WICKLOW

ENDLESS OPPORTUNITIES

2019- 2024

WICKLOW COUNTY COUNCIL CORPORATE PLAN Adopted: 2nd December, 2019

Adopted by Wicklow County Council | 2nd December, 2019

Table of Contents:

		Page
	Cathaoirleach's Foreword	3
	Chief Executive's Foreword	4
	Mission Statement and Core Values	5 - 6
	Introduction	7 - 8
	Our County – A profile of County Wicklow	9 - 10
	Our Council	11 - 12
	Local Government Structure – Wicklow county Council	13
	Organisational Structure	14
	Elected Members Wicklow County Council	15
	Corporate Plan 2014 – 2019: Overview of achievements	16 - 21
	The Operating Environment	22 - 27
	Our High Level Goals, Strategic Objectives and supporting strategies	28 - 34
	Implementation and Monitoring	35 - 37
	Appendix 1 List of Key Plans and Strategies	38 - 39
	Appendix 2 List of Consultees	39
	Part 2 Baseline Data	40

FOREWORD

Councilor Irene Winters; Cathaoirleach

It gives me great pleasure as Cathaoirleach of the new Council following the local elections in 2019, to welcome the Wicklow County Council Corporate Plan, 2019 – 2024, which sets out our key priorities over the next five years.

Wicklow is a progressive County, known for its exceptional natural beauty. It stands out for its coastal beaches, mountainous landscapes and its vibrant mix of towns and villages. Working together with residents, businesses, community groups and the voluntary sector, we will seek to improve the quality of life for the people of County Wicklow. As an inclusive, non discriminatory and accessible local authority, social inclusion is one of Wicklow County Council's central guiding principles. We will prioritise social inclusion, equality of access and the needs of the most vulnerable in our society in our service delivery.

Having regard to the limited funding available annually, we will work to maximize the use of resources available to us in order to deliver efficient and effective value for money services. We will do this using the benefits of new technologies to enhance and continuously improve service delivery as well as introducing innovative and new ways of doing things.

There is no doubt that one of the most important objectives in the Plan is our approach to achieving our targets in the provision of social and affordable housing. It is not simply about providing houses by way of 'bricks and mortar', it is about making a real difference, by providing homes in a secure, safe and comfortable environment, building communities and safer neighbourboods and protecting future generations through sustainable development.

I wish to express my appreciation to the Elected Members, Chief Executive and staff of Wicklow County Council and all stakeholders for their contribution and work in the preparation of this Plan. On behalf of the Elected Members of Wicklow County Council I pledge that we, the elected arm of the Council, will work in partnership with the Executive of Wicklow County Council and all our stakeholders in a spirit of openness and trust to deliver strong and effective civic leadership to deliver on the goals of this Corporate Plan.

Cllr Irene Winters

Councillor Irene Winters
Cathaoirleach, Wicklow County Council (June 2019 – June 2020)

Chief Executive; Frank Curran

I am very pleased to introduce the Wicklow County Council Corporate Plan, 2019 – 2024 which sets out the Council's strategic direction and organisational goals over the next five year period. A number of strategic objectives have been identified, focussing on four key areas linking to the Annual Service Delivery Plan; these are:

1. Environment Climate and Biodiversity Action
2. Housing and Community
3. Economic Development, Planning and Infrastructure
4. Organisational development and financial matters

A key objective in the Plan is a commitment to take the lead on climate change and biodiversity. To achieve this aim the Council is committed to mainstreaming climate change in the delivery of its services and affecting change in terms of mitigation, adaption and biodiversity. We will work with all our stakeholders and the community to preserve, protect, maintain and promote our natural and built environment.

The delivery of an efficient and effective service to the highest possible standard is an important objective within the Plan. The development of a new Customer Service Innovation Hub at County Buildings will be a key channel in 2020, to deliver a much improved customer service, reflecting the importance of innovation and ensuring success as a resilient and responsive organization. New development initiatives in the area of enhanced economic, community and local development functions have been considered. An important strategic priority for the Council over the next five years is to avail of funding to develop new schemes through Project Ireland 2040 and the National Development Plan aimed at revitalizing our towns and villages and driving economic growth throughout the County.

In preparing the Corporate Plan, the Council undertook wide and meaningful engagement with elected members, staff, statutory committees, municipal districts, the PPN, local stakeholders and the wider community, all of whom have played an important role in shaping the Plan. Community wellbeing is a key driver and cross cutting issues such as social inclusion, equality, human rights, migrancy and sustainable development have been considered.

I look forward to working with the Elected Members, staff and all our stakeholders to deliver on the Plan's ambitions to make County Wicklow the best place in which to live, work and do business. I am confident that this Plan will chart the future direction of the organization to enhance the quality of life for our residents, drive our economy to attract investment, build safe neighbourhoods and communities and deliver high quality services to our citizens.

Frank Curran
Chief Executive
Wicklow County Council

MISSION STATEMENT AND CORE VALUES: Wicklow County Council's Corporate Plan sets out the core values within which the organisation operates.
Our mission statement is:

To improve the quality of life for the people of County Wicklow, drive economic and community development, adhering to the principles of sustainable development, social inclusion, human rights and equality and accessibility for all. We will maximize the use of resources to deliver efficient, effective and value for money services, be open and receptive to change, working in partnership with all our stakeholders.

Our Core Values:

- **Democratic Civic Leadership**: We will work in partnership with the Elected Members of Wicklow County Council in a spirit of openness, trust and mutual respect, to deliver a strong and effective democratic civic leadership to the people of County Wicklow.

- **Quality value for money service/customer care:** We are committed to the delivery of cost effective, efficient services of the highest quality . We will continuously develop and improve our customer service delivery, including our internal and external communications, with a strong customer and citizen focus accessible and responsive to all.

- **Social Inclusion, Human Rights and Equality:** We are committed to the principles of equality, inclusion, non discrimination, hearing the voice of the marginalized, and access to opportunities by employees, customers, service users and everyone affected by our service delivery.

- **Age Friendly:** We are committed to making County Wicklow an Age Friendly County, a great county in which to live and grow old in, where older people are respected and valued and the health and well being of the older person is promoted and maintained.

- **Honesty, Transparency, Accountability and Integrity**: We will adhere to the highest standards of conduct, governance, integrity, transparency and accountability in the performance of our duties, and in all our dealings with the public.

- **Our employees:** We value all our employees and are committed to continuous learning and career development, building organisational capacity to manage change, to communicate, engage in meaningful consultation, to build a culture of management and leadership to meet the changing needs of our citizens and service delivery obligations.

- **Healthy and Safe working environment:** We will fulfil our duties under Health and Safety legislation and support our staff to fulfil their duties to ensure, so far as reasonably practicable, the safety health and welfare at work of all. We are committed to the development of a healthy and safe working environment promoting early engagement and good communications, proactive health awareness campaigns and resilience programmes

- **Partnership and participation:** We will work with stakeholders, agencies and our communities as we believe that working together in the spirit of partnership yields the best results.

- **Sustainability:** We will work to ensure that principles of sustainability are enshrined in our service delivery; working with our stakeholders to make Wicklow a climate resilient county by taking action on climate change, to mainstream climate action in the day to day delivery of Council services and to actively engage with and inform citizens and communities around the impacts of climate change.

- **Respect:** We will ensure that our citizens, customers, elected members and staff are treated fairly and with respect and dignity, regardless of gender, civil or family status, age, race, religion, disability, sexual orientation, or membership of the traveller community.

- **Innovation and continuous improvement:** We value innovation and team work and we will seek to maximise our skills and use the benefits of new technologies to innovate, enhance and continuously improve our service delivery.

- **Pride:** We will take pride in our achievements and in our work to make County Wicklow the best location in which to work, live and do business.

INTRODUCTION

The Wicklow County Council Corporate Plan, 2019 – 2024 has been prepared in accordance with the provisions of the Local Government Act, 2001, as amended. The Plan takes an organizational wide strategic approach encompassing the various activities of Wicklow County Council, including activities relating to the functions of municipal district elected members for each of the five municipal districts.

The Plan sets out the high level strategy for the Council's activities during the lifetime of the Plan having regard to a range of national, regional and European policies and plans which are relevant to the Council's activities.

A number of key strategic objectives have been identified which Wicklow County Council is committed to delivering on during the timeframe of the plan which are set out in part 2. These objectives translate into, and are linked to more detailed supporting strategies and activities which will be identified in the Council's Annual Service Delivery Plans (ASDPs), the budgetary process, individual departmental and team plans, performance management development system (PMDS), the audit system and the Chief Executive's monthly report to Council. The objectives contained within the Plan have regard to cross cutting issues such as social inclusion, equality, human rights, migrancy and climate change and sustainable development as well as quality service and community leadership. The relevant service/performance indicators over the lifetime of the plan are aligned with NOAC's local authority performance indicators.

The Local Government Act, 2014 introduced significant changes for local government the key one being, an enhanced role in areas such as economic development and enterprise and community development enshrined in *Putting People First.* The Wicklow Local Economic and Community Plan (LECP) 2016 – 2022 reflects the strengthened role of the Council in both these areas. The 10 high level goals, 21 objectives and some 100 actions to be implemented over the lifetime of the LECP are also reflected in this Plan.

In preparing the Plan the Council has had regard to the Government's Statement of Strategy, 2016 – 2019, The National Development Plan, 2018 – 2027 and Project Ireland 2040; The Regional Spatial and Economic Strategy, the National Planning Framework and the Local Government Climate Action Charter, as well as other regional and local key strategy statements and plans. Enshrined in the Corporate Plan are the Council's own policies set out in the Wicklow County Development Plan, 2016 – 2021, the Local Economic and Community Plan, 2016 - 2022, and other Plans relating to the environment, waste management, housing, community development, arts, heritage and culture and the library service etc. A key objective in the Corporate Plan is a commitment to take the lead on climate change for the County and to

mainstream Climate Action into the delivery of services across the organization. (*A list of Wicklow County Council plans and strategies are contained at appendix 1.)*

Section 42 of the Irish Human Rights and Equality Commission Act, 2014, sets out the *Public Sector Equality and Human Rights Duty* which places a responsibility on Wicklow County Council, along with all public bodies, to promote equality, prevent discrimination and protect the human rights of its employees, customers, service users and everyone affected by its policies and plans. Wicklow County Council's statement on equality and human rights confirms the Council's commitment to equality and human rights for communities, citizens and employees. We will address our obligations under the Act, and work towards the elimination of discrimination, the promotion of equality of opportunity and the protection of human rights, especially those most vulnerable. In preparing strategic plans, Wicklow County Council will assess and identify and have regard to the human rights and equality issues relevant to our functions.

As an inclusive, non-discriminatory and accessible local authority, social inclusion is one of Wicklow County Council's central, guiding principles and we will accordingly prioritise social inclusion, equality of access and the needs of the most vulnerable in our society. Over the period of the Plan, we will report on progress in addressing these issues in the context of our Annual Service Delivery Plan and our Annual Reports.

In preparing the Corporate Plan, the Council undertook consultation with elected members, senior management and staff across the entire organization. Meaningful engagement took place via the Council's Communications Working Group and the Great Place to Work Team. External consultation was achieved utilizing existing structures such as the Corporate Policy Group (CPG), the Local Community Development Committee (LCDC), the Council's six Strategic Policy Committees (SPCs) and the Public Participation Network (PPN) as well as business groups and community forums. The Council's online consultation hub proved a useful mechanism to ask the wider public what services they considered should be a priority for Wicklow County Council over the next five years and how the Council should communicate its message to the public. (*A list of consultees is set out in appendix 2*)

OUR COUNTY – A PROFILE OF COUNTY WICKLOW

Historically, County Wicklow was the last County to be formed over 400 years ago in 1606. Today Wicklow is a sophisticated, modern and well developed County, strategically located on the east coast of Ireland. Geographically the county is dominated by the Wicklow Mountains, with the exception of the 66km stunning coastal strip of sandy and shingle beaches. It has the largest mountainous area and the largest national park in Ireland. It stands out for its rugged beauty, natural landscape and rural environment. Owing to the County's natural beauty, Wicklow is known as *'The Garden of Ireland'*. With its coastal and mountainous landscapes and mix of towns and rural villages, Wicklow possesses an array of unique natural and built heritage and vibrant communities. Natural attractions such as Sally Gap, Powerscourt, the Bray to Greystones cliff walk and the early monastic site of Glendalough, makes Wicklow a popular tourist and recreational user destination. Other tourist offerings such as Wicklow Gaol places the county in prime position to benefit from increasing tourism business with added leverage from Failte Ireland's current *'Ireland's Ancient East'* campaign.

The County has a population of 142,425 (2016 census) representing a 4.21% growth since the 2011 census. The socio-economic profile of the County is positive in that 34% of its citizens are under the age of 25. Participation rate in the labour force is 62.2% (1% above the national average) and third level graduates make up 34.1% of the labour force. 22% are employed in the high value industrial sector of 'information and communication, financial and professional services'. A high proportion (65,759) of the County's residents regularly commute either to work or to third-level study. Results of the 2018 commuter survey carried out by the Council highlights that County Wicklow working commuters are highly educated with 53% holding a third-level or higher qualification providing a highly skilled workforce for potential investors into the County.

County Wicklow's location within the Greater Dublin Area and proximity to Dublin, are of key contextual importance in the socio economic development of the County. It occupies an area of approximately 2,024,000 hectares. Key infrastructure includes the M11/N11 and the N81, being the two primary routes connecting the County north to south with neighbouring counties and national routes. The Dublin to Rosslare railway connects the towns of Bray, Greystones, Kilcoole, Wicklow, Rathdrum and Arklow with commuter services and cargo trains. Greystones and Bray are also serviced by the DART. There are two ports, both under the ownership of Wicklow County Council at Arklow and Wicklow and its harbours at Bray and Greystones are well connected to the national road network via the M11. Less than one hour from Dublin City it provides easy access to the M11 and M50

County Wicklow is home to the renowned and well established film and television studio complex, Ardmore Film studios as well as the state of art Ashford Film studios. The creative

content sector is an important pillar of the County's economy and is recognized as such in the Regional Enterprise Plan 2020 for the mid east region.

The development of Wicklow County Campus at Rathnew, as a centre of excellence in enterprise and education and innovation is supported and assisted by partnership links with IT Carlow in the provision of life-long learning and higher education courses. The Local Enterprise Office (LEO) acts as a first stop shop for small to medium start up business providing quality supports, start your own business courses, assistance to access finance and one to one business advice.

OUR COUNCIL

Wicklow County Council is one of 31 Local Authorities employing circa 850 people across wide functional areas delivering a comprehensive range of services. It is a complex organization made up of 32 County Councillors who are elected from six local electoral areas for a term of 5 years from June, 2019.

The Council operates through its elected members who can collectively be described as a 'Board of Directors' working in partnership with the Executive to develop and implement policy at local level.

The Leadership Team of Wicklow County Council comprises the Cathaoirleach, Elected Members, Chief Executive and Senior Management team, who have primary responsibility for ensuring that an effective and properly functioning government system operates across the organization.

Wicklow County Council has a number of roles, primarily the delivery of key services and infrastructure as well as a regulatory and enforcement role along with a defined role in social inclusion, sustainable development, community participation, and economic development and enterprise support. The Council has a key role to play in delivering accessible environments and facilities, encouraging age friendly practices, fostering disability-friendly communities and ensuring housing for people with disabilities is an integral part of mainstream housing efforts. The Council is responsible for providing a wide range of services and supports to a diverse range of customers, living, working and visiting our County. The Council works with national and local stakeholders such as the Industrial Development Authority (IDA), Enterprise Ireland (EI), business organizations such as the chambers of commerce and also the PPN and An Garda Siochana.

Our most valuable resource is our staff. The Council's People Strategy sets out how the Council will achieve its service delivery objectives by investing in our employees to build organizational capacity and competency to deliver the best public service possible to our citizens. We value all our staff and are committed to providing opportunities for continuous learning and career development.

Our corporate values sit within the wider values and standards of framework set out in the ethics legislation, code of conduct for employees, elected members, and our dignity at work policy. Values such as fairness, impartiality, integrity, honesty, respect, openness and transparency and pursuit of effectiveness, efficiency and value for money inform all we do as an organization in delivering our service to the public. As a Council we will operate to a high standard of personal behavior and we will treat one another with respect, maintain open and

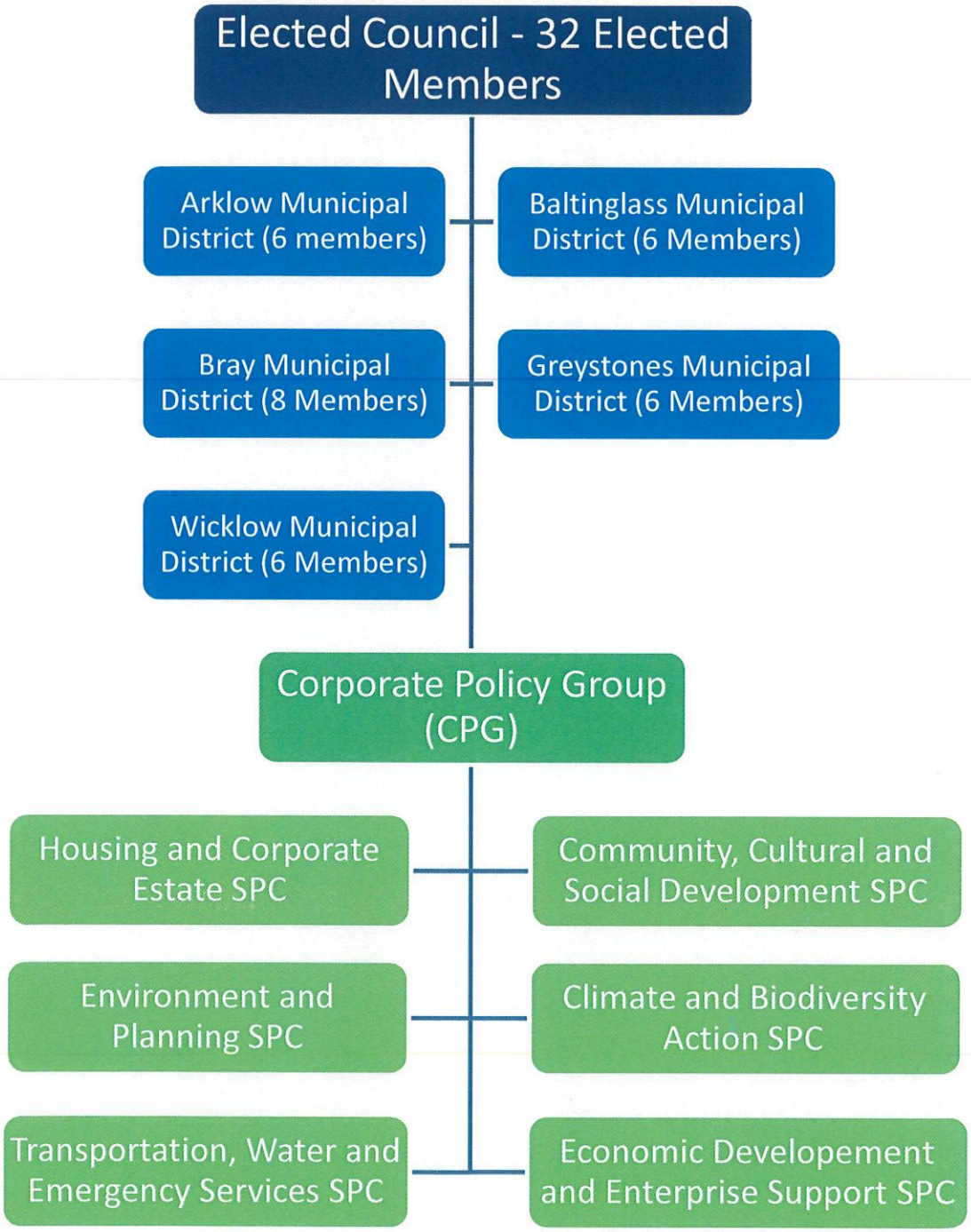
honest relationships with the elected members, each other , the public and those representing other organisations.

Our governance role focuses on the legal, regulatory, policy and service obligations and on the sets of relationships between our Council, its committees, individual elected members, the Chief Executive, the senior management team, staff and stakeholders in determining the direction and performance of the Council. Developing and communicating clearly our purpose and vision through the Corporate Plan and ensuring that we make best use of resources, ensures delivery of our goals and objectives and supports the principles of good governance.

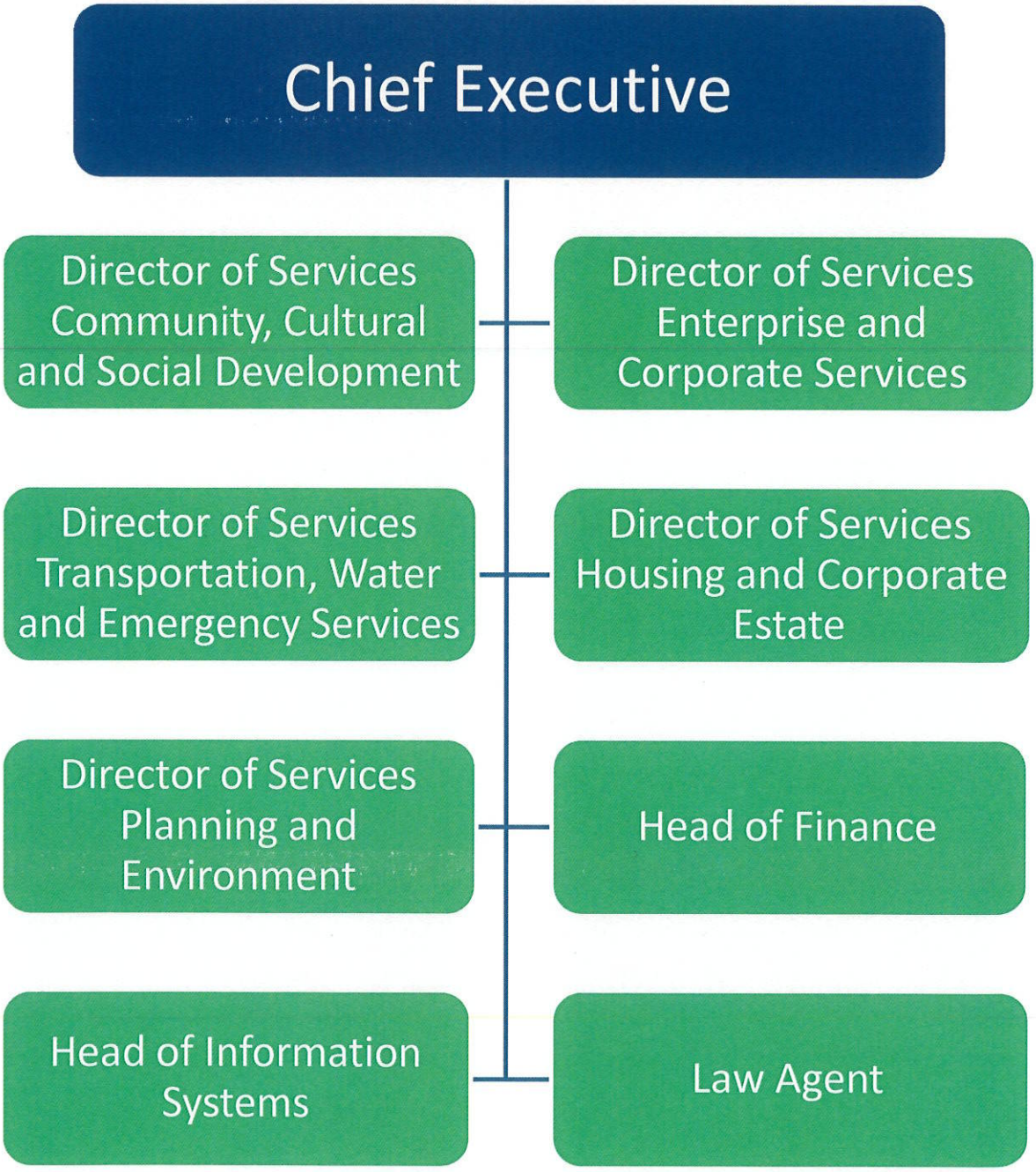
Our Customer Charter reaffirms our commitment to the delivery of efficient and effective services to the highest possible standard in a professional and courteous manner. The development of the new Customer Service Innovation Hub at County Buildings, Wicklow, will be a key channel in 2020 through which we will deliver a wide range of customer focused services by a highly trained customer care team supported by CRM.

A commitment to meaningful, open and comprehensive engagement with local people, citizens and other stakeholders is set out in the Council's Communication Strategy. We strive to ensure that the process is user-friendly, perceived as fair, just and respectful and accessible to all. The role of the PPN will be utilized to enable community and voluntary, social inclusion and environmental groups to actively participate in relevant policy making and oversight committees of the Council.

LOCAL GOVERNMENT STRUCTURE IN COUNTY WICKLOW: The Council is made up of 32 County Councillors serving for a term of 5 years from June, 2019. The Council is assisted in its policy making role by 6 Strategic Policy Committees (SPCs) and is supported by the Corporate Policy Group (CPG). The CPG is made up of the Cathaoirleach, Leas Cathaoirleach and the Chairs of the SPCs, supported by the Chief Executive and management team. The 32 Councillors also serve on the relevant municipal district in which they were elected.



ORGANISATIONAL STRUCTURE: The day to day operational decisions are carried out by the Chief Executive having regard to the policy direction of the Elected Members. The Chief Executive is supported in this role by the Senior Management team, to whom executive functions are delegated, including the management functions of the municipal districts.



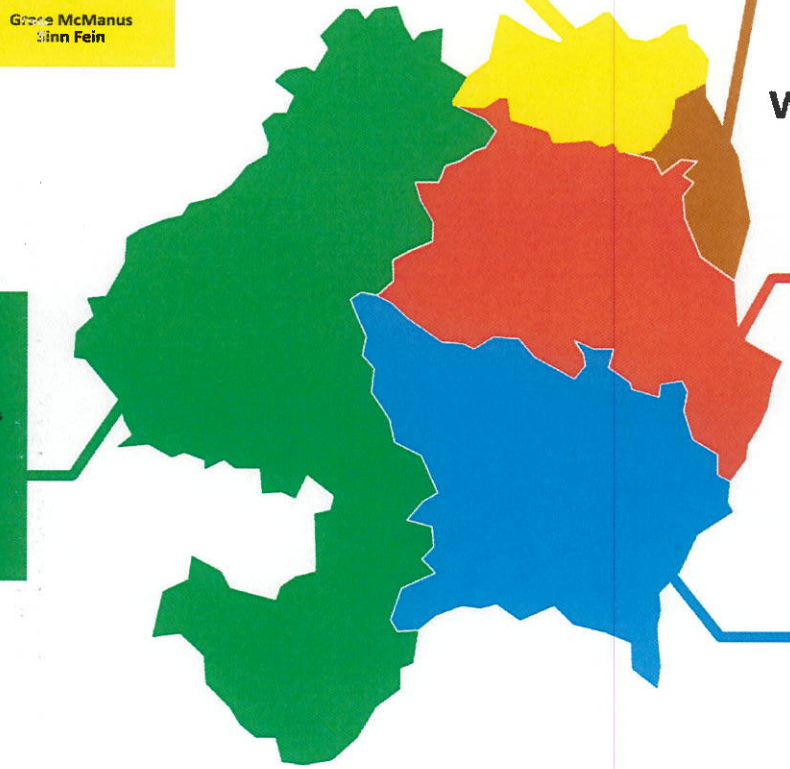
Bray Municipal District

Greystones Municipal District

Wicklow Municipal District

Baltinglass Municipal District

Arklow Municipal District



WICKLOW
ENDLESS OPPORTUNITIES

Adopted by Wicklow County Council | 2nd December, 2019

Corporate Plan 2014 – 2019: AN OVERVIEW OF ACHIEVEMENTS

Planning and Economic Development

- LEO has approved 487 funding applications totalling €2,616,714 resulting in the creation of 350 net jobs over a five year period.
- In addition, some 1,478 clients have participated in business skills and IT training courses and networking events
- The inaugural meeting of the Wicklow County Council Business Advisory Council (BAC) held February, 2019
- Business Breakfast Briefings held annually to encourage job creation in County Wicklow and reverse commuting (January, 2019)
- Results of the Wicklow Commuter Study launched (January, 2019)
- New town team established in Blessington (May, 2018)
- Contract signed for Town Centre Development, The Florentine Centre, Bray Main Street (March, 2018)
- New Wicklow Web Portal; *Living in Wicklow; Business in Wicklow; Visit Wicklow*; launched (March, 2018)
- Delegation to Hainan Province China to promote the county and its attractions (November, 2017)
- New town team established in Arklow (April, 2017)
- 13,000 m2 Florentine Town Centre Development gets planning go ahead representing an investment of over €30m in Bray town centre (January, 2017)
- First agreement for Roundabout Sponsorship Scheme signed for Arklow (January, 2017)
- Local Economic and Community Plan 2016 – 2022 launched (November, 2016)
- Local Enterprise Office at Wicklow County Campus hosts South Eastern Creative Corridor Symposium (November, 2016)
- Wicklow County Development Plan 2016 – 2022 adopted (2015)
- Internal infrastructural works to Avondale Business Park complete and work commenced on new purpose business premises (2014)

Housing and Corporate Estate

- 581 Units allocated to social housing applicants (2014 – 2019)
- In excess of 1,330 Social Housing units received energy efficiency upgrades (2014 – 2019)
- 270 housing units delivered under Part V and turnkey supply programme in partnership with private developers (2014 – 2019)

- Over €178,000 in estate development grants awarded to residents associations (2014 – 2019)
- 17 new homes completed in Arklow with the allocation of Delany Park Phase 1 (July, 2019).
- Work commenced on 42 new homes at Kilbride Lane, Bray (April, 2018)
- 7 new apartments completed in Arklow with the conversion of Arklow Library to 7 social housing units (December, 2018)
- 20 new homes completed in Rathdrum with the opening of the Avondale Heights 20 house scheme (December, 2018)
- Contracts signed for conversion of Arklow Library to 7 social housing units (February 2018)
- Cold Weather Initiative commenced in partnership with Dublin Simon Community and the Five Loaves Homeless Services (December, 2018)
- Contract for the installation of CCTV system in the Arklow Municipal District signed (March, 2019)
- Sod turned on new Avondale Heights 20 house scheme (September, 2017)
- 32 new homes delivered in partnership with Tuath Housing at Newtownmountkennedy (March, 2016)
- 4 new homes allocated in Blessington (February, 2016)

Infrastructural Development

- €200m investment in new pipeline to Vartry Reservoir in partnership with Irish Water
- Plans for Laragh/Glendalough visitor access approved (July, 2019)
- N81 Knockroe bends realignment scheme contract awarded (August, 2019)
- €5m funding secured for Blessington Greenway (June 2019)
- 1.6km footpath provided at Laragh (April, 2019)
- €282,494 allocated by the Department of Rural and Community Development for the development of 11 local improvement schemes countywide (April, 2019)
- Consultant engineers appointed to progress the improvement scheme for the N11/M11 between junction 4 (M50/M11) to junction 14 (Coynes Cross) (November 2018)
- 7 County Wicklow Projects benefitted from town and village enhancement scheme funding of €518,005 (October, 2018)
- River Dargle flood defence scheme complete (2017)
- €144,000 funding secured for West Wicklow projects, Blessington and Baltinglass, under the town and village renewal scheme (October, 2017)
- Arklow Harbour benefits from €177,625 funding award under Fisheries Local Action Group Scheme (June, 2017)
- Coolboy Footbridge opened (February, 2017)
- New Public Square opens in Greystones Habour (April, 2016)

- Arklow Water Treatment Plant at Ballyduff representing an investment by Irish Water of over €10m opened (January, 2016)
- N11/M11 Rathnew to Arklow Motorway officially opened ahead of schedule (July 2015)

Environment

- Climate Adaptation Strategy adopted (September, 2019)
- Local Government Climate Charter signed (October, 2019)
- Litter Management Plan, 2019 – 2024 adopted (November, 2019)
- Community Environmental Action Fund and other grants awarded to multiple community groups annually
- 11 energy efficiency projects completed in 2019 reducing energy consumption by c.835, 000kWh/year (October, 2019)
- Green flag awarded to Glendalough Graveyard (July 2019)
- Brittas Bay South, Brittas Bay North, Greystones South and Bray South Promenade retain prestigious Blue Flag Status (May, 2019)
- Tidy Towns Groups across the County supported with funding
- Five recycling centres operated around the County (Wicklow, Bray, Arklow Bray and Baltinglass) recycling almost 4000 tonnes annually
- Extensive environmental awareness programmes delivered annually
- Aughrim wins Gold in the National Tidy Towns (September, 2014)

Community / Culture / Recreation and Arts

- Online Community heritage archive set up (June, 2019)
- Grants totally over €142,000 allocated to community groups (May, 2019)
- My Open Library launched for Arklow Library and extended opening hours (April, 2019)
- Walking trails at the Vartry Reservoir, St. Kevin's way and Glendalough secure ORIS (Outdoor Recreation Infrastructure Scheme) funding of €468,000 (January 2019)
- €1.6m funding delivered to 137 individual projects in 2018
  - CLAR €175,00 delivered to 12 projects
  - Town and village Programme €525,000 delivered to 7 projects
  - Outdoor Recreation Infrastructure Scheme €438,000 delivered to 7 projects
  - Healthy Ireland Initiative €112,100 delivered to 14 projects
  - Community Enhancement programme €350,530 delivered to 91 groups
- €300,000 all inclusive playground catering for the needs of children of all abilities opened in Greystones (October, 2018)
- 3 new play facilities opened; skate park for Baltinglass, playground for Rathdangan and a multi-use games area for Knockananna (February, 2018)

- Contracts between the LCDC, Bray Area Partnership and County Wicklow Partnership comprising €6.5m for Social Inclusion (SICAP) signed.
- Former Ulster Bank building acquired for new Library at Wicklow town (October, 2017)
- Wicklow County Council signs Healthy Ireland Charter (June, 2017)
- County Wicklow Age Friendly Strategy 2017 – 2022 adopted (May, 2017)
- Wicklow County Councillors Fund Raising Event raises €84,000 for the Wicklow Hospice Foundation (April, 2017)
- New playground costing €200,000 delivered for Kilcoole (May, 2017)
- Playground upgraded and officially re-opened at Arklow (April, 2017)
- Joint Policing Committee 6 year plan (2016 to 2022) adopted September, 2016
- New Mobile Phone App evoking Life in County Wicklow in 1916 launched (January, 2016)
- New playground for Rathnew and Newtown as well as a Skate and BMX park opened in Blessington (2015)
- New Library and Municipal District Offices opened in Arklow (November, 2015)

Tourism and Film

- New Gates of Hell Virtual Reality Experience at Wicklow Gaol launched representing a €240,000 investment funded by Failte Ireland and Wicklow County Council (July, 2019)
- Wicklow welcomes their Royal Highnesses the Prince of Wales and Duchess of Cornwall to County Wicklow (May, 2019)
- County Wicklow Food and Beverage Strategy 2019-2021 launched (April, 2019)
- Ashford Studios received planning permission for expansion plans (2019)
- Volvo Round Ireland Yacht Race 2018 welcomed to Wicklow (June, 2018)
- Development contributions removed for the development of film studio infrastructure (2015)

Organisational objectives; service delivery and technology

- Online consultation hub – Wicklow .ie launched (July, 2019)
- County Wicklow Digital Strategy 2019 - 2022 incorporating; Infrastructure, Citizen Smart, Digital Economy and Digital Council (adopted September 2019)
- New Strategic Policy Committee Climate and Biodiversity Action established (June, 2019)
- *'Wicklow Welcomes All'* video series developed on Wicklow.ie to assist members of the public access Council Buildings (June, 2019)
- Local Elections held May, 2019 welcoming 12 new elected members out of 32.
- Live Text streaming of Council meetings relaunched (January, 2019)

- The Wicklow County Council Social Media Strategy and Communications Strategy developed (March 2019)
- ICT Strategy incorporating Cloud, Data and Information Security, Workflow and business process re-engineering developed (2018)
- Policy adopted for the performance of reserved functions by the five Municipal Districts of Bray, Arklow, Greystones, Baltinglass and Wicklow (November, 2018)
- New Web Portal developed and launched to assist citizens access information quickly (2018)
- Minute Pad Paperless Meetings Management System introduced (2017)
- Text Alert service launched to communicate a range of Council emergency services (December, 2015)
- New first purpose built headquarters and training centre for the civil defence opened in Greystones (March, 2015)
- Countywise; Wicklow County Council magazine re-launched September 2014 and delivered to some 44,000 homes countywide on a quarterly basis.

Awards

- Arklow named 'Ireland's best kept large town' in All-Island competition (June, 2019)
- Bray air display and the Summer in Bray tourism initiative awarded silver at the All Ireland Community and Council Awards (February, 2019)
- Arklow Municipal District received an award from Chambers Ireland for commemorating the 100th birthday and birthplace of artist George Campbell
- Arklow wins Town Initiative award of €5,000 and Bray wins €1,000 in the National Enterprise Town awards (December, 2018)
- River Dargle Flood Defence Scheme wins Engineers Ireland Local Authority Engineering Initiative Award (November 2018)
- Greystones Town is runner up in the Leinster region of the Bank of Ireland Enterprising Town Awards in the over 7,000 population category (November, 2017)
- Blessington is crowned the most enterprising town in Leinster in the 3,000 – 7,000 population category, Bank of Ireland Enterprising Town Awards (November, 2017)
- Wicklow County Library Service wins prestigious Public Sector Magazine Award (October, 2017)
- Bray Seafront Playground named one of Ireland's best by Irish Times Article (September, 2017)
- Bray Town crowned 'Best Connected Community' in the Community and Council Awards (February, 2017)

- Bray Air Display named Best Festival/Event Experience in the Irish Tourism Industry Awards (February, 2017)
- Greystones harbour development wins Outstanding Civil Engineering Project Award from Local Authority Members Association (LAMA) November, 2015
- Arklow Duck Pond Nature Walk and Leisure Area wins top award in Excellence in Local Government Awards (November, 2015)

OUR OPERATING ENVIRONMENT

The External Environment: Wicklow County Council, like other organizations, public or private, operates within the context of an external environment. In private industry it is the satisfied customer which keeps it in business. In the public sector it is the Council's citizens, stakeholders and general public that typically play the same role. Therefore, it is essential that Wicklow County Council is competitive, innovative and operates effectively and efficiently in the delivery of its services while providing excellent customer service and value for money. A strong performing local authority is recognized as a source of competitive advantage for its County.

Key Plans and strategies dealing with the operating environment: Project Ireland 2040 is the overarching policy and planning framework for the social economic and cultural development of Ireland. It seeks to achieve strategic outcomes around the overarching themes of wellbeing, equality and opportunity. These themes are reflected in the Corporate Plan at a local level. The National Development Plan 2018 – 2027 and its companion document, The National Planning Framework, sets out the ten year strategy for public capital investment which includes local authorities. The Department of Housing, Planning and Local Government's current Strategy Statement 2016 – 2019, sets out the underlying and sectoral goals for the Department. These goals reflect government policy, and in particular set the parameters guiding the Department's policy towards local government, which includes funding of major programmes. Local authorities ensure linkage and continuity of policy between the Department's goals, and the Regional Planning Strategy when developing local plans and policy. A list of national plans and framework documents is included at appendix 1.

Political: Wicklow County Council , like all other local authorities, operates in a highly political environment and this is perhaps the most complex of the macro factors affecting the local authority. The local political environment has witnessed the most radical of reforms over the past decade. The Council is responsible for implementing government policy through a wide range of areas including housing provision, community and social development, recreation and amenity, enterprise support, waste management, transport and emergency services etc.

Economic: The economic environment presents challenges for Wicklow County Council in terms of working within a more constrained budgetary context, but also represents opportunities to work smarter, introduce more innovative and cost effective ways of delivering public services more efficiently and with increased value for money. Dependency on central government funding and income derived locally from the LPT and goods and services, presents

annual challenges, while commitments to pension payments and salaries places an additional burden on limited finances.

Social: Along with the political environment, the socio-cultural context is probably the environment that impacts the greatest on local authorities. Demographic changes such as the population increase, age profile, household numbers, a growing multicultural society and workforce, as well as education requirements and consumer demand patterns all have an impact. Issues such as social inclusion, equality and human rights and migrant integration, along with the other socio economic drivers will significantly affect the scope, direction and demand on Wicklow County Council's services.

Technology: The drive for a more digitized, technological oriented Council is a major influencing factor affecting Wicklow County Council. Opportunities for the delivery of customer focused, innovative, efficient and effective customer services will be greatly enhanced by the availability of new technology and through the strategic objectives of the County Wicklow Digital Strategy 2019 – 2022 and the Council's ICT Strategy 2018 - 2022. Providing opportunities for economic benefit through connectivity by means of high speed broadband infrastructure and services, as well as increasing the capability of online services, social media channels, and mobile apps for business and stakeholders is key to operational efficiency and success.

Legal: Increasingly, local authorities are affected by policy initiatives originating from the European Union. This has manifested itself not only in EU funding for local authority projects but also in legislation and various regulatory requirements which affect the operation of various local authority services. Local authorities have responsibility for and must comply with legislation enacted by the Oireachtas, by way of regulation and policy guidelines from government departments.

Many incidences of building failures and severe non-compliance with building regulations have come to light over the past decade with the resultant economic and personal consequence of failures on our citizens. Wicklow County Council is committed to developing a robust and focused building control function guided by the national building control agenda. Parallel with and to improve the effectiveness of the oversight and governance of the building control system, the Council will work in conjunction with the National Building Control Office (Dublin City) in order to strengthen the local building control function, locally, regionally and nationally.

Environment: The National Climate Action Plan published in 2019 provides the policy context for a strategic national response to climate change in Ireland. The Council is the primary statutory agent charged with implementing national and EU Environmental policies and

regulations at local level and faces a challenging task in dealing with waste, water quality protection and addressing the challenges of climate change. There are increasing pressures on Wicklow County Council and commitment within the Council to address environmental issues and adopt ways of operating that will benefit its citizens and the County and future generations. The recently adopted Wicklow County Council Climate Adaption Strategy seeks to guide a planned and coherent response to the effects of climate change. The aims of the high levels goals thread through and underpin the Corporate Plan.

The Internal Environment

Critical to the delivery of the Corporate Plan goals and objectives is the organisation's internal resources. Being a large complex organization employing some 850 people across wide functional areas, delivering a comprehensive range of services Wicklow County Council must be fully cognizant of organisational capabilities. This will involve setting realistic high level goals and the effective identification and use of internal resources.

Human Resources

Our Staff: Our most valuable resource is our staff. The Council's People Strategy will ensure that our organisation's, design and structure is robust for the delivery of the corporate goals and objectives and in turn delivers the best public service possible to our citizens. The six high level goals of the Corporate Plan set out the objectives and supporting programmes to deliver our strategic priorities to attract, recruit and develop a skilled workforce; to build line management capacity; promote positive employee relations and engagement and to create a fair, supportive and healthy working environment. Achieving the goals and objectives of the Plan will have regard to the availability of human and financial resources and the re-allocation of resources or re-prioritisation of objectives where necessary.

The Elected Members: The goals and objectives of the Corporate Plan cannot be achieved without the contribution and support of the elected members. The management team and staff will support the policy making role of the elected members as well as their oversight and directional role as they perform the reserved functions that shape and inform the Corporate Plan. This will be achieved through plenary council meetings, municipal district meetings, the work of the CPG, SPCs, LCDC, JPC and other statutory committees on which the elected members serve.

Municipal Districts: The municipal district system is an important dynamic to local government and key to the delivery of services at local level, securing the future growth and sustainability of our towns, villages, and communities. The statutory functions of elected members at municipal district level are set out in legislation. Recognising the importance of performing this enhanced statutory decision making role, the elected members of Wicklow County Council adopted a policy setting out the circumstances where the reserved functions set out in Part 2 of Schedule 14A of the Local Government Act 2001 (updated in 2014) are to be exercised by the five municipal districts of Wicklow County Council. The implementation of this policy over the lifetime of the plan will ensure the alignment of overall local authority policy and strategy with municipal district functions as required by the Local Government *(Performance of reserved functions in respect of Municipal District Members*) regulations, 2014 and Ministerial circular letter guidance.

Financial resources: Providing sufficient financial resources to achieve the objectives of the Corporate Plan continues to be a challenge and Wicklow County Council like all other local authorities must produce an annual balanced budget. The revenue budget of €116m for 2020, derived mainly from commercial rates, government grants, local property tax and goods and services. Increased pension costs are a serious concern as over 200 council employees are eligible to retire over the next five years. Meeting these increasing costs from existing resources is neither feasible nor sustainable for the local authority alone.

New initiatives since the last Plan, in the area of enhanced economic, community and local development functions have been considered. Matching funds for new schemes under programmes such as the Urban Regeneration Development Fund (URDF) and the Rural Regeneration Development Fund (RRDF) over the next 5 years, where applications must have a minimum value of €2m and €0.5m respectively, is an additional burden on the Council's limited resources and while every effort and resource will be directed to capitalise on and draw down on grants available, matching funding of 25% is an issue which will need to be addressed at budget time.

New and additional expenditure costs in providing and maintaining essential services across all of the functional areas, meeting national pay agreements, reduced funding, additional directorate and municipal district costs, as well as the global rates revaluation and collection levels, all present a challenge for the success of the Corporate Plan and its supporting programmes. Continued value for money reviews and periodic audits will assist in the process of assessing expenditure programmes and re-diverting resources where necessary. Income from the Local Property Tax (LPT) provides an opportunity to increase revenue income annually over the next five years. An increase of 1% will provide an additional income of €171,809 while an increase of 5% will provide €859,045, per annum (2018 rates).

Delivering for our public: The Government's Strategy for the development and innovation in the Public Services *'Our Public Service 2020'* is built on three central pillars; *Delivering for our Public; Innovating for our future and Developing our People and Organisations*. This new phase of reform aims to build a stronger public service and deliver a better quality service to our public. The development of the Council's new Customer Services Innovation Hub in the foyer area of County Buildings in 2020 will lead in the process of major organisational change and improvements to promote efficiency of operation and customer service to support the goals of the Corporate Plan.

Customer Care and Relationship Management: A new CRM system will be developed to provide a high quality, citizen focused, responsive, effective and efficient Customer Service. It will support enhanced customer engagement and assist the Elected Members across all service delivery departments. The CRM system will not only provide a service standard and a means of

communicating clear and concise information to our customers, but will also put in place a means of evaluating and reporting on the performance of customer service. It will add value to our customer service, assist the elected members in their representational role and will be an important strategic objective in the development of the Council's new customer care hub in 2020.

Information and Communications Technology (ICT) : New developments in ICT are fundamentally changing the way we live, work and interact with each other. Shifts in expectation for technology enabled government services, coupled with a *'do more and better with less'* presents new opportunities to deliver better outcomes for citizens, business and staff.

Actions have been included to achieve the objectives of the Public Services ICT Strategy which focus on the five pillars; Build to Share, Digital First, Data as an enabler, Improve Governance and Increase Capability. The Wicklow County Council ICT Strategy, 2017 – 2022 aims to improve services and access to services for the people of County Wicklow, improving how we use ICT to enhance the capacity of the Council to deliver quality services, protect personal data and ensure that information held is securely protected and managed effectively.

The recently adopted County Wicklow Digital Strategy charts the Council's direction in advancing our digital and telecommunications infrastructure, advancing our citizen engagement and digital skills and to further develop County Wicklow's digital economy and digitally transform our County Council under the four themes:

1. Broadband and digital infrastructure
2. Citizen smart
3. Digital economy
4. Digital Council

Theme 4 of the Digital Strategy: *To enhance the delivery of Wicklow County Council's services to its citizens by increasing the capability of online services;* is an important strategic objective for the Council over the lifetime of this plan. The resources of the Council IS Department have been increased, recognizing the importance of its function growing in line with the modernization programme and in the delivery of new automated business systems. Over the lifetime of the Plan, the Council will support the national Transforming Public Services Strategy and continue to support national and local shared services initiatives to optimize efficiencies. We will ensure that investment in ICT systems delivers service improvements in support of the Council's strategies and establish a reliable and flexible business infrastructure which is user friendly, fit for purpose and meets the needs of citizens, elected members and Council staff.

KEY STRATEGIC GOALS 2019 - 2024

KEY STRATEGIC OBJECTIVE 1 ENVIRONMENT CLIMATE AND BIODIVERSITY ACTION	
To acknowledge that Wicklow County Council has declared a Climate and a Biodiversity Emergency for Wicklow. To provide robust leadership in implementing Climate and Biodiversity Action. To implement the Local Government Climate Action Charter as adopted and embed it into all the activities of the Council. To seek to protect, restore and develop the County's Natural Scenic and Heritage Resources.	
DIRECTORATE: PLANNING AND ENVIRONMENT	
EV1	To incorporate environmental sustainability and protection in all policy making and implementation programmes with a particular focus on climate action and biodiversity
EV2	To lead out, learn and respond to the impacts of climate change, be fully engaged with risks and opportunities of a changing climate and build a resilient future for and together with the communities of County Wicklow.
EV3	To continue to provide a pro active waste enforcement service and to ensure the best environmental management of all waste including preventing and minimising the generation of waste
EV4	To ensure that private water supplies both regulated and unregulated are safe and secure
EV5	To ensure that domestic and licensed waste water treatment systems do not cause pollution, nuisance or a risk to health
EV6	To provide effective harbour management at Arklow, Wicklow and Bray harbours
EV7	To protect public health and animal welfare
EV8	To educate and raise public awareness of environmental, sustainable, climate and biodiversity issues within County Wicklow

KEY STRATEGIC OBJECTIVE 2 HOUSING AND COMMUNITY	
To 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 category of persons in the County in accordance with Government Strategy. To meet the needs of all our citizens from the youngest to the oldest, developing communities, promoting an inclusive, creative and natural sustainable environment.	
DIRECTORATE: HOUSING AND CORPORATE ESTATE	
H1	To provide, and facilitate the provision of, housing accommodation of good quality in the best environment possible in line with current government strategy
H2	(a) Manage and maintain the Council's housing stock and encourage and engage in the

	improvement of accommodation standards for existing and new stock of public and private rented housing (b) Promote good estate management practices to enhance the quality of life of residents
H3	Meet the accommodation needs of those identified with a housing need, through a variety of social housing support options
H4	Provide a comprehensive response to homelessness in County Wicklow, in line with government policy, in partnership with all relevant agencies/stakeholders
H5	Provide and facilitate the provision of adequate and suitable housing accommodation to meet housing needs through the implementation of national and local housing policy
H6	Address the accommodation needs of the Traveller Community through the implementation of the Traveller Accommodation Programme 2019-2024 and through active engagement with the Local Traveller Accommodation Consultative Committee
H7	To provide a focused approach to housing choices and options for older people
H8	Provide a healthy and safe working environment
	DIRECTORATE: COMMUNITY CULTURAL AND SOCIAL DEVELOPMENT
C1	To lead, develop and co-ordinate a coherent and integrated approach to local community and sustainable development and equality.
C2	To lead and co-ordinate the implementation of the County Wicklow Age Friendly Strategy
C3	Actively facilitate and support the Local Community Development committee in the preparation, implementation, monitoring and review of the community elements of the Wicklow Local Economic and Community Plan, 2016 - 2022
C4	Support the development of a strong inclusive Public Participation Network in the county, to ensure that the social inclusion and community sectors are enabled to give voice to a diverse range of views, issues and interests.
C5	Actively promote community participation to achieve valued improvements in the quality of life, quality of services and quality of environment for identifiable groups such as children and young people, ethnic groups, social and marginalised groups, older people and people with disability.
C6	To ensure that our public library service continues to be a key resource in local communities, delivering a broad range of services to meet a diversity of needs in information, learning, literacy, employment skills, business and leisure and in particular, to position the service to reflect community and individual needs and expanding the services on offer, where feasible
C7	To preserve and make accessible the archives of County Wicklow
C8	To review the play and recreation policy for the county and guide the process of planning and developing sporting, recreational, play and amenity facilities and activities

	that are accessible to all, in conjunction with the Local sports partnership and other agencies and groups.
C9	Develop and implement a strategy for the arts, to promote the arts as a worthwhile activity for all, to motivate, inspire and empower artistic endeavour throughout the county and to further strengthen Wicklow's position as a centre of excellence for the arts.
C10	Continue the partnership/ strategic development of Music Generation Wicklow with Music Generation and Kildare Wicklow Education Training Board
C11	To provide a healthy and safe working environment
C12	To contribute to energy saving and efficiency, in compliance with national targets

KEY STRATEGIC OBJECTIVE 3 **ECONOMIC DEVELOPMENT, PLANNING AND INFRASTRUCTURE**	
To develop infrastructure and measures that will support economic activity which will sustain the best quality of life for our citizens in a strong economic competitive environment of the highest quality; support interagency collaboration and capitalise on County Wicklow's unique attributes, harnessing efficiently the entire resources of the County to develop employment opportunities.	
DIRECTORATE: LOCAL ENTERPRISE OFFICE (LEO) AND ENTERPRISE & CORPORATE SERVICES	
ED1	To promote entrepreneurship, foster business start-ups and develop existing micro and small businesses in conjunction with the Local Enterprise Office (LEO) and to provide high quality supports for new business ideas in County Wicklow.
ED2	To promote and develop Wicklow County Campus as a Centre of Excellence in Enterprise, Innovation and Education
ED3	To promote the creation and expansion of new and existing employment opportunities in the County and to market and promote Wicklow as an ideal location for inward investment.
ED4	To support the work of the Economic Development and Enterprise Support SPC
ED5	To implement the recommended actions contained in the County Wicklow Local Economic and Community Plan 2016 - 2022
ED6	To maximize opportunities for urban regeneration and rural development
ED7	To harness the County's existing assets and encourage collaborative opportunities amongst sectors to develop new markets and initiatives, maximizing opportunities for business development and employment creation
ED8	To promote and direct tourism development in a sustainable manner that conserves,

	promotes, protects and enhances the County's assets and derives optimal economic benefit from visitors to the County
ED9	To capitalize on the economic opportunity in the screen industry as well as screen induced tourism and support the expansion of the sector in the County
	DIRECTORATE: PLANNING AND ENVIRONMENT
PD1	To provide a professional planning and development management structure and processes
PD2	To conserve the natural built and cultural heritage of County Wicklow and to foster a greater awareness appreciation and enjoyment by all
	DIRECTORATE: TRANSPORTATION WATER AND EMERGENCY SERVICES
TWES1	To promote and facilitate the provision of all modes of transport in an integrated manner so as to foster social and economic development having regard to environmental considerations, sustainable development and social inclusion
TWES2	To provide an integrated approach to the future development and operation of the national roads network in County Wicklow
TWES3	To construct and maintain the regional and local roads network of County Wicklow to the highest possible standard
TWES4	To promote walking and cycling to suit the varying needs of our communities and the continued provision of public transport options within the County
TWES5	To continuously seek to improve road safety within County Wicklow
TWES6	To provide optimum parking solutions to accommodate the varying needs of our communities, including pay parking countywide
TWES7	To effectively manage and maintain the public lighting network in County Wicklow
TWES8	To ensure the optimum level of operation of public water and wastewater services in the County on behalf of Irish Water
TWES9	To seek to ensure, through engagement with Irish Water, that the requisite water and wastewater infrastructure and services are provide into the future to meet County Wicklow's development objectives as set out in the Wicklow County Development Plan
TWES10	To provide an efficient and effective Fire and Emergency Services response save lives and protect property
TWES11	To ensure appropriate management and response to Major Emergency Management events, particularly in relation to disaster planning and adverse weather events in accordance with National and County Emergency Plans
TWES12	To ensure a culture of compliance with the Building Regulations and to monitor construction products on sale or in use so as to achieve safe, accessible, sustainable

	buildings in the County
TWES13	To provide the requisite leadership, equipment, transport, communications and administrative back up facilities at all times to ensure that Wicklow Civil Defence is optimally positioned to carry out its functions and services.
TWES14	To provide a healthy and safe working environment

KEY STRATEGIC OBJECTIVE 4 **ORGANISATION DEVELOPMENT AND FINANCIAL MATTERS**	
To maximize and develop the potential of our human resources, fulfilling our duties under Health and Safety, to adhere to the highest standard of governance, integrity, transparency and accountability and to develop new technologies to continuously innovate and improve the delivery of a cost effective, efficient and high quality service to our citizens	
DIRECTORATE ENTERPRISE AND CORPORATE SERVICES	
HR1	Plan and deliver our organisations workforce requirements
HR2	Be an employer of choice
HR3	Create a culture of continuous learning and development
HR4	Empower and enable our managers and supervisors
HR5	Promote positive employee relations and engagement
HR6	Create a fair, supportive and healthy working environment
C1	To provide a healthy and safe working environment and to ensure as far as reasonably practicable the Safety, Health and Welfare at work of all employees
C2	Facilitate and support the representational and policy making role of the elected members through the provision of timely information, advice, training and support facilities.
C3	To provide excellent customer service delivery to our elected members, citizens and stakeholders
C4	To provide clear and consistent communication to our citizens, stakeholders and staff
C5	To support the work of the Wicklow County Council Audit Committee
C6	To support the work of the Wicklow County Council Joint Policing committee on matters affecting the policing of County Wicklow
C7	To adhere to the highest standard of conduct, governance, integrity, transparency and accountability
C8	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

C9	To comply with the relevant legislative requirements for the publication of Organisational Plans.
C10	To keep the Register of Electors and its supplements up to date and to the highest degree of voter accuracy.
	DIRECTORATE: INFORMATION SYSTEMS
IS1	To support quality customer service through the innovative use of ICT
IS2	To promote methods of participation by citizens in local self government
IS3	To provide clear and consistent communication to our citizens, stakeholders and staff through eServices
IS4	Support the effective management and use of Geospatial Information and Geospatial solutions to support the delivery of better Local Government Services
IS5	To support government Open Data Policies, interagency data sharing and metadata standards
IS6	To advance our digital and telecommunications infrastructure, advance our citizen engagement and digital skills and to further develop County Wicklow's digital economy and digitally transform Wicklow County Council
IS7	Facilitate and support the representational and policy making role of the elected members through the use of communication technology
	DIRECTORATE: FINANCE
FIN1	To manage and optimize the use of financial resources to include maintaining moderate debt/liquidity levels
FIN2	Support the operational activities of the County Council through strengthening and enhancing financial management
FIN3	Ensure compliance with accounting standards, code of practice and relevant legislation
FIN4	Provide a high standard of service to our customers both internal and external
FIN5	Maintain an active risk management process to minimise risk exposure
FIN6	Support the financial reporting requirements of Service Level Agreements (SLA) with external agencies
FIN7	To be a value added procurement function that is strategically aligned to the business needs of Wicklow county Council
FIN8	To provide a healthy and safe working environment
FIN9	To provide the public with an efficient motor taxation service
FIN10	(a) To provide an independent, objective, assurance and consulting service on the effectiveness or otherwise of the organisations internal control system and (b) To support the Audit Committee in its statutory functions.

DIRECTORATE: LAW	
L1	To provide a professional efficient legal service in relation to all the activities and functions of the Council, identifying risk and ensuring excellent corporate governance. To advise the Chief Executive and Management team and engage with all directorates as in house legal advisors.

IMPLEMENTATION AND MONITORING

Progress reporting:

The Corporate Plan: Part 2 of the Corporate Plan sets out relevant high-level data with regard to Wicklow County Council's functional areas. The Council has identified relevant baseline measures in relation to each key objective identified in the Council's eight functional areas. The performance goals, supporting progress, measurement methodology and baseline data are linked to the Annual Service Delivery Plan (ASDP) which sets out in greater detail the activities to be undertaken across all key functional areas to deliver on the Corporate Plan objectives.

Annual Service Delivery Plan (ASDP): Section 134A of the Local Government Act, 2001 provides that the Council shall prepare an ASDP for each of the five years of the duration of the Corporate Plan. The Wicklow County Council ASDP takes account of best practice in service delivery for its citizens. The ASDP will take account of the objectives contained within the Corporate Plan and shall be considered by the Management Team, Corporate Policy Group and the elected members of Wicklow County Council annually and in conjunction with the Capital Programme of works. The ASDP contains supporting strategies, actions and service/performance indicators to be implemented by each Directorate of the Council in order to achieve the objectives of the Corporate Plan. The ASDP is linked to the budgetary process, individual directorate departmental plans, personal development plans (PMDS) and national and local service indicators. The indicators contained within the ASDP, linked to the Corporate Plan, will be monitored and reviewed over the lifetime of the Corporate Plan.

Report on Capital Projects: Section 135 of the Local Government Act 2001 provides that the Chief Executive shall prepare and submit to the elected Council a report indicating the programme of capital projects proposed by the Council for the following two local financial years and having regard to availability of resources. The report on capital projects is presented to the elected members annually and in conjunction with the ASDP.

Annual Budget: Wicklow County Council prepares an annual budget which sets out the estimated expenditure necessary to carry out its functions for the following financial year. The budget is prepared in the format prescribed by regulation and must balance. Following the adoption of the annual budget, a schedule of proposed works of maintenance and repairs to be carried out in each of the five Municipal Districts of Bray, Arklow, Greystones, Baltinglass and Wicklow are prepared under the direction of the Chief Executive for adoption by the elected members of each municipal district. The objectives of the Corporate Plan are determined having regard to the financial and human resources of the Council, and decisions on the prioritization of objectives may be made, where necessary, having regard to the availability of resources.

Annual Report: The Local Government Act, 2001 requires that the Council prepares an annual progress report and include it in its Annual Report to the elected members while also reporting on the progress of Corporate Plan objectives. It also sets out an assessment of its delivery of services during the year including information on performance indicators and standards set out by the National oversight and Audit Commission.

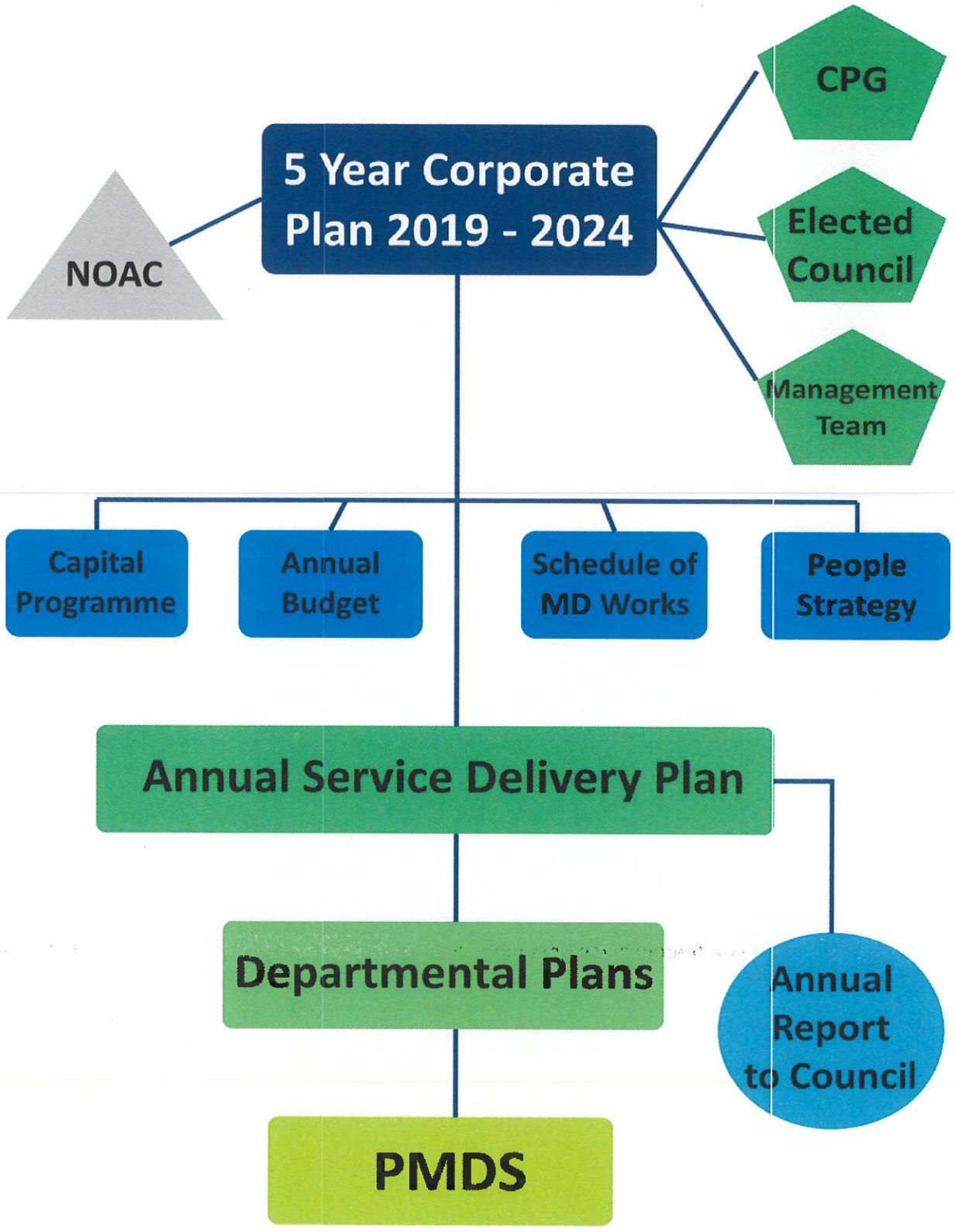
Chief Executive's Monthly Management Report: Reporting on significant progress in relation to the objectives contained within this Plan are reported to the elected members of Wicklow County Council on a monthly basis by inclusion in the Chief Executive's monthly management report. The report sets out major expenditure and income lines for each service division, performance of the Council's revenue collection, recourse to overdraft facility, emergency capital works, operation/progress of the LCDC, performance of the Local Enterprise Office (LEO), and any other progress reports requested by the elected members in accordance with central government guidelines. This report is available on the Council's website each month and circulated to all Wicklow County Council staff.

National Oversight and Audit Commission (NOAC): The National Oversight and Audit Commission (NOAC) was established in July, 2014 under the Local Government Reform Act, to provide independent oversight to the local government sector. Wicklow County Council reports to NOAC under 37 performance indicators across a range of service areas including; housing, roads, water, waste/environment, planning, fire services, library service, youth/community, corporate, finance and economic development. The Wicklow County Council Corporate Plan will be submitted to NOAC to facilitate adjudication on its adequacy and evaluate its implementation.

Adaptation: The Wicklow County Council Corporate Plan is the roadmap that determines the prioritization of our activities over the coming 5 year period. In order to survive and continue to give the expected high quality and efficient service to our citizens, the Plan is specific to the needs of Wicklow County Council while ensuring flexibility to adapt to changing circumstances as they arise. Wicklow County Council will be responsive to change and is committed to adapting to the changing environment, external and internal over the lifetime of this plan.

Review of the Plan: The elected members of Wicklow County Council may at any time decide by resolution to review the Corporate Plan. Section 134 (8) of the Local Government Act provides for a review procedure for the Corporate Plan. Any changes in direction or emphasis, and any amendment to the Corporate Plan highlighted in the Annual Progress Report which may be necessary can be reflected in subsequent ASDPs of the Council.

IMPLEMENTATION, MONITORING AND REVIEW



Appendix 1 - Key Plans and strategies (non-exhaustive list)

National/EU

- Project Ireland 2040
- National Development Plan 2018 – 2027
- The National Planning Framework 2040
- Public Service 2020
- Our Public Libraries 2022
- Social Housing Strategy 2020
- Public Service ICT Strategy, January 2015
- Rebuilding Ireland – Action Plan for Housing and Homelessness (2016)
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- Local Government Climate Action Charter (2019)
- eGovernment Strategy
- National Broadband Plan
- National Digital Strategy
- National Heritage Plan – Heritage Ireland 2030
- National Housing Strategy for People with a Disability
- National Traveller and Roma Inclusion Strategy 2017 - 2021
- River Basin Management Plan for Ireland 2018- 2020

Regional

- Regional Spatial and Economic Strategy
- ERDF Operation Programmes 2014 - 2020
- Mid East Regional Enterprise Plan 2020
- Mid East Regional Homeless Action Plan 2018 – 2020
- Eastern-Midlands Region Waste Management Plan 2015 - 2021

Local

- County Wicklow Digital Strategy, 2019 – 2022
- Wicklow County Council ICT Strategy 2018 - 2022
- Wicklow County Development Plan 2016 – 2020
- Local Economic and Community Plan (LECP) 2016 – 2022
- County Wicklow Age Friendly Strategy 2017 – 2022
- Annual Service Delivery Plan
- Local Area Plans
- Annual Budget Statement
- Annual Financial Statement
- Wicklow County council Climate Adaption Strategy 2019
- Wicklow County Council Joint Policing Plan, 2016 - 2021
- Litter Management Plan 2019 – 2024
- Wicklow County Council Traveller Accommodation Plan 2019 – 2024
- Wicklow County Council Major emergency Plan
- County Wicklow Library Plan
- County Wicklow Tourism Strategy and Marketing Plan 2018 – 2021
- Wicklow County Council Statement of Tourism Strategy 2017 – 2021
- County Wicklow Biodiversity Plan

Appendix 2 – List of Consultees

- Corporate Policy Group
- Wicklow County Council Elected Members
- Wicklow County Council Management Team and all staff
- Wicklow County Council Communications Working Group
- Great Place to Work Initiative Team
- Local Community Development Committee
- Wicklow County Council Strategic Policing Committees
- Wicklow County Council Joint Policing Committee
- Wicklow County Council Public Participation Network
- Our Citizens (via Countywise and public consultation hub, Wicklow.ie)
- Local stakeholders, business community and local forums

Functional Area Planning Development and Environment	Performance Goals	Supporting Programmes	Measurement Methodology	Actual current operation baseline data
Goal PD1: Planning and Development	**To provide a professional planning and development management structure and processes**	1. To ensure quality and consistency of planning applications and consents	- Number of planning decisions made	993
			- % of planning decisions upheld by An Bord Pleanala	81%
		2. Adoption of the County Wicklow Development Plan 2021 – 2027	- Meeting timelines for review of development plan	
		3. Adoption of Local Area Plans for: Wicklow/Rathnew,Greystones/Delgany /Kilcoole,Blessington, and Newtownmountkennedy, Bray, Arklow & Environs		
		4. Continue to engage in a proactive pre-planning meeting and advisory service	- Number of pre- pre planning meetings held	135
		5. Continue to manage planning enforcement in a proactive manner	- Enforcement	148
			- Number of cases	260
			- Number closed	173
			- Warning letters issued	52
			- Enforcement notices	15
			- Files referred for legal action	23
		6 .To facilitate timely completion of estates and progress the taking in charge of completed estates	Number of estates taken in charge	459
			Number of compliance submissions	

		7. Participate in the introduction of on an online planning services 8.I mplement the regulations in regard to Short Term Lettings 9. Monitor and collect any monies outstanding in regard to the vacant sites levy.	received and dealt with - Number of short term lettings registered - Number of vacant sites on register - % of monies collected versus amount outstanding	
Goal PD2: Heritage	**To conserve the natural built and cultural heritage of County Wicklow and to foster a greater awareness appreciation and enjoyment by all**	1. County Wicklow Heritage Plan 2017 - 2022	- Preparation of the annual work programme overseen by the Wicklow Heritage Forum and co-ordinate on a day to day bases by the heritage officer	
Goal EV1 Climate and Biodiversity Action	**To incorporate environmental sustainability and protection in all policy making and implementation programmes with a particular focus on Climate Action and Biodiversity**	• Local Government Climate Charter • Climate Mitigation • Wicklow County council Climate Adaptation Strategy • Wicklow County Council Bio diversity Plan • New Wicklow County Council County Development Plan 2021 - 2027	• Set up actions as agreed in the Charter (Resource the organisation as envisaged in the Charter) • Develop Mitigation strategies in association with CAROand DCCAE • Develop actions and feedback into Climate Adaptation Strategy • Input into the new County Wicklow Development Plan 2021 - 2027 • Wicklow county Council Biodiversity Plan to be updated and adopted •	

Goal EV2 Climate Adaption and delivery of an enhanced quality of life	**To lead out, learn and respond to the impacts of climate change, be fully engaged with risks of a changing climate and build a resilient future for and together with the communities of County Wicklow.**	• Local Government Climate Charter 2019 • Energy Efficiency and reporting • Annual Better Energy communities (or equivalent scheme • Wicklow county Council Climate Adaptation Strategy • Flood Risk Management (OPW Schemes) • To progress the Arklow Flood relief scheme	• Meets targets in Climate Charter; energy efficiency % vs baseline 2009, GHG emissions absolute reduction in kg C02e • Comply with Climate Charter commitments to annual monitoring and reporting • Comply with annual statutory energy reporting methodology • Develop a Sustainable Energy and Climate Action Plan • Progress Energy Efficiency projects • Implement the actions proposed in the Strategy • Continue to work with the OPW to deal with the threat of coastal erosion - Planning stage completed - Detailed design and tender completed - Construction works commenced	23,724,845 kWh 2018 11.4% energy efficiency 2018 vs 2009 baseline 6,982,627 kg CO2 2019
Goal EV3 Waste Management	**To continue to provide a pro active waste enforcement service and to ensure the best environmental management of all waste including preventing and minimising the generation of waste**	1. To ensure the completion of the Whitestown remediation works 2. Waste enforcement and litter management environmental legislation 3. Recommended minimum criteria for environmental inspections (RMCEI) 3.Regional Waste Management Plan	• Remediation being progressed in line with court order • Tonnage through recycling centres • Meeting targets in RMCEI plan • %of houses availing of the 3 – bin service collection	 5522 2020 Targets 51%

		4. Wicklow County Council Litter Management Plan 2019 - 2024	• Implementing objective of the Plan	
Goal EV4 Water supplies	**To ensure that private water supplies both regulated and unregulated are safe and secure**	• The monitoring programme of the regulated supplies	- No. of water supplies monitored - No. of boil notices served on private supplies - No. of boil notices lifted - No. of directions issued requiring improvements to private supplies - No. of files closed after issue of directions outlined above	256 5 13 14 2
		• Implementation of the rural water programme	- Number of groups funded under the RWP	8
Goal: EV5 Domestic and licensed waste water treatment systems.	**To ensure that domestic and licensed waste water treatment systems do not cause pollution, nuisance or a risk to health**	1.Ensure private waste water treatment facilities comply with DWWTS REGS and Section 4 licences	- No. of private septic tanks inspected - %. of domestic waste water properties registered - No. of advisory notices served - No. of advisory notices closed - No of S 4 discharge licences/review application processed - No. of licences monitored - No of letters/enforcement actions requiring improvement in licence compliance	32 92% 8 7 2 75 32 30

			- No. of files closed as a result enforcement actions - Grants processed /paid	175
Goal EV6 Harbour Management	**To provide effective Harbour management at Arklow, Wicklow and Bray Harbours**	• Support and implement the national Ports Policies • To fully use our ports to increase the contribution of the port sector to the local economy • To enhance the recreational potential of the ports and harbours • To endeavour to ensure continued and sustainable • development of the ports sector	- Number of improvement schemes funded - Percentage collection of annual harbour dues - Strategic review of the maritime of County Wicklow Maritime.	4 49%
Goal EV 7 Public health and animal welfare	**To protect public health and animal welfare**	1. Control of dogs – legislation and guidelines 2.Veterinary shared services	- % of dogs re-homed/reclaimed - % of dogs put to sleep - No. of annual dog licence issued	95% 5% 2899

		implementation plan 3.Carry out our contractual obligations with the FSAI	- No. of premises registered for dog breeding establishments - Implement veterinary shared services	5
Goal EV8 Environmental awareness and education	**To educate and raise public awareness of environmental, sustainable, climate and biodiversity issues within County Wicklow**	1. Green Schools 2. Blue Flags 3. Local Agenda 21 4. PURE 5. Water Framework Directive	- No. of schools awarded Green School status - No. of blue flags retained - No. of projects funder under LA21 - Continued support of the PURE project	25 4 27 Continued support given

Functional Area Housing and Corporate Estate	Performance Goals	Supporting Programmes	Measurement Methodology	Actual current operation baseline data
To 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 in accordance with Government Strategy.				
Goal H1 :Housing Provision and Planning	To provide, and facilitate the provision of, housing accommodation of good quality in the best environment possible in line with current Government strategy	Delivery of the Housing Supply targets in Re-Building Ireland Action Plan for Housing and Homelessness (RI) or appropriate Government policy.	No of new builds No of units delivered as a % of annual targets RI Delivery across all delivery streams No. of houses in stock	276 1,225 4,410
Goal H2: Housing Management	(a) Manage and maintain the Council's housing stock and encourage and engage in the improvement of accommodation standards for existing and new stock of public and private rented housing	• Fabric Upgrade Programme • Maintenance Programme • Central Heating Programme • Anti Social Behaviour Strategy • Rent Review and management	Number of units upgraded Reletting time (weeks) Reletting cost per dwelling Average repair and maintenance spend per dwelling No. of Rented Dwellings Inspected Number of warning letters issued Number of Estate Management projects funded	415 26.10 €29,505 €1,236 588 20 41 90.2%

	(b) Promote good estate management practices to enhance the quality of life of residents	policy	% Rent Collection	
Goal H3: Social Housing Support	Meet the accommodation needs of those identified with a housing need, through a variety of social housing support options	• Social Housing Assessment – List for Social Housing Support	Number on list for Social Housing Support No. allocated housing No. in RAS/HAP/RS/Leasing	4,026 156 1,429
Goal H4: Homelessness	Provide a comprehensive response to homelessness in County Wicklow, in line with government policy, in partnership with all relevant agencies/stakeholders	Delivery and management of homeless services in accordance with the Mid East Regional Homeless Action Plan.	No in Emergency Accommodation No allocated Homeless HAP	12 22
Goal H5: Social Inclusion	Provide and facilitate the provision of adequate and suitable housing accommodation to meet housing needs through the implementation of National and local Housing Policy	• Disability Strategy • Housing Adaptation for Elderly/Disability Grant Programme	Number of houses allocated to households with mobility/disability Number of houses allocated to the elderly Number of Housing Aid for Older People Grants allocated	34 16 21 46

			Number of Housing Adaptation and Mobility Aids Grants allocated	57
Goal H6: Traveller Accommodation	Address the accommodation needs of the Traveller Community through the implementation of the Traveller Accommodation Programme 2019-2024 and through active engagement with the LTACC	• Traveller Accommodation Programme 2019-2024	Number of allocations to Traveller families Numbers on unauthorised sites	12 19
H7: Housing choices for older persons	To provide a focussed approach to housing choices and options for older people	Theme 3: Housing, County Wicklow Age Friendly Strategy 2017 - 2022	Number of older persons facilitated.	
Goal H8: Health and Safety	Provide a healthy and safe working environment	• Safety Statement - Risk Assessments • Inspection programme • Training programme	Number of inspections carried out Number of staff who availed of training programme	210 41

	Performance Goals	Supporting Programmes	Methodology	Current Operational Baseline Data
Community Cultural and Social Development	**Continue to develop, co-ordinate and implement an integrated approach to local and community development using mechanisms by which communities are encouraged to participate in the decision making process and in doing so, promote and foster civic leadership and participation across the community, culture, arts and recreation sectors**			
Goal C1 Community Development, Human Rights and Quality	To lead, develop and coordinate a coherent and integrated approach to local community and sustainable development and equality	Support the LCDC and implement the LECP Implement (at a local level) 'Sustainable, Inclusive and Empowered Communities' , the national strategy to support the community and voluntary sector in Ireland 2019-2024 Develop the Co. Wicklow Migrant Integration Strategy and Ensure equality and human rights is embedded in the policy and practice of Wicklow County Council Develop quality social infrastructure necessary to support sustainable communities and engage with rural development funding schemes	Number of actions in LECP implemented Number of relevant actions implemented Number of community grants awarded Number groups supported Number of relevant actions implemented Work with Corporate Affairs to enact our obligations under the Irish Human Rights Equality and Commission Act 2014 and the Public Sector Duty Act Number of infrastructure provided Funding received under rural development schemes	
Goal C2	To lead and co-ordinate	• County Wicklow Age Friendly	Number of actions	

Age Friendly Principles	the implementation of the County Wicklow Age Friendly Strategy	Strategy 2017 – 2022 • Ireland: A great country in which to grow old: Age Friendly Ireland's Statement of Strategy 2015 - 2017	implemented	
Goal C3 Community Development	Actively facilitate and support the Local Community Development committee in the preparation, implementation, monitoring and review of the community elements of the 6 year local, economic and community plan for Wicklow.	Preparation of the community and integrated elements of the Local Economic and Community Plan (LECP) Provision of infrastructure Administration of Grants Development Levies Adherence of community Groups to Corporate Governance (Post 2016)	Number of community actions in LECP implemented Num. of projects in LECP progressed Leverage for third party projects Num. of community grants awarded % adherence	0 0 0 325
Goal C4 Social Inclusion	Support the development of a strong inclusive Public Participation Network in the county, to ensure that the social inclusion and community sectors are enabled to give voice to a diverse range of views, issues and interests.	Social Inclusion Community Activation Programme (SICAP) PPN (Public Participation Network) An Comhairle na nÓg	Ongoing monitoring of SICAP KPIs, quantative and qualitative indicators on IRIS monitoring system Number of local schools and youth groups involved with the Comhairle na nOg (N)	0 23
Goal C5 Community Participation	Actively promote community participation	Support, facilitate and co-ordinate the Public Participation Network (PPN) through SLA and M0Us.	Number of groups registered with the PPN (N)	270

	to achieve valued improvements in the quality of life, quality of services and quality of environment for identifiable groups such as children and young people, ethnic groups, social and marginalised groups, older people and people with disability.		% of organisations on the County Register that opted to be part of the Social Inclusion College within the PPN	
Goal C6 Library Service	To ensure that our public library service continues to be a key resource in local communities, delivering a broad range of services to meet a diversity of needs in information, learning, literacy, employment skills, business and leisure and in particular, to position the service to reflect community and individual needs and expanding the services on offer, where feasible	"Our Public Libraries 2022 – Inspiring, Connecting and Empowering Communities"- Department of Rural & Community Development, 2018 "Wicklow County Council Library Services Development Plan 2016 – 2020"	Number of visits to libraries per 1,000 population Average Weekly Opening Hours	3,925.55 388
Goal C7 Archives Service	To preserve and make accessible the archives of County Wicklow	Local Government Archivists and Record Managers Group Archives and Records Association (Ireland) Local Authority Records Management Policy (LGMA)	County projects progressed Genealogy queries serviced & online records accessed	

		Irish Family History Foundation Irish Community Archives Network Creative Ireland		
Goal C8 **Sports and recreation**	Review the play and recreation policy for the county and guide the process of planning and developing sporting, recreational, play and amenity facilities and activities that are accessible to all, in conjunction with the Local sports partnership and other agencies and groups.	• Wicklow Outdoor Recreation Strategy • Wicklow Way Partnership • Development and management of sustainable, efficient, modern facilities • Local Sports Partnership (LSP)	• Number of playgrounds provided by the Council • Number of Children's playgrounds facilitated by the Council • Total number of visitors to Council facilitated leisure facilities • Number of sports progammes	23 11 772,748
Goal C9 **Arts**	Develop and implement a strategy for the arts, to promote the arts as a worthwhile activity for all, and motivate, inspire and empower artistic endeavour throughout the county, to further strengthen Wicklow's position as a centre of excellence for the arts.	• Wicklow County Council Arts Strategy for 2015 – 2018 • Identify and develop new public art policy • Support outside venues	• Number of new programmes developed • Number of grants awarded to new recipient artists	
Goal C10 **Music Generation**	Continue the partnership/ strategic development of Music Generation Wicklow with Music Generation and Kildare/Wicklow	• Music Generation Strategic Plan, 2016 – 2021 • Partnership involvement with the Kildare Wicklow Education Training Board (KWETB)	• Type of CPD delivered to musician workforce • Spatial dispersion of programmes countywide • Delivery of MGW in areas of rural, social and	

	Education & Training Board		or/economic disadvantage	
Goal C11 Health and Safety	To provide a healthy and safe working environment	Review and implementation of Safety Statement Health & Safety Awareness training and staff wellbeing programmes.		
Goal C12 Climate change	To contribute to energy saving and efficiency, in compliance with national targets	• Local Government Climate Charter 2019 • Energy Efficiency and reporting • Annual Better Energy communities (or equivalent scheme • Wicklow county Council Climate Adaptation Strategy • 2030 Climate and Energy Framework – EU Commission • Sustainable Energy Policy SEAI	Key targets for 2030 • At least 40% cuts in **greenhouse gas emissions** (from 1990 levels) • At least 32% share for **renewable energy** • At least 32.5% improvement in **energy efficiency** The framework was adopted by the European Council in October, 2014	SEAI grant aided projects 2019 • Bray Library, Eglinton Road • Library HQ, Boghall road, Bray • Coral Leisure Centre, Wicklow Coral Leisure Centre, Arklow

Functional Area Economic Development	Performance Goals	Supporting Programmes	Measurement Methodology	Actual current operation baseline data
Goal ED1	**To promote entrepreneurship, foster business start-ups and develop existing micro & small businesses in conjunction with the Local Enterprise Office (LEO) and to provide high quality supports for (new) business ideas in County Wicklow.**	Provide a range of measures and supports while working in collaboration with other public and/or private organisations that support enterprise development through the use of the Local Enterprise Development Plan (LEDP) strategic objectives: 1. Business Information & Advisory Services 2. Enterprise Support Services 3. Entrepreneurship Support Services 4. Local Economic Development Services	• Number of jobs created through assistance of LEO Wicklow. • Number of funding applications received. • No. of participants on Start your Own Business courses. • No. of participants on training/capacity building initiatives. • No. of one to one business advice meetings • No. of companies assigned a mentor • No. of secondary school participants in Student Enterprise Programme. • Number of participants on the Lean for Micro Programme.	• 2018: 74 FT jobs • 2019: 22 • 58 participants • 463 participants • 1-1 BA: 323 • Mentor sessions: 37 • 1152 students • 11 companies took part in Lean for Micro
Goal ED2	**To promote and develop Wicklow County Campus as a Centre of Excellence in Enterprise, Innovation & Education**	Strategic Plan for Wicklow County Campus. REDF application for the development of an Enterprise hub on the campus. Mid East Regional Enterprise Plan LECP	• No. of student registrations • Relevant training programmes offered • Alignment of training programmes with employer needs and employment trends • Number of tenants on the campus.	• 317 2019/20 • 31 prog on offer. • IT Carlow • 6 including the LEO

		Annual Budget	• Development of Campus Infrastructure Maintenance and Development Strategy.	• Ongoing
Goal ED3	**To promote the creation and expansion of new and existing employment opportunities in the County and to market and promote Wicklow as an ideal location for inward investment.**	• LEO Wicklow / Ec. Dev. Team • LECP • Annual Budget • Liaison with national and local development agencies, e.g. Enterprise Ireland, IDA • Enterprise Town Awards • www.wicklow.ie along with social media accounts	1. Level of engagement with IDA/Enterprise Ireland 2. No. of entries into Enterprise Town Awards 3. Level of engagement through website and social media. 4. Suite of promotional material.	Ongoing Two 242,850 users Wicklow.ie 6,000 social media Ongoing
Goal ED4	**To support the work of the Economic Development & Enterprise Support SPC**	• LECP • SPC Policy • RSES • Mid East Regional Enterprise Plan	1. No. of meetings held	• 4
Goal ED5	**To implement the recommended actions contained in the County Wicklow Local Economic & Community Plan 2016 - 2022**	• LECP • CWETT • SPC • Corporate Plan • Annual Service Delivery Plan • Annual Budget • RSES • Mid East Regional Enterprise Plan	1. No. of actions rolled out 2. Review of actions complete	27 Review to be carried out in early 2020 on publication of the National Guidelines
Goal ED6	**To maximize opportunities for urban regeneration and rural development**	• Urban Regeneration & Development Fund (URDF) • Rural Regeneration & Development Fund (RRDF) • Town & Village Renewal Scheme	1. No. of grant applications made 2. No. of successful applications	1. 3 under RRDF 2. (1 Destination Towns and 2 Platforms for growth). (1 RRDF/3 URDF (2018)

		• Town Teams • Enterprise Town Awards • LECP • Annual Budget • www.wicklow.ie along with social media accounts	3. Level of match funding available 4. Support provided to Town Teams 5. No. of entries into Enterprise Town Awards 6. Level of engagement through website and social media	3. 25% 4. Ongoing 5. 2 6. 242,850 users Wicklow.ie 6,000 social media
Goal ED7	**To harness the County's existing assets and encourage collaborative opportunities amongst sectors to develop new markets and initiatives, maximizing opportunities for business development and employment creation**	• LECP • Annual Budget • Maritime Strategy • Food & Beverage Strategy • County Wicklow Tourism Strategy & Marketing Plan • Regional Enterprise Plan • RSES	1. No. of objectives achieved from Food & Beverage Strategy 2. Development of Maritime Strategy 3. No. of objectives achieved from County Wicklow Tourism Strategy & Marketing Plan	1. ongoing 2. Draft strategy in place 3. Implementation ongoing/groups established
Goal ED8	**To promote and direct tourism development in a sustainable manner that conserves, promotes, protects and enhances the County's assets and derives optimal economic benefit from visitors to the County**	• LECP • County Wicklow Tourism Strategy & Marketing Plan • Mid East Regional Enterprise Plan • County Wicklow Heritage Plan • Annual Budget • Failte Ireland • County Wicklow Tourism • Tourism Implementation Groups • Funding opportunities such as Platforms for Growth,	1. No. of overseas visitors to the county 2. No. of objectives achieved from County Wicklow Tourism Strategy & Marketing Plan	1. 275,000 (Failte Ireland 2017) 2. Groups established. Implementation ongoing

		URDF, RRDF, etc.		
Goal ED9	**To capitalize on the economic opportunity in the screen industry as well as screen induced tourism and support the expansion of the sector in the County**	• LECP • County Wicklow Film Commission • County Wicklow Tourism Strategy & Marketing Plan • Mid East Regional Enterprise Plan • Annual Budget • County Wicklow Tourism • Studio Infrastructure • Failte and Tourism Ireland	• Development of Screen Development Strategy for Co.Wicklow. • Development and promotion of Screen Tourism product. • Development of Screen Content Enterprise Hub at Wicklow County Campus.	Application submitted to Regional Enterprise Development Fund, decision awaited. Drawings being prepared.

Functional Area Finance	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operation Baseline Data
Goal FIN1 Financial resources	To manage and optimize the use of financial resources to include maintaining moderate debt/liquidity levels	Treasury Management and Cash flow Management	Number of days in overdraft Amount of Negative Interest paid annually Quarterly monitoring of Capital debt levels	0 €7k €72m at 31.12.2018
		Optimising income sources and maximizing collection	Percentage Collection Levels - Commercial Rates Housing Loans	85% 76%
Goal FIN2 Financial Management	Support the operation activities of the County Council through strengthening and enhancing financial management	Production and analysis of accurate and timely key financial reports to inform financial management Continuing to develop appropriate budgetary control reports to aid management of financial resources	Circulation and review of management reports Revenue Balance	Ongoing €2,358m deficit
Goal FIN3 Governance	Ensure compliance with accounting standards, code of practice and relevant legislation	Ensure all expenditure payments – pay and non pay are made accurately, timely and in accordance with relevant legislation Ensure the correct accounting treatment of transactions are reflected in the AFS	LA Prompt Payment Report Unqualified Audit Report	Q 4 2018 %>30days 5% Volume 7% Value Unqualified 2017 Audit Report
Goal FIN4	Provide a high standard of	Provide appropriate and relevant	PMDS	Ongoing

Customer Service	service to our customers both internal and external	raining for all finance staff Provision of E Payment options	 implementation of E. Payments Project	
Goal FIN 5 Risk Management	Maintain an active risk management process to minimise risk exposure	Ensure adequate Insurance provision to safeguard the intrinsic value of the Council's assets Review of Corporate Risk Management process	Ongoing review Annual review of risk registers following implementation	Ongoing
Goal FIN6 Service Level Agreements	Support the financial reporting requirements of Service Level Agreements (SLA) with external agencies	Production of monthly reports as specified in the SLA – IW Collaboration of superannuation section with external provider and sign off on shared services service level agreement (SLA)	Meeting deadlines and targets Meeting of national implementation deadline	IW deadlines 3 working days Compliance with my pay calendar
Goal FIN7 Procurement	To be a value added procurement function that is strategically aligned to the business needs of Wicklow county Council	Compliance with all relevant European national and local procurement legislation and guidelines All procurement shall have regard to the principles of European public procurement, freedom of movement, freedom of establishment and freedom to provide services, and the basic principles therein of transparency, equal treatment, proportionality and mutual recognition.	Meeting the objectives of the Implementation Plan contained within the Corporate Procurement Plan 2019 - 2021	Corporate Procurement Plan 2016 - 2019
Goal FIN8 Health and	To provide a healthy and safe working environment	Continuous review, updating and implementation of safety statements	Annual report – incidents reported	1

Safety		Carry out health and safety inspections	Agreed targets set by Management	
Goal FIN9 Motor Tax	To provide the public with an efficient motor taxation service	NOAC National Service Indicators	Monitor the performance in accordance with National Service Indicators	
Goal FIN10 Internal Audit	(A) To provide an independent, objective, assurance and consulting service on the effectiveness or otherwise of the organisations internal control system	• Development of a risk based Annual Audit Plan • Implementation of Audit recommendations • Training in 'best practice' approach	1. Number of Internal Audits reports completed 2. Annual review and report to Audit Committee on implementations of recommendations 3. Application of Governance Tracker template	4 1 Ongoing
	(B) To support the Audit Committee in its statutory functions.	Legislative responsibility Operating Guidelines from the Department	Number of meetings with Chair of Committee and Committee meetings	2 4

FUNCTIONAL AREA: ROADS TRANSPORT WATER AND EMERGENCY SERVICES	PERFORMANCE GOALS	SUPPORTING PROGRAMMES	MEASUREMENT METHODOLOGY	CURRENT OPERATIONAL BASELINE 2018
TO PROMOTE AND FACILITATE THE PROVISION OF ALL MODES OF TRANSPORT IN AN INTEGRATED MANNER AND TO FACILIATE THE PROVISION OF SUSTAINABLE WATER AND WASTEWATER INFRASTRUCTURE, THROUGH INTERAGENCY COLLABORATION. TO PROVIDE EFFECTIVE AND APPROPRIATE EMERGENCY SERVICES AND EMERGENCY MANAGEMENT.				
GOAL TWES1 ROADS	To promote and facilitate the provision of all modes of transport in an integrated manner and so as to foster social and economic development having regard to environmental considerations, sustainable development and social inclusion	• Project Ireland 2040 – National Planning Framework • National Development Plan-2018-2027 • Department of Transport Tourism & Sport (DTTAS) • Transport Infrastructure Ireland (TII) • National Transport Agency(NTA) • Road Safety Authority of Ireland Programmes • County Development Plans / Local Area Plans • Bray & Environs Transport Study – April 2019		
GOAL TWES2 ROADS	To provide an integrated approach to the future development and	**ROADS – TII**	Number of projects commenced/completed	- N11 Kilmac Design - M11/N11 upgrade - N81 Knockroe bends

	operation of the national roads network in County Wicklow			realignment project - N81 Ongoing Improvement
GOAL TWES3 ROADS	To construct and maintain the regional and local roads network to the highest possible standard in county Wicklow.	**ROADS – DTTAS** Continued work on Community Involvement Schemes, Bridge Maintenance and Repair, PSCI condition ratings etc Continued Local Improvement Schemes (DRH&G)	No of Schemes in progress P/A (from PRS) Ongoing use of PRS system Length of road KM - Regional Strengthened - Local Strengthened - Regional Resealed - Local resealed No of Community Schemes funded P/A (CIS) % of total road km that received a PSCI condition rating - Regional - Local Primary - Local Secondary - Local tertiary (last 5 years) No of LIS schemes in Progress P/A	29 15 12.9 68 14.6 20.2 3 99.7% 96.9% 96.9% 72% 15
GOAL TWES4 ROADS	To promote walking and cycling to suit the varying needs of our	**ROADS – NTA** Work with transport stakeholders to develop Local transport policies and	• No of Schemes in progress P/A (from PRS)	10

	communities and the continued provision of public transport options within the County.	enhance routes and transport interchanges.	• Length of footpath constructed p/a • Length of cycleway provided p/a • Number of pedestrian crossing points p/a • Number of new transport policies over life of Corporate plan • No of measures implemented from Bray & Environs Transport Plan	4.54KM 0 8
GOAL TWES5 ROADS	To continuously seek to improve road safety within County Wicklow.	**Roads – RSA** To work with stakeholders and all agencies to continuously improve road safety within Co Wicklow through education, road safety information and awareness campaigns	• Number of road safety together meetings held p/a • Number of Safety Measures at Schools p/a • Number of Low cost Safety Improvement Measures p/a	3 4 3
GOAL TWES6 ROADS	To provide optimum parking solutions to accommodate the varying needs of our communities, including pay parking countywide.	**Roads - Parking provision and pay parking** To source and identify possible options for provision of further public car parking facilities within Co. Wicklow to enhance commercial/tourism activity. To manage pay parking contracts within main county towns and review of county wide byelaws.	No of new car parking locations over the life of the plan. • Operational contracts to be reviewed annually.	2 – Glendalough/Laragh Current byelaws adopted 2018

			• Retender within 3 years – 2022. • Countywide byelaws to be reviewed in 2020.	Current tender awarded in 2018, operational from mid 2019 -
GOAL TWES7 ROADS	To effectively manage and maintain the public lighting network in County Wicklow.	Roll out of national LED replacement Programme subject to funding	No of Public lights maintained year end	15,600
GOAL TWES8 Water & Waste Water Services Public Supplies – Irish Water.	To ensure the optimum level of operation of public water and waste water services in the county on behalf of Irish Water	Service Level Agreement (SLA) between local authorities and Irish Water (to 2025) Annual Service Plans (ASP) between Wicklow County Council & Irish Water Irish Water Business Plan to 2021	Measurement Methodology as determined annually in Annual Service Plan between Wicklow County Council & Irish Water Prepare exit strategy in event of end of SLA – subject to national agreements	Baseline - as determined in Annual Service Plan between Wicklow County Council & Irish Water 85% Compliance with ASP in 2018 Plan prepared within 6 months of confirmation of termination, if applicable
GOAL TWES9	To seek to ensure, through engagement with Irish Water, that the requisite water and wastewater infrastructure and services are provided into the future to meet County Wicklow's development objectives as set out in the Wicklow County Development	• Water Services Strategic Plan • County Development Plan • Irish Water Business plan to 2021	No. Of new installations commenced/completed	

	Plan.			
GOAL TWES10 FIRE AND EMERGENCY MANAGEMENT	To provide an efficient and effective fire and emergency services response to save lives and protect property	To provide for the safety of the public through an efficient and effective Fire Service.	• Average time to mobilise fire brigades in retained fire services in respect of fire. • Average time to mobilize fire brigades in retained fire service in respect to all other emergency incidents • Percentage of attendances at all other emergency incidents where: - First attendance is at scene after 10 minutes - First attendance is at scene after 10 minutes but within 20 minutes - First attendance is at the scene after 20 minutes • Percentage of attendances at all other emergency incidents where: - First attendance is at scene after 10 minutes - First Attendance is at	5.27 minutes (2018) 5.38 minutes (2018) 36.72% (2018) 46.13% (2018) 17.15% (2018) 33.1%

			scene after 10 minutes but within 20 minutes - First Attendance is at scene after 20 minutes	55.28% 11.62%
		To implement relevant Fire Safety legislation in new and existing buildings to improve fire safety and fire safety management practices. To provide advice and guidance to enhance the safety of communities.	- Number of fire safety certificate applications received & processed - Total number of Fire Safety Certificate applications deemed invalid - Number of fire safety talks given and awareness campaigns organised - Number of Pre-Fire plans developed	105 4 100 8
		Carry out inspection of buildings under the Fire Services Acts to ensure compliance with current standards and bring enforcement proceedings where appropriate	Number of inspection under the Fire Services Act 1981 & 2003	110
		Provide effective training programmes to National Best Practice for all Fire Service Personnel	Number of person-days training provided for Wicklow Fire Service personnel	2,150
		Take steps to reduce the occurrence of false alarm callouts	Number of false alarms	178
		Preparation of Section 26 Plan – Keeping Communities Safe	Reserved Function	
		Continue to maintain existing fire stations and seek the provision of	Inspection and maintenance programme	

		new stations where required	Submissions of plans for Baltinglass Fire Station to NDFEM	
		Develop, implement, maintain and review a pre-fire planning system	By implementing national best practice as published by the NDFEM	
		Advise on the maintenance of fire hydrants within the county	From defects noted in after incident reports and periodic inspections	
Goal TWES11 Emergency Management	To ensure appropriate management and response to Major Emergency Management events particularly in relation to disaster planning and adverse weather events in accordance with National and County Emergency Plans.	Regularly review and update of the WCC Major Emergency Plan and ensure personnel are trained and exercised regularly for roles assigned in the plan	Number of PRA meetings P/A Number of Major Emergency Management Committee Meetings P/A Number of Exercise p/a	1 3 1 Every 3 years
Goal TWES12 Building Control	To ensure a culture of compliance with the Building Regulations and to monitor construction products on sale or in use so as to achieve safe, accessible, sustainable buildings in the County.	Building Control Act 1990 to 2014 Building Control (Amendment Regulations) 1997 – 2015 European Union (Energy Performance of Buildings Regulations 2012		

		Building Energy Rating Certificates SI No. 243 of 2012; Appendix 1 Construction Products Regulations 2013 Marketing of Construction Products (Construction Product) Regulations 2013 SI N. 225 of 2013; Appendix 11 Registration of Multi-Storey Buildings for the purposes of the Local Government (Multi-Storey Buildings) Act 1988. Building Control Management System (BCMS) National Building Control Management Project (NBCOMP) - Risk Assessment and Inspection Program - Training Courses, Seminars and Conference - Multi-Storey Buildings Register	Number of Commencement Notices Validated Number of Certificates of Compliance on Completion Validated (≠ no. of properties) Percentage of C. Notices where Revised Information (additional) sought to verify design - No. of Site Inspections carried out - Site Inspection Rate (new Buildings only) - Number of Warning Letters	386 153 55% 169 25% 37

			issued - No. of Section 11.3c Requests to Prove Compliance issued (warnings not closed-out) - No. of Enforcement Actions Taken - No. of Complaints received - No. of Complaints Investigated - No. of Requests to Prove Compliance issued - No. of Inspections Working Group - Regional meetings hosted by Wicklow BC - No. of courses and Seminars attended by BC Officers - No. of New Buildings added to Register	 4 0 7 7 7 1 1 6 0
		Monitoring of Construction products on sale or in use in the County	Monitor on-site Construction Products used – appropriate CE Marketing & Testing appropriate to use - Number of Non-Compliances identified - Number of Formal Letters issued (to Estate Agent)	All Site Inspections 2 36

			- No. of Enforcement Actions Taken	0
Goal TWES13 Civil Defence	To provide the requisite leadership, equipment, transport, communications and administrative backup facilities at all times to ensure that Wicklow Civil Defence is optimally positioned to carry out its functions and services	National and Local Training Programmes Ensure all Instructors and Volunteer members are prepared and trained to appropriate certified standards To provide suitable leadership, equipment, transport, communications and administrative backup facilities at all times Provide appropriate requested response, Volunteers, equipment etc.	No. of person-days training provided for Wicklow Civil Defence personnel No. of referrals through National Civil Defence Website p/a Open Information nights held p/a Number of recruitment initiatives p/a Number of training hours p/a No of Events p/a No of active attending members p/a No of responses to PRA requests for assistance - %	15 Enquiries 1 142 days 51 48 100%
Goal 14 Health and Safety	To ensure the Safety, Health and Welfare of employees workplace and ensure that all Water and	Develop and update all ancillary safety and local safety statements for each area of activity addressing the safety, health and welfare risks	Number of Reviews P/A Ancillary Statements Local Safety Statements	90% review N/A

	Environmental Services staff are trained to deal with all aspects of delivery of service within the Directorate and to improve internal and external communications	generated by workplace activities Develop, implement and evaluate a training and development programme	Number of person-days training provided for Water & Environmental Services Staff	
Goal 15 Climate Action	To ensure that climate adaption is mainstreamed into all activities and operations of Transportation, Water & Emergency Services Directorate To ensure objectives and actions of WCC Climate Adaption Strategy, as pertaining to the directorate are progressed, and establish communication and collaboration with various stakeholders	Wicklow Co Co Climate Adaption Strategy Government action Programme on Climate Change	To progress actions as per Climate Adapation Strategy: Themes: 1.14 2.3 2.5 5.2 5.8 And other areas as required over life of plan	

Functional Area Corporate Services	Performance Goals	Supporting Programmes	Measurement Methodology/Performance Indicators	Actual current operational baseline data
Goal C1: Health and Safety	To provide a healthy and safe working environment and to ensure as far as reasonably practicable the Safety, Health and Welfare at work of all employees	1. Safety, Health & Welfare at Work Act, 2005 2. Wicklow County council Safety Statement: Continuous review, updating and implementations. 3. Guidelines for National Local Authorities Policies and Procedures to support the Management of Safety, Health and Welfare Risks. 4. Staff Awareness Training and Well Being Programmes	1. Number of proactive safety inspections 2. Number of safety, health and welfare at work courses/training programmes held	As per annual schedule 38
Goal C2: Elected Members	Facilitate and support the representational and policy making role of the Elected members through the provision of timely information, advice, training and support facilities.	1. Plenary Council/Municipal Districts/Corporate Policy Group and Protocol Committee 2. WCC Strategic Policy Committee Scheme 2019 – 2024 3. WCC Members Training Programme (IT and other)	1. Scheme adopted 2. Committees established 3. Training implemented 4. Number of meetings held.	1 6 0 2
Goal C3: Customer Service	To provide excellent customer service delivery to our Elected members, citizens and stakeholders	1. Development of a new customer care hub supported by CRM system 2. Customer Care Team 3. Customer Action Plan	1. Customer care unit established and CRM system in place 2. Customer Care Team established and in place 3. Customer Action Plan developed 4. Customer Charter reviewed	Tenders received ongoing ongoing

		4. Customer Charter 5. Customer complaints policy	5. Customer Complaints policy reviewed.	
Goal C4: Communication	To provide clear and consistent communication to our citizens, stakeholders and staff	1. Wicklow County Council Communications Strategy 2019 – 2024 2. Wicklow County Council Social Media Plan 2019 – 2024 3. Countywise Publication 4. Communications Working Group 5. TEXT Alert 6. Out of Hours Call Service	1. Implementation of Strategy 2. Channels of Social media utilized 3. Issues of Countywise Newsletters 4. Number of CWG meetings	Ongoing 4 3 to 4 PA 6 per annum
Goal C5: The Audit Committee	To support the work of the Wicklow County Council Audit Committee	1. Local Government Act, 2001 2. Local Government Reform Act, 2014 3. Relevant Regulations	1. Audit committee established 2. Adoption of Internal Audit Plan 3. Number of internal audit reports carried out 4. Annual report to Council	Yes Q1 2020 4 – 6 reports Q1 2020 Annually
Goal C6: Joint Policing Committee	To support the work of the Wicklow County Council Joint Policing committee on matters affecting the policing of County Wicklow.	1. An Garda Siochana Act, 2005 2. WCC JPC Six Year Strategic Plan 2016 – 2021 3. Municipal Districts 4. Annual Work Programme 5. Public Meetings	1. JPC reconstituted 2. Review of six year plan 3. Annual report submitted 3. Meetings held	Sept 2019 June 2020 1 per annum 4
Goal C7: Corporate Governance	To adhere to the highest standard of conduct, governance, integrity, transparency and accountability	1. Code of conduct for Elected Members 2. Code of conduct for Employees 3. Relevant Ethics Legislations 4. Protected Disclosures Act, 2014 5. Regulation of Lobbying Act,	1. Ethics Registrar appointed 2. Annual declarations circulated, signed, returned and published where appropriate. 3. Designated Officer for the receipt of Protected Disclosures in place. 5. Number of PDs received annually published on website. 6. Designated Officials details published	Appointed Feb/annually Appointed June annually As appointed

		2015	7. Compliance with Transparency code for relevant working groups 8. Dedicated page on Website.	Relevant information published on website
Goal C8: Access to records	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.	1. Freedom of Information legislation 2. Government publications scheme. 3. GDPR	1. Average time to deal with FOI Requests 2. Disclosures Log published on line	20 days Ongoing
Goal C9: Organisational Plans	To comply with the relevant legislative requirements for the publication of Organisational Plans.	1. Relevant legislation: Local Government Act, 2001 as amended Local Government Reform Act, 2014 2. Government Publications Scheme. 3. Irish Language Act 2004 and Irish Language Scheme	1. Number of documents published 2. Number of documents published through the Irish Language	3 Ongoing
Goal C10: Register of Electors	To keep the Register of Electors and its supplements up to date and to the highest degree of voter accuracy.	1. Relevant Legislation 2. Local media campaigns 3. Highly skilled and trained fieldworkers.	1. Statutory publication dates met.	Ongoing

Functional Area Human Resources	Performance Goals	Supporting Programmes	Measurement Methodology	Actual current operation baseline data
Goal HR1	**Plan and deliver our organisations workforce requirements**	1. Ensure the organisation structure is appropriate for the delivery of corporate objectives. 2. Align Human Resources and capacity with business objectives. 3. Identify skills and competency requirements to deliver on existing and future service needs. 4. Develop HR analytics to support evidence-based planning and policy development.	1. Wicklow County Council's People Strategy is strategically aligned to the Corporate Plan. 2. Wicklow County Council's People Strategy is strategically aligned to the Corporate Plan. 3. Implementation of succession planning policy. 4. Conduct skills survey for specialist posts identified where retirements are due	Ongoing Ongoing Ongoing Being addressed on a sectoral basis
Goal HR2	**Be an employer of choice**	1. Attract and recruit people with the appropriate knowledge and skills. 2. Raise awareness of the diverse, impactful and valuable work of the local government sector. 3. Promote the potential for development and progression offered by working in local government. 4. Use the full range of marketing and	1. Number of people recruited. 2. Communications Strategy adopted. 3. Continued implementation of PMDS. 4. Use of social media as well as traditional advertising means.	115 Q3 Adopted Ongoing Ongoing

		communication channels to promote recruitment campaigns.		
Goal HR3	**Create culture of continuous learning and development**	1. Prepare learning and development plan in line with corporate priorities and career development. 2. Build a culture of management and leadership competencies. 3. Develop a framework to support succession planning.	1. Review Learning and development policy developed based on needs identified. 2. Provide management , leadership and competency training based on grade requirements. 3. Develop a succession planning policy.	Annually 2 courses provided Being reviewed
Goal HR4	**Empower and enable our managers and supervisors**	1. Build line management capacity to manage employees effectively. 2. Develop a framework of policy, procedures and practices that underpin and support effective people management. 3. Build organisation capacity in managing change. 4. Support newly appointed team leaders in people management.	1. Provide management, leadership and competency based training appropriate to the grade. 2. Review all current HR strategies to ensure they are in line with the People Strategy. 3. Provide change management training to appropriate grades/roles. 4. Provide training to newly appointed line managers	2 courses provided Ongoing Ongoing Ongoing
Goal HR5	**Promote positive employee relations and engagement**	1. Communicate and consult effectively with employees on key organisational activities and plans. 2. Recognise individual, team and organisation	1. Communications strategy, Great Place to Work. 2. Long Service Awards, academic awards, press releases. 3. Partnership meetings held.	Ongoing Every 2 years 3 per annum

		achievement. 3. Maintain collaborative Employee Relations with unions and staff representatives.		
Goal HR6	**Create a fair, supportive and healthy working environment**	1. Promote and support a culture of dignity, respect and equality. 2. Develop a health and wellness framework that incorporates staff welfare, proactive health awareness campaigns and resilience programmes. 3. Create a healthy working environment by promoting early engagement and good communications.	1. Review the Dignity and Respect in the Workplace Policy. 2. Health Screening Programme, Well being Programme, Flu Vaccines , Eye Tests, Ergonomic testing. 3. Well being programme	Ongoing Ongoing Ongoing

Functional Area Information Systems	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operation Baseline
Goal IS1	To support quality customer service through innovative use of ICT	• Public Service ICT Strategy 2015 • Wicklow County Council ICT Strategy 2017 - 2022	Number of offices and sites connected to County Council services through Government Networks	
Goal IS2	To promote methods of participation by citizens in local self government	• Wicklow County Council ICT Strategy • County Wicklow Digital Strategy 2019 – 2022 • Wicklow County Council Communications Strategy 2019 • Wicklow County Council Social Media Plan 2019 - 2024	1. Number of offices and sites connected to Virtual Private Network. 2. Implementation of Strategies 3. Strategic use of products such as Dynamics CRM and smart technologies. 4. Number of customers using services at local offices. 5. Number of Citizens targeted on social media campaigns	

Goal IS3	To provide clear and consistent communication to our citizens, stakeholders and staff through eServices	• Wicklow County Council ICT Strategy, 2017 – 2022 • Wicklow County council Communications Strategy 2019 – 2024 • Wicklow County Council Social Media Plan 2019 – 2024 • Countywise quarterly newsletter	1. Implementation of Strategy 2. Number of social media channels used and viewed 3. Number of Countywise Newsletters	Facebook (6,229), Twitter (6,016), Instagram 831), Website (1,233,682) Quarterly
Goal IS4	Support the effective management and use of Geospatial Information and Geospatial solutions to support the delivery of better Local Government Services	• Wicklow County Council ICT Strategy, 2017 – 2022 • Local Government GIS User Group Strategy 2019 - 2021	1. Policy supports for Geospatial Solutions 2. Geospatial Data Management 3. Geospatially enabled Technology/Solutions 4. Promotion of Geospatial Information and Solutions	

Goal IS5	To support government Open Data Policies, interagency data sharing and metadata standards	• Open Data Strategy 2017 – 2022 • Wicklow County Council ICT Strategy 2017 - 2022	Incorporateion of Metadata standards in all data Publish data to Data.gov.ie portal	
Goal IS6	To advance our digital and telecommunications infrastructure, advance our citizen engagement and digital skills and to further develop County Wicklow's digital economy and digitally transform Wicklow County Council	• County Wicklow Digital Strategy 2019 - 2024	Implementation of the objectives within the strategy	
Goal IS7	Facilitate and support the representational and policy making role of the Elected members through the use of communication technology	• Wicklow County Council ICT Strategy 2017 – 2022 • County Wicklow Digital Strategy 2019 – 2024 • Minutepad • Wicklow County Council Members IT Programme.	Number of elected members fully engaged and benefitting from the WCC Members IT Programme.	

Functional Area Finance	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operation Baseline Data
Goal FIN1 Financial resources	To manage and optimize the use of financial resources to include maintaining moderate debt/liquidity levels	Treasury Management and Cash flow Management	Number of days in overdraft Amount of Negative Interest paid annually Quarterly monitoring of Capital debt levels	0 €7k €72m at 31.12.2018
		Optimising income sources and maximizing collection	Percentage Collection Levels - Commercial Rates Housing Loans	85% 76%
Goal FIN2 Financial Management	Support the operation activities of the County Council through strengthening and enhancing financial management	Production and analysis of accurate and timely key financial reports to inform financial management Continuing to develop appropriate budgetary control reports to aid management of financial resources	Circulation and review of management reports Revenue Balance	Ongoing €2,358m deficit
Goal FIN3 Governance	Ensure compliance with accounting standards, code of practice and relevant legislation	Ensure all expenditure payments – pay and non pay are made accurately, timely and in accordance with relevant legislation Ensure the correct accounting treatment of transactions are reflected in the AFS	LA Prompt Payment Report Unqualified Audit Report	Q 4 2018 %>30days 5% Volume 7% Value Unqualified 2017 Audit Report
Goal FIN4	Provide a high standard of	Provide appropriate and relevant	PMDS	Ongoing

Customer Service	service to our customers both internal and external	raining for all finance staff Provision of E Payment options	 Implementation of E. Payments Project	
Goal FIN 5 Risk Management	Maintain an active risk management process to minimise risk exposure	Ensure adequate Insurance provision to safeguard the intrinsic value of the Council's assets Review of Corporate Risk Management process	Ongoing review Annual review of risk registers following implementation	Ongoing
Goal FIN6 Service Level Agreements	Support the financial reporting requirements of Service Level Agreements (SLA) with external agencies	Production of monthly reports as specified in the SLA – IW Collaboration of superannuation section with external provider and sign off on shared services service level agreement (SLA)	Meeting deadlines and targets Meeting of national implementation deadline	IW deadlines 3 working days Compliance with my pay calendar
Goal FIN7 Procurement	To be a value added procurement function that is strategically aligned to the business needs of Wicklow county Council	Compliance with all relevant European national and local procurement legislation and guidelines All procurement shall have regard to the principles of European public procurement, freedom of movement, freedom of establishment and freedom to provide services, and the basic principles therein of transparency, equal treatment, proportionality and mutual recognition.	Meeting the objectives of the Implementation Plan contained within the Corporate Procurement Plan 2019 - 2021	Corporate Procurement Plan 2016 - 2019
Goal FIN8 Health and	To provide a healthy and safe working environment	Continuous review, updating and implementation of safety statements	Annual report – incidents reported	1

Safety		Carry out health and safety inspections	Agreed targets set by Management	
Goal FIN9 Motor Tax	To provide the public with an efficient motor taxation service	NOAC National Service Indicators	Monitor the performance in accordance with National Service Indicators	
Goal FIN10 Internal Audit	(A) To provide an independent, objective, assurance and consulting service on the effectiveness or otherwise of the organisations internal control system	• Development of a risk based Annual Audit Plan • Implementation of Audit recommendations • Training in 'best practice' approach	1. Number of Internal Audits reports completed 2. Annual review and report to Audit Committee on implementations of recommendations 3. Application of Governance Tracker template	4 1 Ongoing
	(B) To support the Audit Committee in its statutory functions.	Legislative responsibility Operating Guidelines from the Department	Number of meetings with Chair of Committee and Committee meetings	2 4

Functional Area Law Department	Performance Goals	Supporting Programmes	Measurement Methodology	Actual Current Operation Baseline
Goal L1	**To provide a professional efficient legal service in relation to all the activities and functions of the Council, identifying risk and ensuring excellent corporate governance. To advise the Chief Executive and Management team and engage with all directorates as in house legal advisors.**	To provide and to procure legal advice	Number of files opened	502
		To advise and effectively manage litigation.	Number of defence and prosecution files opened	210
		To provide property services including conveyancing and registration	Number of files opened Number of purchases completed	245
		To implement a modern case management system	Implementation of new system and procedures Quarterly review	Ongoing
		To bring registration of County Council's title up to date	Number of files opened Number of registrations completed	Ongoing project commenced
		To ensure the health and safety of all staff	Review and update health and safety statement annually and as required	Ongoing
		Training and development of staff	Number of staff participating on training courses and in further education	9
			Professional staff complying with CPD requirements	5