne, Priorstate Construction Ltd. Agriculture / Farming – Eamon Grant Environmental / Conservation - Paul Leahy Business Commercial - John Nolan, Bray		

Wicklow County Development Board

Local Government

County Manager	Eddie Sheehy
Cathaoirleach	George Jones
Chair SPC [C& E]	George Jones
Chair SPC [Housing]	Nicky Kelly
Chair SPC [Planning]	Pat Vance
Chair SPC [Roads]	Conal Kavanagh
Chair SPC [Env.]	Vincent Blake
Town Council (2 Reps)	Peter Dempsey (Arklow), Mervyn Morrisson (Wicklow)

State Agencies

East Coast & Midlands Tourism	Mark Rowlette
IDA Ireland	Ruth Croke
East Coast Area Health Board	Grace Fraher
FAS	Stephen Fitzgerald
Dept of Social and Family Affairs	Gay Doolan
Teagasc	Michael Aylmer
An Garda Siochana	Chief Super: Thomas Conway
County Wicklow VEC	Fiona Hartley
Enterprise Ireland	Peter Sheridan

Social Partners

Farming Pillar	Chris Hill
Business Pillar	Eugene Finnegan
Trade Union Pillar	Kieron Connolly
WCN	Eileen Cullen
WCP	Eamonn McCann
County Wicklow Childcare Comm.	Jeremy Kynaston

Local Development

County Wicklow Partnership	Tom Gregan
Environment Pillar	Cara Augustenborg
Bray Partnership	Peter Brennan
Wicklow Working Together/ Arklow Community Enterprise	Isobel O'Duffy
Wicklow County Enterprise Board Ltd.	Mary Savage



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County Buildings, Wicklow Town, Wicklow.

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