

WICKLOW COUNTY COUNCIL CORPORATE PLAN

2024
—
2029



Comhairle Contae Chill Mhantáin
Wicklow County Council



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FOREWORD

Councillor Paul O'Brien, Cathaoirleach

It gives me great pleasure as Cathaoirleach of Wicklow County Council, to welcome the Wicklow County Council Corporate Plan, 2024-2029, which sets out our key priorities over the next five years.

Wicklow is a progressive County, known for its exceptional natural beauty and vibrant mix of towns and villages. Working together with key stakeholders, residents, businesses and community groups we will strive to improve the quality of life for everyone who works, lives and visits our County. We are an inclusive, non discriminatory and accessible local authority. We value diversity and will fulfil our duties under the Public Sector Duty. In delivering our programmes we will prioritise the needs of the most seldom heard citizens and marginalised groups in our society.

Given our limited annual funding we will make the most of our resources to deliver efficient, high quality services that offer good value for money. We will do this using the benefits of new technologies and introducing creative ways to improve how we work. We will measure and review our performance over the lifetime of the Corporate Plan to ensure ongoing improvement.

We will build on the achievements of the last Corporate Plan. We will make sure we reach our targets set out in the Plan, particularly in the area of Housing and in the delivery of social and affordable homes throughout the County. We will work with the newly established Local Community Safety Partnerships and bring together stakeholders and communities at local level. This will ensure that people can feel safe in their own communities and have the opportunity to thrive and flourish.

This Plan commits to making County Wicklow a great county to live and grow older, where older people are respected and valued. We will work tirelessly towards improving the quality of life for the increasing number of older people, ensuring they reap the benefits of this longevity. Our dedication to creating a more equitable and accessible County is also recognised and reflected within the Plan.

I wish to express my appreciation to the Chief Executive, management, staff, the Corporate Policy Group, Strategic Policy Committees and all stakeholders for their contribution and work in the preparation of this Plan. The Elected Members of Wicklow County Council will work in partnership with the Chief Executive and Council staff in the spirit of openness, trust and good governance to deliver strong and effective civic leadership to deliver on the goals of this Corporate Plan.

Councillor Paul O'Brien

Cathaoirleach

Wicklow County Council

(June 2024 - June 2025)



We will make sure we reach our targets set out in the Plan, particularly in the area of Housing and in the delivery of social and affordable homes throughout the County.





FOREWORD

Chief Executive; Emer O’Gorman

I am very pleased to introduce the Wicklow County Council Corporate Plan, 2024-2029 which sets out the strategic direction of the Council over the next five years.

A number of key strategic objectives have been identified, focussing on three key themes, **PLACE, PLANET and PEOPLE**, which the Council will ambitiously deliver upon. These strategic goals are intrinsically linked to the more detailed supporting objectives and actions of the Annual Service Delivery Plan which will be reviewed, measured and reported on to the Elected Members of the Council.

The key priority themes of the Corporate Plan 2024 – 2029 include:-

- The delivery of key infrastructure projects to enable economic growth and enhancing the vibrancy of our public realm in towns and villages through proper and sustainable development
- A commitment to deliver climate resilient and biodiversity regenerative actions and promote sustainability through our service delivery and wider influence, utilising the principals of the sustainability development goals in protecting our environment for present and future generations.
- A commitment to meet the challenges and changing needs of the people of County Wicklow, throughout their lifetime, working in partnership with key stakeholders and external agencies to support existing and new communities to ensure that they are safe, resilient and sustainable.
- To strengthen and develop staff, to effectively respond to the changing needs of our organisation and the evolving environment in which we operate to deliver the best possible service in the most efficient manner to all who seek to access Council services.

Response to the Covid 19 pandemic took place in the early phase of the last Corporate Plan and the Council showed resilience and reserve, safeguarding our employees and customers, rapidly adapting, maintaining service delivery and business continuity. Agile working, resilience planning and new technology and innovation will prepare us for similar challenges which may arise during the lifetime of this Corporate Plan.

New development initiatives since the last plan have been considered, we will proactively implement the Town Centre First Policy, regenerating our towns and villages. We will work to deliver on our housing targets of 1,000 plus units per year over the next 3 years ensuring a mix of social, affordable and cost rental and we will work towards providing the infrastructure to match the growth.

Quality of life for all of the people of County Wicklow is a key strategic objective within the Plan and we will build on the County’s natural assets, maximising tourism and job creation opportunities. We will ambitiously work with the Elected Members, key stakeholders and the communities of County Wicklow in delivering these goals and objectives and I am confident that we will be successful in making County Wicklow a safe and vibrant place where people can live, work and visit.

There have been many achievements over the past five years notably the prestigious LAMA Council of the Year Award which the Council achieved in 2023. This award acknowledges and pays tribute to the outstanding work and commitment of staff and communities across the County. As Chief Executive I am incredibly proud of all the team in Wicklow and grateful for the support of our Elected Members and the work of our communities, volunteers and stakeholders.

In conclusion I would like to thank everyone who contributed to the preparation of the Corporate Plan, and acknowledge the contributions of all stakeholders, in particular the engagement by the Elected Members and staff of Wicklow County Council, all of our Committees and the PPN. I look forward to working with the Elected Members and all our staff to realise the vision and the goals we have set ourselves over the next five years.

Emer O’Gorman
Chief Executive
Wicklow County Council

01.

About the Corporate Plan

Statutory Context

The Local Government Reform Act 2014 paved the way for a changing and expanding role for local authorities, beyond their traditional functions.

Under the Act, local authorities are considered to be



the main vehicle of governance and public service at local level, leading economic, social and community development.

The remit of local government now includes a more central role in local and community development. Creating and supporting stronger inter-agency collaboration and improved targeting of public funding are critical elements of this new direction in governance. The new measures originally arose from the government’s 2012 plan ‘*Putting People First: Action Programme for Effective Local Government*’, which proposed a series of local government reform measures “*to promote the well-being and quality of life of citizens and communities*”.

Other measures set out under this action programme, include the integration of the Local Enterprise Office (LEO) functions within local authorities, as well as the establishment of Economic Development and Enterprise Support Strategic Policy Committees (SPCs) and Local Community Development Committees (LCDCs) within each local authority area. The Local Government Reform Act 2014 is the legal basis for the reforms proposed under the government’s 2012 plan.

Preparation of the Corporate Plan:

The Wicklow County Council Corporate Plan, 2024-2029 has been prepared in accordance with the provisions of the Local Government Act, 2001. 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 County, National, Regional and European Plans and Policies which are relevant to the Council’s activities. The Plan describes the Council’s vision and priorities over the next five years and sets out clearly how we will deliver this vision to the communities of County Wicklow. The Plan takes an organisational wide strategic approach encompassing the various activities of Wicklow County Council, including activities relating to the functions of the five municipal districts.

Key strategic objectives have been identified under three themes **PLACE, PLANET AND PEOPLE**, which Wicklow County Council is committed to delivering on during the timeframe of the plan. These key strategic objectives translate into, and are linked to more detailed supporting strategies and activities which will be identified in the Council’s Annual Service Delivery Plan, 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 important cross cutting issues such as climate change and sustainability, age friendly practices, the public sector duty, social inclusion, access and disability. The relevant service/performance indicators over the lifetime of the plan are aligned with The National Oversight Audit Committee’s (NOAC) local authority performance indicators and will be measured accordingly.



Consultation process:



In preparing the Plan the Council undertook extensive consultation with Elected Members, Senior Management and staff across the organisation both indoor and outdoor capturing municipal district offices and depots, fire stations and libraries across the organisation. The Corporate Policy Group, Strategic Policy Committees, The Local Community Development Committee, The Public Participation Network, An Garda Síochána and other key stakeholders, business and community groups all contributed to the consultation process.

An online survey was developed and hosted on the public consultation portal of www.wicklow.ie. A QR code was used to assist in the process and the consultation documentation was presented in an easy read format in an effort to increase accessibility and participation and shared across all communication channels. A radio campaign was broadcast across the local radio station over a two week period and a five week campaign ran across Wicklow County Council's social media platforms; Facebook, X, LinkedIn, and Instagram. The consultation process was advertised on www.wicklow.ie through the Wicklow County Council public consultation hub for five weeks alongside the information booklet and the easy to read guide.

“
An online survey was developed and hosted on the public consultation portal of www.wicklow.ie
”



02.

Delivering our Vision

Our Strategic Themes 2024-2029

The Corporate Plan, underpinned by our core values, is set out under three strategic themes, **PLACE**, **PLANET** and **PEOPLE**. Strategic objectives have been developed that will deliver our vision and ensure the improved delivery of Council services and infrastructure over the lifetime of the Plan.



For each strategic theme, we have identified a number of supporting objectives, for which actions and activities will be identified by relevant directorates in their Annual Service Delivery Plans (ASDPs). Each directorate has also identified key indicators to measure and track performance which will be reviewed annually through the ASDPs. The performance indicators are also linked to the NOAC National Performance Indicators for local authorities.



Strategic Theme 1

PLACE

To strengthen and sustain Wicklow as a vibrant County, by delivering key infrastructure, supporting economic growth and innovation, shaping our towns and villages through proper planning and sustainable development. To create quality public realm that is accessible and contributes to people's health, happiness and wellbeing.



Strategic Theme 2

PLANET

To deliver climate resilient and regenerative biodiversity actions and maximise renewable energy opportunities in the County. Incorporate the sustainable development goals into our business strategies and support communities and business to deliver on climate change targets in a fair and equitable way thereby protecting our environment now and for future generations.



Strategic Theme 3

PEOPLE

To develop and strengthen communities by promoting an inclusive, accessible, creative, welcoming and safe natural sustainable environment. To improve the health and quality of life for everyone in County Wicklow by leading, guiding and developing recreational facilities to promote social, health and economic benefit meeting the changing needs of the people of County Wicklow

Organisational Development

To strengthen and develop staff to effectively respond to the changing needs of our organisation and the evolving environment in which we operate to deliver the most accessible and best possible service in the most efficient manner .



OUR VISION

WICKLOW

*A COUNTY
OF ENDLESS
OPPORTUNITIES
FOR ALL*



To actively protect the **PLANET**, promoting inclusion wellbeing and quality of life for all **PEOPLE**, and to make Wicklow the best **PLACE** to live, work, visit and grow older.

Wicklow County Council's Corporate Plan sets out the core values within which the organisation operates

In implementing this Plan, Wicklow County Council will be guided by the following Core Values which will underpin our operations and services:



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.



Good Governance:

We will work in partnership with the Elected Members of Wicklow County Council to provide strong Governance. We will adhere to the highest standards of conduct and integrity, be open, transparent and accountable in the performance of our duties and in all our dealings with the public.



Quality Service/Customer Focus:

We are committed to the delivery of inclusive, accessible, cost effective and efficient services of the highest quality. We will embrace diversity and treat all people fairly, with dignity and with the utmost respect always.



Human Rights and Equality, inclusion and accessibility:

We are committed to the principles of equality, inclusion and accessibility. We will fulfil our obligations under the Irish Human Rights and Equality Commission Act, 2014 to have regard to the need to eliminate discrimination, promote equality of opportunity and protect Human Rights. We will fulfil our obligations under the United Nations Convention on the Rights of Persons with Disabilities (UN CRPD).



Age Friendly:

We are committed to making County Wicklow a great county to live and grow older, where older people are respected and valued and the health and wellbeing of older people is promoted and maintained.



Collaboration:

We recognise the importance of public participation and we will engage and consult with our stakeholders in all decisions that affect them to bring about positive change for the County. We believe that working together in the spirit of partnership yields the best results.



Climate Action:

We will provide leadership and exert our influence to deliver on climate action through fair and equitable mitigation and adaptation measures.



Sustainability:

We will work to ensure that principles of sustainability are enshrined in our service delivery, to meet the needs of today and without compromising the ability of future generations.

Our County

A Profile of County Wicklow

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. The County's distinctive topography, and specifically its extensive uplands, create a natural boundary that generates strong local identities.

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. Key infrastructure include 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.

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 the Wicklow Mountains, Sally Gap, Powerscourt, the Bray to Greystones cliff walk and the early monastic site of Glendalough, makes Wicklow a popular tourist and outdoor recreational user destination.

Socio Economic Profile - key facts - demographics

County Wicklow

- Has a total population of 155,851 which is projected to increase by 11.3% between 2022 and 2040.
- Recent population growth in County Wicklow (+9.4% or +13,426) has been most pronounced in the Greystones (+15%) and Wicklow MDs (+15%). In contrast, Bray (+3%) and Arklow MDs (+6.5%) recorded much lower levels of growth.
- Net in-migration is the primary driver of recent population growth and accounts for 59.6% of the +13,060 increase in population since 2016.
- Nearly a third of the population is aged 0-24 years with the highest rates of young people (among the resident population) generally in the north and east of the county.
- The population 65+ in Wicklow has increased by 27% since 2016 (+5,085). The county's population is also expected to age over the next twenty years and beyond. According to the DHPLG projections, the county will experience an increase of 78% in the population aged 65+ between 2021 and 2040 (+17,390).
- 41.6% of the population has a third-level qualification

(2022) Census of Population returns, County Wicklow



County Wicklow's Economy

County Wicklow is a great place to live, work, do business and visit. As one of the most rapidly growing counties in Ireland, Wicklow has unlimited business potential, some of which can be seen through the significant expansion and development the county has undergone in recent years.

County Wicklow boasts a diversified economy with micro, small and medium-sized enterprises dominating the enterprise landscape. In recent years the number of large scale enterprises has decreased. The number of IDA foreign investment companies has remained relatively stable albeit below the national average. Key economic sectors include the construction and manufacturing sector, screen and content sector, food and drinks production, tourism and life sciences and services.

County Wicklow has a rich history of film and television productions and has a long established reputation as a prime location for film making. It has a well established reputation internationally in countries such as the US, Canada and the UK as an excellent location to base film and television productions. Studio space at the two major film studios Ardmore Studios, Bray and Ashford Studios Wicklow provide Wicklow with a very strong competitive advantage in Ireland and internationally to produce big budget feature films and high-end television series. The Council's Screen Wicklow office provides a 'one stop shop' of support for inbound productions and the establishment of the Content Creation Enterprise Hub at Wicklow County Campus provides support for the content creations sector where training and networking takes place. The County Wicklow Screen Sector Development Strategy, 2022 – 2026 sets out objectives and actions to support the growth of the County's film and television production sector.

There is a major opportunity for Wicklow to take advantage of the emerging offshore wind Sector. The establishment of and engagement with the Offshore Renewable Energy Working Group will assist the Council in establishing a strong offshore wind offering to ensure that County Wicklow takes maximum advantage from this emerging sector. The Maritime Strategic Review for County Wicklow further endorses this action. The Review also highlights the strategic importance of the County's coastline and its associated harbours.

County Wicklow has a strong retail offering and is an excellent location for retail business ranging from shopping centres to traditional family run businesses, to boutiques and specialised food stores. Active Chambers of Commerce, Business Forums Groups and Town Teams work together to incentivise job creation opportunities as well as improving the general lifestyle for business and shoppers alike.

Tourism is one of the most important economic drivers for County Wicklow. Wicklow is the perfect place to unwind in nature and there are many attractions that can be visited in this scenic county. Places like Powerscourt Estate, Wicklow Gaol, Russborough House and Gardens, Kilruddery Gardens are unique tourism offerings to County Wicklow. Beyond the Trees, Avondale's status as the first certified age-friendly tourism destination in the country demonstrates the opportunity Wicklow has to establish itself as an accessible tourist destination for all ages and abilities. The recently launched Glendalough and Wicklow Mountains Master Plan will develop the tourism potential of the Glendalough and the Wicklow Mountains region as well as enhancing the monastic site and establish key sustainability objectives for the region. The development of a stunning network of Greenways in County Wicklow over the lifetime of the Corporate Plan will unveil some of the most breath taking landscapes in County Wicklow.



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 organisation made up of 32 County Councillors who are elected from six local electoral areas for a term of 5 years from June, 2024.

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 governance system operates across the organisation.

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, healthy place making, sustainable development, community participation, and economic development and enterprise support. The Council has a key role to play in delivering accessible communities which positively impact on people's lives, and in particular the lives of the elderly and people with disabilities.

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, business organisations, chambers of commerce, the Public Participation Network (PPN) and An Garda Síochána.

Our corporate values sit within the wider values and standards 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 organisation in delivering services to the public. As a Council we uphold a high standard of behaviour and we 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. We are committed to maintaining meaningful and open engagement with our customers, communities and stakeholders. We strive to ensure that our services are user-friendly and accessible to all. We will communicate and work in partnership with stakeholders, community groups and the PPN to allow voices to be heard and contribute to projects we are undertaking in communities

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 their reserved functions that shape and inform the Corporate Plan. This will be achieved through plenary council meetings, municipal district meetings, the work of the Corporate Policy Group, Strategic Policy Committees, the Local Community Development Committee and other statutory committees on which the elected members serve.



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.



Local Government Structure in County Wicklow:

The Council is made up of 32 County Councillors serving for a term of 5 years from June, 2024.

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 each of the 6 SPCs, supported by the Chief Executive and Senior Management Team. The 32 Councillors also serve on the relevant Municipal District in which they were elected.

Elected Council

32 Elected Members



Arklow Municipal District

(6 members)



Baltinglass Municipal District

(6 Members)



Bray Municipal District

(8 Members)



Greystones Municipal District

(6 Members)



Wicklow Municipal District

(6 Members)

Corporate Policy Group

(CPG)



**Housing
SPC**



**Planning & Rural
Development SPC**



**Transportation, Infrastructure
Delivery & Emergency
Services SPC**



**Community & Social
Development SPC**



**Climate Action, Biodiversity,
Environment, Energy, Marine,
Recreation & Amenity SPC**



**Economic Development &
Enterprise Support SPC**

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 Section 131A of the 2001 Act (as inserted by section 21(3) and 21(4) of the 2014 Local Government Reform Act). Recognising the importance of the enhanced statutory decision making role of the Elected Member, 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 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 guidance.

County Wicklow has five Municipal Districts delivering essential services at local level. The District offices provide a wide range of infrastructural services for the communities and play an active role in the delivery of much needed valuable community projects through the annual discretionary fund approved by the Elected Members through the budgetary process. Service delivery in the Districts is managed by the District Administrator and the District Engineer, supported by a team of staff overseen by the District Manager who is assigned the responsibility for the operations of the District by delegation order.

The District staff work in partnership with Elected Members to deliver on projects to develop and support the growth of the towns within the Municipal Districts. In addition the district works closely with traders/business and community groups and consult on issues that affect the community within the districts.



Councillors by Municipal Districts

BRAY WEST



JOE BEHAN
NON-PARTY



MELANIE CORRIGAN
FINE GAEL



DERMOT O'BRIEN
SINN FÉIN



CAROLINE WINSTANLEY
SOCIAL DEMOCRATS

BRAY EAST



ERIKA DOYLE
GREEN PARTY



AOIFE FLYNN-KENNEDY
FINE GAEL



MALACHAI DUDDY
NON-PARTY



IAN NEARY
INDEPENDENT IRELAND

GREYSTONES



MARK BARRY
SOCIAL DEMOCRATS



LOUISE FENELON GASKIN
FINE GAEL



TOM FORTUNE
NON-PARTY



ORLA FINN
NON-PARTY



LOURDA SCOTT
THE GREEN PARTY



STEPHEN STOKES
INDEPENDENT

WICKLOW



DANNY ALVEY
SOCIAL DEMOCRATS



GAIL DUNNE
FIANNA FÁIL



SHANE LANGRELL
FINE GAEL



PAUL O'BRIEN
THE LABOUR PARTY



GRAHAM RICHMOND
FINE GAEL



JOHN SNELL
NON-PARTY

ARKLOW



SYLVESTER BOURKE
FINE GAEL



PAT FITZGERALD
FIANNA FÁIL



PAT KENNEDY
FIANNA FÁIL



PEIR LEONARD
NON-PARTY



MIRIAM MURPHY
NON-PARTY



WARREN O'TOOLE
SINN FÉIN

BALTINGLASS



AVRIL CRONIN
FINE GAEL



PATSY GLENNON
FIANNA FÁIL



PAT MAHON
FINE GAEL



JASON MULHALL
NON-PARTY



GERRY O'NEILL
NON-PARTY



PETER STAPLETON
FINE GAEL

Overarching Framework - Context of The Plan

Project Ireland 2040: National Planning Framework (2018)

The National Planning Framework (NPF), published in February 2018, is a 20 year high level strategic plan to guide development and investment in Ireland.

The companion to the NPF is the National Development Plan (NDP), a ten year strategy for public investment. Their joint publication as 'Project Ireland 2040' enables the alignment of investment with spatial planning. Regional Spatial and Economic Plan

The NPF notes the 5 key principles for economic opportunity as:

- Smart specialisation
- Clustering
- Orderly growth - connected and competitive
- Place making - investment in creation of places
- Future proof and risk management

Regional Spatial and Economic Strategy (RSES) for the Eastern and Midland Region

Wicklow is part of the Eastern and Midlands Region. The Regional Spatial and Economic Strategy (RSES) for the Eastern and Midland Region was adopted on the 28th June 2019 and is underpinned by three key principles – Healthy Place Making, Climate Action and Economic Opportunity.

The RSES recognises that one of the key challenges facing the region is the need for better alignment between population growth and location of residential development and employment, to create healthy and attractive places. The transition to a low carbon society is also identified as a challenge for the region. Achieving sustainable development patterns that promote compact growth, reduce transport demand and encourage low carbon transport modes is identified as one of the primary areas of transition for the region. The other areas of transition include sustainable transport systems, carbon storing and sequestering land uses and energy efficient buildings and renewable energy. Regional Spatial and Economic Plan



Our Rural Future: Rural Development Policy 2021-2025

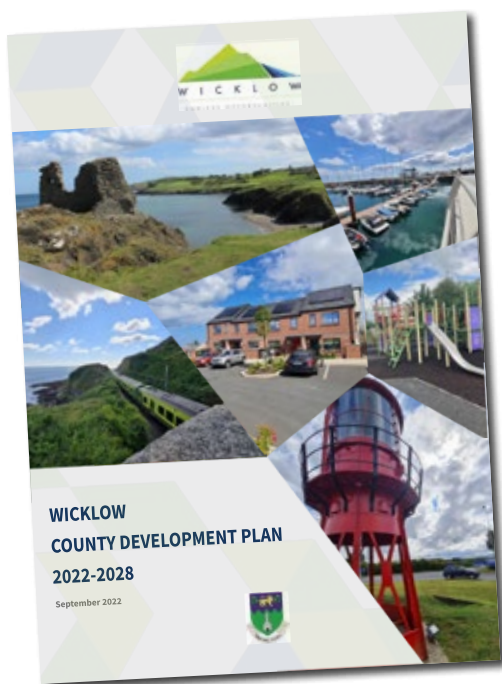
'Our Rural Future' provides a framework for the development of rural Ireland over the next five years. The framework acknowledges that the Country is heading into an era of unprecedented change as we recover from the impact of COVID-19, as we adapt to new ways of working, as the impact of Brexit presents itself and as we transition to a climate-neutral society. This change is considered a significant opportunity for rural areas. The framework identifies a number of key deliverables under various headings including remote working, revitalising rural towns and villages, unique tourism, culture & heritage, agriculture, the marine and forestry and transitioning to a climate neutral economy. Rural Development Policy 2021-2025

“
*'Our Rural Future' provides
 a framework for the
 development of rural Ireland
 over the next five years.*”



Housing for All

‘A New Housing Plan for Ireland’ is the Government’s housing plan to 2030. It is a multi-annual, multi-billion euro plan which will improve Ireland’s housing system and deliver more homes of all types for people with different housing needs. The government’s overall objective is that every citizen in the State should have access to a good quality home. The government’s vision for the housing system over the longer term is to achieve a steady supply of housing in the right locations with economic, social and environmental sustainability built into the system. [Housing for all link](#)



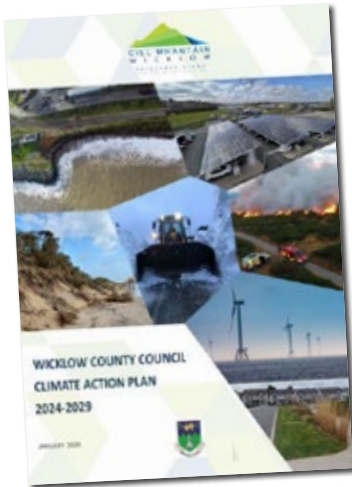
The Wicklow County Development Plan 2022-2028 (CDP)

The Wicklow County Development Plan 2022-2028 sets out the overall aims and strategic direction for the County and is consistent with higher order strategic policy documents. The County Development Plan is based on three overarching cross-cutting themes that inform and shape all aspects of the Plan. There is significant overlap between the County Development Plan’s themes and the 3 Strategic Themes of the Corporate Plan, Place, Planet and People. Place making integrates with the creation of sustainable communities which includes housing, sustainable mobility, healthy town and village centres and economic development. Climate change has implications for sustainable mobility, healthy town and village centres and economic development. Economic development is increasingly integrated with our response to climate change and to the delivery of healthy place making. The County Development Plan, the newly adopted Local Economic and Community Plan, the Wicklow Climate Action Plan Strategy and the Corporate Plans goals are aligned and have an important role to play in achieving the goals related to these three themes. [Wicklow County Dev Plan](#)

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The County Development Plan is based on three overarching cross-cutting themes that inform and shape all aspects of the Plan. There is significant overlap between the County Development Plan’s themes and the 3 Strategic Themes of the Corporate Plan, Place, Planet and People.
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Wicklow Climate Action Plan - Wicklow County Council's Commitment to Climate Action



Addressing the environmental, economic, and social impacts of climate change is a top priority for Wicklow County Council. Local authorities play a pivotal role in climate action, with our wide-ranging services spanning environmental, economic, and related functions coupled with our leadership responsibilities, giving us significant influence and the ability to drive meaningful change in this area.

In 2019, Wicklow County Council became the first local authority in Ireland to declare a climate and biodiversity emergency, responding directly to the growing evidence of rapid climate and biodiversity loss. Since then, we have significantly strengthened our efforts, taking leadership with the publication of the Wicklow County Council Climate Action Plan 2024-2029.[\(insert link\)](#) This plan includes 112 actions for the county, alongside 23 specific actions for the Arklow Decarbonisation Zone.

The Wicklow Climate Action Plan outlines our commitment to tackling climate change in line with statutory obligations, guided by the Climate Action and Low Carbon Development (Amendment) Act 2021 and the National Climate Action Plan 2024. [\(insert link\)](#) It aligns with Ireland's legally binding climate targets, aiming for a 51% reduction in greenhouse gas emissions by 2030. Additionally, the plan supports the national objective of a climate-resilient, biodiverse, environmentally sustainable, and climate-neutral economy by 2050. The plan builds on Wicklow County Council's commitment to the Local Authority Climate Charter, which includes a pledge to reduce carbon emissions by 51% and improve energy efficiency by 50% by 2030.

Tailored specifically to Wicklow, the Plan translates national climate goals into actionable, local initiatives. It commits both the Elected Members and the Executive of the Council to meeting the public sector emission reduction targets. The Plan includes clear structures and processes for ongoing monitoring and reporting, with each action supported by defined indicators to measure progress.

Climate action will remain a standing agenda item at Corporate Policy Group meetings and Senior Management Team meetings. It will also be integrated into policy development across all Strategic Policy Committees. Specifically, the Climate Action, Biodiversity, Environment, Energy, Marine, Recreation and Amenity Strategic Policy Committee will continue to prioritise climate and biodiversity issues. Furthermore, the plan will help inform the development of future Development Plans and Local Area Plans.

A dedicated Climate Action Committee and Climate Action Team will support the implementation, budgeting, and monitoring of the plan's actions across the organisation. These efforts will be critical to ensuring that climate action remains a priority throughout all areas of Council work.

Achieving success will depend on adopting a whole-of-organisation approach, embedding climate action into every aspect of our operations for the benefit of both current and future generations. We will actively engage with and empower our communities to enhance the county's climate resilience, while protecting and enriching our environment. This, in turn, will contribute to an improved quality of life and well-being for all residents.

Aligning the goals and priorities of the Corporate Plan and our Annual Service Delivery Plans with the Climate Action Plan and the Sustainable Development Goals (SDGs) is a key step in ensuring that our local actions contribute to the global effort to build a sustainable future for everyone.

UN Sustainable Development Goals



Sustainability underpins all planning policy. It entails meeting the needs of the present without compromising the ability of future generations to meet their needs. Since 2015, Ireland has been a signatory

to the United Nation's Sustainable Development Goals. The UN Sustainable Development Goals set out the targets to achieve universal sustainability. There is a significant alignment between the UN's 17 Sustainable Development Goals and national, regional and county planning policy. The SDGs address the environmental, economic, and social challenges that the world needs to tackle by 2030 to ensure a sustainable future.

County Wicklow Age Friendly Strategy 2023-2027

The County Wicklow Age Friendly Strategy was developed through a wide range consultation process and engagement with key stakeholders and the Age Friendly Alliance members which lead to the development of the Vision, Goals, Objectives and Actions contained within the strategy and which will be progressed over the lifetime of the Plan.

The County Wicklow Age Friendly Strategy supports and enacts the objectives of the Wicklow Age Friendly County Programme. The objectives are to improve the health and well-being of older people in the County, increase participation in the social, economic and cultural life of the community and encourage effective partnerships between local statutory, private and voluntary organisations.

The County Wicklow Age Friendly Strategy 2023 to 2027 has 72 actions over eight thematic groups dealing with outdoor spaces and buildings, transportation, housing, social participation, respect of social inclusion, civic participation, employment, community information and community support and health services. Age Friendly Wicklow Programme



The Vision of the County Wicklow Age Friendly Strategy is



to make County Wicklow a great place to grow old, where older people are respected and valued, living full lives, ageing in place within their communities.



Wicklow Disability and Inclusion Strategy

The County Wicklow Disability and Inclusion Strategy 2023 – 2028 outlines the various ways that Wicklow County Council and their partners intend to make the services they provide equitable and accessible to all. Developed through a countywide consultation, with oversight from the Wicklow County Council Disability and Inclusion Steering Committee (DISC), the Strategy contains 89 actions

under the three key themes of

- Partnership, Communication Rights
- Community Participation, Accessibility and Universal Design
- Employment Housing and Recreation. [Insert link](#)

Local Community Safety Partnerships

Community safety is a broad concept that goes beyond just policing and crime. It is about people being and feeling safe in their communities. The Council has commenced the process of establishing Local Community Safety Partnerships (LCSPs) which will bring all the relevant state services and community together at local authority level. Community safety needs a multi-agency approach, where services work together to deliver on the needs of individual communities. We will build on the work undertaken through the former Wicklow County Council Joint Policing Committee and ensure that all relevant stakeholders necessary to constitute a more holistic forum for discussion, decisions and action on community priorities are present.

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County Wicklow Outdoor Recreation Strategy 2020-2025

The County Wicklow Outdoor Strategy 2020 to 2025 is a blueprint for realising the county's outdoor recreation potential. During the next five years, the goals and actions of this Strategy are about consolidating the recreation resources in County Wicklow and making sure it is working efficiently to deliver economically to the locality, in recreation terms for users and in an environmentally responsible way.

The four pillars to deliver the goals and actions set out in the Strategy are:

- Planning and Collaboration - all agencies on board, all respected and all contributing.
- Increased awareness - educating about environmental responsibility and making sure everything carried out under this strategy protects or enhances our natural environment.
- Resources - planning, financial resources and Human Resources that are required to succeed in rollout.
- Animating the outdoors - this is telling Wicklow's recreation story – bringing it to life – crossing social media, marketing and public relations. ([insert link](#))

During the next five years, the goals and actions of this Strategy are about consolidating the recreation resources in County Wicklow and making sure it is working efficiently to deliver economically to the locality, in recreation terms for users and in an environmentally responsible way.

Economic



Town Centre First Policy

The Town Centre First Policy aims to create town centres that function as viable, vibrant and attractive locations for people to live, work and visit, while also functioning as the service, social, cultural and recreational hub for the local community.

Irish towns are facing significant challenges and opportunities that require a coordinated and comprehensive response. This Town Centre First Policy will facilitate that response by towns of all sizes across the country so that their centres can function as the sustainable and vibrant heart of the communities they serve, in ways that are adaptable and appropriate to 21st Century needs. [Town Centre First Policy](#)



The Town Centre First Policy aims to create town centres that function as viable, vibrant and attractive locations for people to live, work and visit, while also functioning as the service, social, cultural and recreational hub for the local community.



County Wicklow Digital Strategy 2019-2022

In recognition that digital technologies and connectivity have transformed people's lives, County Wicklow's Digital Strategy sets out to achieve maximum social and economic benefits. This strategy was updated in 2023. Some of the main objectives include improving access to broadband and technology, improving digital skills for all, increased opportunities for remote working and building infrastructure to encourage greater use of digital technology in all aspects of life. One of the underlying principles of the Strategy is to support the revitalisation of rural areas through social and digital innovation. [Digital Strategy.cdr](#)



Wicklow Tourism Strategy & Marketing Plan 2018-2023

The Strategy notes that the county is performing well but has enormous untapped potential arising from its natural and built assets, proximity to large markets and relationship to the stories and promise of Ireland's Ancient East. It is recognised that the tourism growth strategy should maximise off-peak visits, deliver business year round, be high value, attract international as well as domestic visitors and it must maximise the positive economic impact, achieving overnight stays as a priority. [Tourism and Recreation Issues Paper | Wicklow.ie](#)

Our Operating Environment

01. The External Environment

Introduction:

Wicklow County Council as a public service organisation operates in an external environment which is subject to regular change and competing demands and obligations. The Corporate Plan has been designed to meet the circumstances of the Council whilst preserving flexibility in order to meet the demands of a changing environment over the next five years. New demands and challenges may arise, not all of which can be anticipated, and priorities may change as a result. The Plan will be re-evaluated during its lifetime in order to remain relevant to the work of the Council and to the environment in which it operates.

Despite the significant challenges which presented during the period 2019-2024, most notably the Covid 19 pandemic, Wicklow County Council continued to deliver a broad range of services effectively and efficiently. In addition, the Council made significant progress on the key goals and objectives during this period of 2019 to 2024.



Political:

Wicklow County Council is one of 31 local authorities, and is the closest and most accessible form of government to its communities. The Council works in partnership with the elected public representatives whose reserved functions are set out in legislation. The Council is responsible for implementing government policy through a wide range of areas including housing provision, planning, climate action, social inclusion, community and social development, recreation and amenity, enterprise support, waste management, transport and emergency services etc. Strategic priorities and targets are set out in legislation as well as in national plans and strategies which determine the direction of the wide range of services the Council provides.

Economic:

Similar to businesses, the economic environment presents challenges to Wicklow County Council in terms of working within a constrained and balanced budget while there are increased demands for local authority services, rising costs of project delivery and the need to attract and retain skilled staff in a competitive employment market. Dependency on central government funding and income derived locally from the LPT, goods and services, presents annual challenges, while commitments to pension payments and salaries places an additional burden on limited finances. Fluctuations in building and energy costs as well as interest rates places additional uncertainty and challenges on the local authorities revenue and capital budgets.



Social:

The social environment is an important factor that influences and impacts on the well-being of our communities. Demographic changes such as the population increase, age profile, household numbers and a growing multicultural society and workforce, as well as education requirements and consumer demand patterns all have an impact in the environments in which we live. Responsibilities such as social inclusion, equality and human rights and migrant integration, along with other social economic drivers will significantly affect the scope, direction and demands on Wicklow County Council's Services over the next five years. The co-ordination of supports for people who are applying for international protection, refugees and others in similar situations is a new influencing social factor.

Technology

The world of Information Technology and Communications (ICT) continues to evolve at an unprecedented pace, shaping the way we live, work and interact with one another. Such a pace of evolution brings with it both opportunities and challenges, which will be addressed over the lifetime of this Corporate Plan. The Council will harness the potential offered through the innovative use of ICT and guide the Council through a planned journey of Digital Transformation by aligning our approach with the themes and objectives outlined in the Local Government Digital and ICT Strategy for 2030, "Digital Local Government: Working for Everyone". We will embrace the opportunities technology provides to deliver an innovative and customer focused service.



Environment and Climate

The National Climate Action Plan published in 2019 provides the policy context for a strategic national response to climate change in Ireland. Wicklow County 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 Wicklow County Council Climate Action Plan will guide the Council on a planned and coherent response to the effects of climate change. The aims of the high levels goals thread throughout and underpin the Corporate Plan.



Legal

Wicklow County Council due to the wide range of services it offers operates in an increasingly complex multifaceted legal and regulatory environment as a result of consistent changes in national policy and regulations, EU regulation, risk governance, health and safety legislation, procurement, GDPR, data protection, internal and external oversight. The Council will continue to embrace the challenges of current and future law and regulations which apply and will manage capacity and resources to foresee, respond and implement ongoing change in its legal obligations.

Ethical

Elected Members and officials of Wicklow County Council are governed by a wide range of legislation, policies and procedures to ensure that standards of good governance are maintained. Good governance means promoting and demonstrating public service values through upholding high standards of conduct and behaviour. Common public services values include impartiality, integrity, honesty, respect and fairness. Elected Members, the Chief Executive and senior management are responsible for ensuring that the values of the Council guide behaviour and decision making. Effective procedures are in place to ensure that all staff and elected members are committed to the high standards of personal behaviour and that we treat one another with respect and maintain open and honest relationships with each other, the public and those representing other organisations.

02. The Internal Environment



Public Sector Equality and Human Rights Duty

In accordance with **Section 42** of the 2014 Irish Human Rights and Equality Commission Act ('the Act'), the Public Sector Equality and Human Rights Duty ('the Duty') requires Public Bodies, such as Wicklow County Council, to have regard to the need to eliminate discrimination, promote equality of opportunity, and protect human rights, for employees, service users, elected members and policy beneficiaries, across all their function areas.

Public Bodies, in order to give effect to the Duty, must undertake the three steps outlined below:

- **Step 1. Assess:** Undertake an assessment of the equality and human rights issues facing the identified groups for the Duty and to make that assessment publicly available.
- **Step 2. Address:** Identify and communicate the plans, policies and actions being taken or proposed, to address the issues identified in the assessment, in the plans, policies, programmes and services of the public body.
- **Step 3. Report:** Report annually on developments and achievements in implementing the Duty.

Laying a Solid Foundation to Achieve Steps 1, 2 and 3:

To enable the commencement of the three steps outlined above, in February 2023 Wicklow County Council set up a cross-organisational Public Sector Equality and Human Rights Duty Working Group which engaged in extensive training with regard to understanding and implementing the Duty.

Step 1 (Assess): This Working Group conducted an assessment of the equality and human rights issues facing the identified groups for the Duty, i.e. groups covered by the nine protected grounds under equality legislation, groups covered on the grounds of socio-economic status and rights holders under relevant human rights instruments, with particular focus on issues that have relevance to Wicklow County Council's functions of Service Provision, Employment, Policy-Making and Corporate Matters. The assessment was compiled from an evidence base of current equality and human rights research and reports from relevant Irish sources.

Wicklow County Council's 'Public Sector Equality and Human Rights Duty Implementation Plan' ('the Implementation Plan'), resulted from the work of this group and includes the evidence base, as an Evidence Book, in its appendices.

As provided in the Implementation Plan, Wicklow County Council took a values-led approach to implementing the Duty which is framed by our equality and human rights values statement, (which resulted from the assessment), given below:

Dignity, Diversity, Participation, Autonomy and Social Justice

These five interlinked values motivate our ambitions for equality and human rights under the Duty. In order to enable the implementation of the Duty the Implementation Plan identifies and outlines the leadership, skills, awareness, consultation and communication that are required.

The Implementation Plan was developed in accordance with the guidance issued by the Irish Human Rights and Equality Commission, namely, 'Implementing the Public Sector Equality and Human Rights Duty') and was approved by Wicklow County Council's Senior Management Team on the 9th of January 2024.

Step 2 (Address): The Working Group identified Priority Initiatives for the implementation of the Duty, and the enabling steps to achieve them.

Wicklow County Council recognises that the requirement to integrate the Duty in strategic plans and annual reports means that it is an ongoing obligation that must be monitored, reviewed, and developed in each strategic planning cycle. To enable this, each year, key moments for implementing Step 2 of the Duty are identified in our Annual Plan for the Duty (contained in the Implementation Plan), in terms of development and review processes in regard to policies, plans, services and programmes.

The Priority Initiatives are that:

- The review and further development of a new Staff Charter, Customer Charter, and Customer Service Action Plan will include implementation of Step 2 (Address) of the Duty.
- The preparation of the next Team Plan for Wicklow County Council's Libraries and of the next Team Plan for Recreation and Amenity will include implementation of Step 2 (Address) of the Duty in order to both lead and provide a model for all subsequent Team Plans in the following year.
- The preparation for this, and future, Corporate Plans gives consideration as to how the Duty is to be addressed and to be implemented in the process.



Wicklow County Council recognises that the requirement to integrate the Duty in strategic plans and annual reports means that it is an ongoing obligation that must be monitored, reviewed, and developed in each strategic planning cycle.

Step 3 (Report) : Step 2 is currently being progressed. Under Step 3 and as provided in the Implementation Plan, (insert link) our Annual Report will include a report on the progress and achievements in implementing the Duty.

Improving Energy Performance In Wicklow County Council Buildings:

The Energy Office established in 2023 aims to continually improve the energy performance of Wicklow County Council. The standards set out in ISO 50001 energy management system certification awarded to the Council in September 2024 will be maintained over the lifetime of the plan and in the energy used in the delivery of the Council's services including public buildings, public lighting fleet and machinery operations and leisure centres.

The Climate Action Plan 2024 sets out the government's plan to address the climate crisis. CAP24 sets out that the public sector will play a leadership role in driving far-reaching climate action across its buildings, transport, waste, and energy usage, as well as wider society. This will include reducing emissions by 51% by 2030 and improving energy efficiency in the public sector from the 33% target in 2020 to 50% by 2030, as well as increasing climate literacy in the public sector, implementing green public procurement and retrofitting public sector buildings.

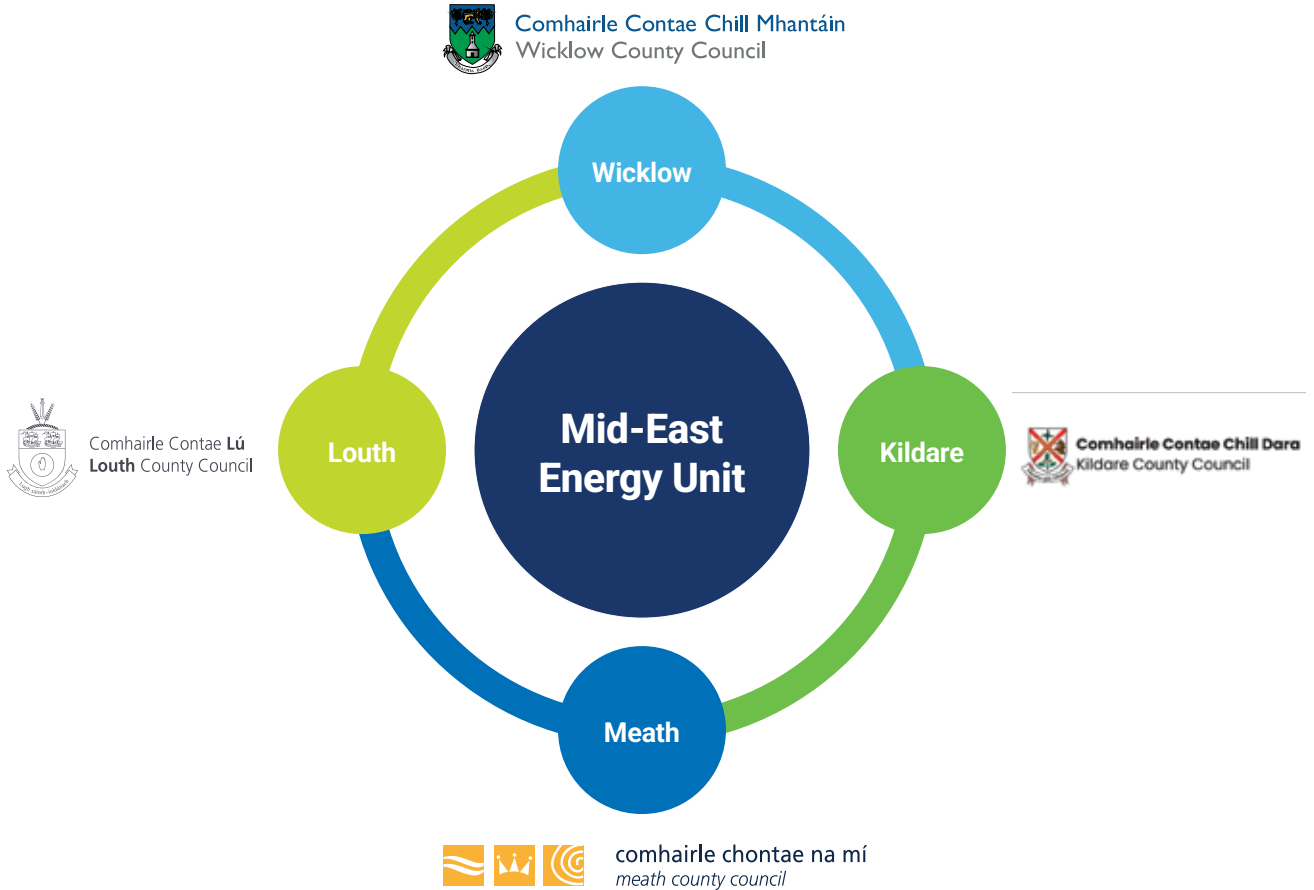
Over the lifetime of the this plan the Energy Office will implement decarbonisation and energy efficiency projects across the range of services provided by the Council in order to contribute to energy saving and efficiency in compliance with national targets. The initiatives implemented by WCC will be monitored and reported on SEAI's database showcasing the progress towards 2030.

The 2024 Climate Action Plan sets out that by 2030, every public sector organisation is required to achieve a:

- 51% reduction in energy-related greenhouse gas (GHG) emissions
- 51% reduction in thermal (heating and transport) related greenhouse gas emissions
- 50% improvement in energy efficiency

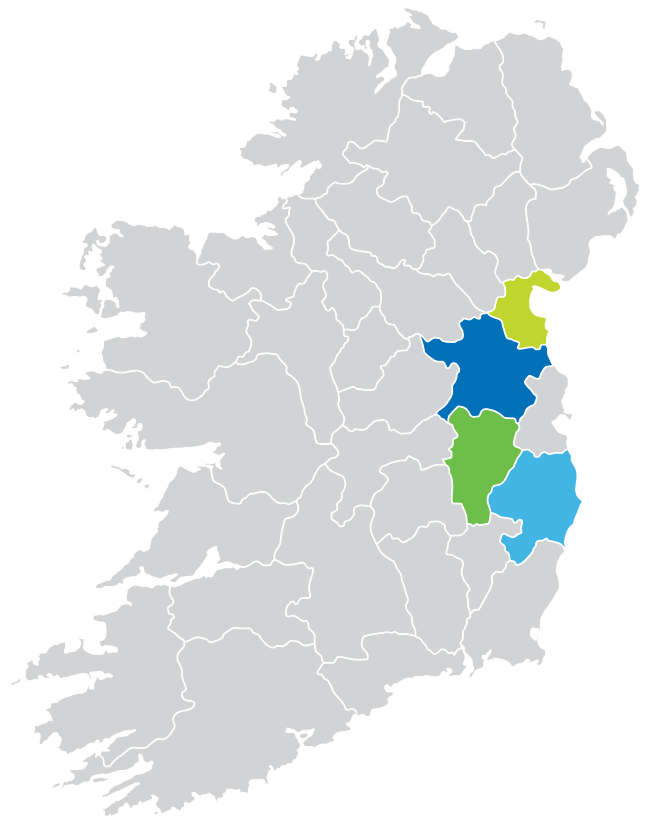


Supporting The Transition To A Low Carbon Economy In The Mid East Region:



As the lead authority for the Mid-East Energy Unit (Wicklow, Kildare, Meath & Louth), Wicklow County Council aims to support the transition to a low carbon economy in the region over the lifetime of this plan. The Mid-East Energy Unit will provide a platform for the four local authorities to work collaboratively to bring about measurable climate action mitigation, encourage a culture of energy saving and carbon reduction in the region and, with the support of SEAI, to provide funding support services for energy management, awareness, auditing, opportunity identification, and project development and delivery in the region.

Agreed public sector energy efficiency and carbon reduction projects in the region of the four local authorities will be progressed and delivered. These projects will demonstrate best practice, build capacity for the four local authorities and allow for scalable models for future projects. Coming together as a region, the potential to effect even greater change is further enhanced and the Mid-East Region aims to reach their 2030 energy and carbon reduction targets by developing innovative solution to decarbonise their building stock. The objectives of the Mid- East Energy Unit aligns with SDGs.





03.

Internal Capacity and Resources

Our Staff

Organisational Development



To strengthen and develop staff to effectively respond to the changing needs of our organisation and the evolving environment in which we operate to deliver the best possible service in the most efficient manner

Delivery:

The commitment and dedication of our staff is critical in the delivery of the strategic goals and objectives of the Corporate Plan and we know that our most valuable resource is our staff. Being a large complex organisation employing some 900 people across wide functional areas, across five municipal districts, and delivering a comprehensive range of services Wicklow County Council is committed to the delivery of the best quality services to the public.

Strategic Workforce Planning:

Proactive management of our current and future workforce is essential to enabling the Council to respond to its strategic challenges. Effectively responding to the changing needs of our organisation, the evolving environment within which we operate and to deliver the Corporate Plan objectives requires workforce capacity and competence. To meet these challenges we will develop and adopt our Strategic Workforce Plan within three months from the date of the adoption of the Corporate Plan. We will comprehensively review our existing workforce, identifying skills, competencies, experiences and gaps in capacity and capability. We will work to introduce measures to fill those gaps such as the development of and upskilling of existing staff and sourcing new talent.

As well as objectives within the Corporate Plan, and the current operating environment, the workforce plan will consider service redesign processes and will support increased organisational agility in delivering services and responding to the evolving environment in which we operate.

Staff Well-being strategy:

Our Staff Wellbeing Strategy sets out our vision and aims for employee well-being. We define well-being as : A sense of organisation, team and individual health, contentment and resilience, in which employees are supported to make informed choices and engage in positive well-being behaviours in order to thrive at work and beyond'. An internal committee has been established which will oversee the implementation of the strategy under the four key pillars; Mental Well-being, Physical Well-being, Social Well-being and Financial Well-being.

Blended Working:

The Council is committed to excellence in the delivery of a broad range of services and to the quality of this service to our customers. We have introduced and implemented our blended working policy. Blended working provides an opportunity for our employees to achieve a better work life balance while at the same time meeting our business needs and is climate friendly. It also places the Council in a competitive position against the challenging backdrop of the current recruitment market and of flexible work offerings from other organisations. Over the lifetime of the Corporate Plan we will continue to implement blended working while maintaining the high standard of public services directly to citizens and local communities.

Covid 19:

Wicklow County Council responded effectively to the Pandemic showing capacity to adapt and rise to the challenges presented ensuring the delivery of essential public services. Staff showed huge resilience in adjusting and providing support where needed across the organisation. Our ICT team ensured that required technology was available and support systems were in place to enable staff work remotely. These working practices have evolved and accelerated and have resulted in an increased use of digital resources providing opportunity for online streaming of Council meetings and remote meetings, creating efficiencies and greater staff participation in online training opportunities. The overall response shows that the council is flexible, agile and has the capacity to quickly adapt and innovate in times of crisis, showing effectiveness and efficiency in delivering services, administering grants and taking on additional responsibilities.

Our Customers

The Wicklow County Council Customer Service Strategy outlines our commitment to providing excellence in Customer Service in a professional, timely and inclusive manner. Our key guiding principles have a common citizen centric approach to service delivery.

Our Strategy outlines the range of services provided by the Council and new initiatives underway to improve the quality of our service for the future. It sets out the principles of quality customer services which every person can expect to receive when the coming into contact with us.

A dedicated trained customer service team provides central services at the Customer Services Innovation Hub at County Buildings, Wicklow. A highly trained customer service team provides a front facing service using CRM system for logging and tracking customer queries. The representational role of the Elected Members is facilitated by way of a dedicated phone line and email for submitting representations on behalf of their constituents and we aim to respond within a set period of time. We aim to continuously enhance access to online services available to the public and a countywide network of five municipal districts each have a reception desk and are staffed to deal with the public including cash receiving facilities for customers.

“
Our Strategy outlines the range of services provided by the Council and new initiatives underway to improve the quality of our service for the future.
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We will

- Deliver an excellent quality service of a high standard
- Improve our services to ensure that they are accessible to all our citizens experiencing poverty and social exclusion and ensuring the rights to equal treatment enshrined in the Public Sector Human Rights Duty.
- Deliver quality services with courtesy and respect within a timely manner and deal with all complaints in a sensitive manner within the timeframe set out in our complaints policy.





Communications

Wicklow County Council communicates with a wide range of stakeholders, businesses and communities across the entire County and beyond. The Council’s newly established communications team aims to make our Council a leading Council in successfully using social media and other forms of communication to effectively communicate Council news and to promote positive engagement with the public in relation to important local issues and new developments. We aim to effectively communicate with all our communities and staff and over the lifetime of this Plan we will actively increase and monitor our engagement of page visits to our website and our social media followers in line with the requirement of NOAC performance indicators in this field.

Information Technology

The world of Information Technology and Communications (ICT) continues to evolve at an unprecedented pace, shaping the way we live, work and interact with one another. Such a pace of evolution brings with it both opportunities and challenges, which we plan to address over the lifetime of this Corporate Plan. We are eager to harness the potential offered through the innovative use of ICT and guide the Council through a planned journey of Digital Transformation. We will deliver this transformation by aligning our approach with the themes and objectives outlined in the Local Government Digital and ICT Strategy for 2030, **“Digital Local Government: Working for Everyone”**. The strategy aims to use the power of digital to improve how the Council works and to provide services in ways that are better for the public and for businesses. The strategy is structured around four linked themes: Digital Services, Digital Communities, Digital Systems and Digital Workforce.



Digital Services

We will provide easy to access digital services and encourage people to use these services by improving consistency and focusing on people’s needs when we design those services. We will support digital transformation by assisting directorates redesign and rebuild their processes and services, if necessary. We will also support the use of digitalisation and data to provide an integrated experience for our staff, the Elected Members and the public.



Digital Communities

We will provide digital access, connectivity and support so everyone can improve their quality of life in our communities, while making sure that everyone is included.



Digital Systems

We will improve the effectiveness and efficiency of the way we work by making the most of new technologies. We will support the use of digitally acquired intelligence and the innovative potential of technology to be more informed and astute in our planning and implementation of the Council's services. We will take care to ensure that the introduction of technologies is accompanied by appropriate governance and ethical arrangements. We will continue to invest in and develop our cyber security, resilience, and skills so that we can continue to protect our systems and our customers' personal information.



Digital Workforce

We will give our staff the technology, digital tools and skills they need to fully interact in a digital way. We will enhance our working environment and digital workforce capabilities by supporting the provision of digital by default and cloud first technologies, and the development of ICT skills.



Shared Services

Wicklow County Council engages with other local authorities and outside agencies to provide service delivery more efficiently and cost effectively to achieve our corporate objectives. We will continue to operate sectoral shared service arrangements which will be subject to performance evaluation by NOAC.



Uisce Éireann

The transitioning to an integrated national water services authority Uisce Éireann will conclude on the 31st of December, 2026. At the end of the transition period in 2026, the Council will no longer be involved in the delivery of public water systems. A Support services agreement is in place to support the delivery of Water Services setting out the support services the Council will provide to Uisce Éireann during this transitional period.



Budgetary and Financial resources

Over the lifetime of the last Corporate Plan, Wicklow County Council has managed to achieve cost reductions while maintaining service levels. However there are ongoing funding pressures and financial challenges which must be addressed and factored into budgets over the five year lifetime of this Corporate Plan. Pay increases, pensions costs, increased energy costs and increases in ICT costs will have to be budgeted for. Over the lifetime of the Plan, there will be significant funding gaps which will have to be closed annually in order to comply with the Local Government Regulations of adopting a balanced budget. Avoiding reductions to existing services will have to be balanced with other options of generating income, from commercial rates and increasing the commercial rates ARV.



Risk, Risk Management and Contingencies

Risk management is an integral part of policy, planning and operation management for Wicklow County Council. The Council’s risk register which is reviewed by the Senior Management Team quarterly ensures that the measures are in place to ensure a corporate and systematic process for evaluating and addressing the impact of risks to the organisation in a cost effective way and having staff with the appropriate skills to identify and assess the potential for risks to arise. Similarly, the risks and challenges in delivering on the key objectives of the Corporate Plan will be kept under review. The baseline data which supports the broader strategic goals and set out within the plan will assist in this process.

New Initiatives

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 while presenting an opportunity for infrastructure development, it can also be an additional burden on the Council’s limited resources. While every effort and resource will be directed to capitalise on and draw down grants available, matching funding of 25% for these projects presents a challenge which will be addressed in considering the annual budget.

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.

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.

Hierarchy of Objectives



STRATEGIC THEME 1 - PLACE

STRATEGIC GOAL: To strengthen and sustain Wicklow as a vibrant County, by delivering key infrastructure, supporting economic growth and innovation, shaping our towns and villages through proper planning and sustainable development. To create quality public realm that contributes to people’s health, happiness and wellbeing.

PD1	To provide a professional planning and development management structure and to facilitate the strategic preparation and implementation of high quality Development Plans.
PD2	To conserve the natural built and cultural heritage of County Wicklow and to foster a greater awareness appreciation and enjoyment by all.
PD3	To ensure meaningful and accessible public consultation for all members of society.
PD4	Implement our actions under Wicklow County Council Climate Action Plan.
ED1	To continue to grow a strong and diverse economy in County Wicklow.
ED2	To implement the objectives contained in the Local Economic and Community Plan.
ED3	To develop Wicklow County Campus as a Centre of Excellence in Enterprise, Innovation and Education.
ED4	Collaborate with relevant agencies and stakeholders to further develop and promote the county as a tourist destination.
ED5	Support and implement the provisions of the Public Sector Duty Act.
RD1	To continue to build strong relationships with established Town Teams and build capacity with existing Town Teams.
RD2	Implement the creation of Town Teams as per Town Centre First Policy.
RD3	To provide assistance to Town Teams in attaining the associated funding streams available for recognised community projects.
RD4	Implement the creation of Town Centre First plans as per Town Centre First Policy.
RD5	Facilitate sustainable development within local communities.
TID1	Continue to plan, deliver and maintain key transportation infrastructure in our County that sustains mobility and access while promoting and supporting the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies.
TID2	Activate lands by delivering infrastructure to facilitate the delivery of housing, economic development and sustainable communities to allow our citizens to live, work and access culture and recreation in a safe and friendly environment.
TID3	To deliver infrastructure that will support a sustainable transport system for all citizens of County Wicklow and develop work programmes that will strategically maintain the physical and green infrastructure of the county, in accordance with national climate action policy.
TID4	To effectively manage and maintain the public lighting infrastructure within County Wicklow.



STRATEGIC THEME 2 - PLANET

To deliver climate resilient and regenerative biodiversity actions and maximise renewable energy opportunities in the county. Incorporate the Sustainable Development goals into our business strategies and support communities and business to deliver on climate change targets thereby protecting our environment now and for future generations.

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 of a changing climate and build a resilient future for and together with the communities of County Wicklow.
EV3	To continue to provide a proactive 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.
EV9	To ensure that air quality is improved and protected for good health and wellbeing and a clean environment.
EV10	To ensure that our rivers, lakes groundwater, estuaries and seawater are improved and protected for our health, fauna and flora to flourish.



STRATEGIC THEME 3 - PEOPLE

To develop and strengthen communities by promoting an inclusive, creative, welcoming and safe, natural sustainable environment. To improve the health and quality of life for everyone in County Wicklow by leading, guiding and developing recreational facilities to promote social, health and economic benefit meeting the changing needs of the people of County Wicklow

SDHC1	To lead, develop and co-ordinate a coherent and integrated approach to local community and sustainable development and equality.
SDHC2	To lead and co-ordinate the implementation of the County Wicklow Age Friendly Strategy.
SDCH3	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.
SDCH4	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.
SDCH5	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.
SDCH6	Ensure our existing and new communities are safe, inclusive and sustainable.
SDCH7	Provide and facilitate the provision of adequate and suitable housing accommodation to meet housing needs through the implementation of National policies, including the "Housing for All" Policy and local Housing Policy. To offer a range of social housing supports options and to continue our collaboration with Approved Housing Bodies and other agencies to meet the housing needs.
SDCH8	To plan, manage and maintain the Council's housing stock in a sustainable and green manner.
SDCH9	To encourage and engage in the improvement of accommodation standards for existing and new stock of public and private rented housing.
SDCH10	Promote and support strong and effective estate management practices to enhance the residents and the local community's well-being.
SDCH11	To provide a comprehensive response to homelessness in Wicklow, as per Government policies, in partnership with all relevant agencies/stakeholders.
SDCH12	To address the accommodation needs of the traveller community through the implementation of the Traveller Accommodation Programme and through active engagement with the Local Traveller Accommodation Consultative committee (LTACC.)
SDCH13	To meet the identified housing needs of people with disabilities locally and continue to facilitate the provision of housing options and services to support independent living.
SDCH14	To ensure social housing options and supports are in place for our older population of Wicklow.
SDHC15	To contribute to energy saving and efficiency, in compliance with national targets.
SDHC16	To implement and support government policy as set out in 'Connecting Government 2030: A Digital and ICT Strategy for Ireland's Public Service'.

EV11	To ensure Wicklow's public library remains a vital community resource by supporting informed, connected, and literate individuals skilled for life. Enhance lives with universal access to information and resources, promoting reading, lifelong learning, digital skills, education, and cultural engagement. Support Sustainable Development Goals, sustainable development, and climate action while adapting and expanding services to meet evolving community and individual needs.
EV12	To preserve and make accessible the archives of County Wicklow.
EV13	Develop a Local Sports Plan 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.
EV14	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.
EV15	Continue the partnership/ strategic development of Music Generation Wicklow with Music Generation and Kildare/Wicklow Education & Training Board.
TID5	To facilitate the provision of sustainable, high quality, social, affordable and cost-effective housing accommodation to meet current and future demands, that will support the growth of strong and resilient neighbourhoods while responding to the requirements of all categories of persons in the County, in accordance with national and local strategies.
ER1	To provide an efficient and effective fire and emergency services response to save lives and protect property.
ER2	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.
ER3	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.
ER4	To ensure safe and sustainable buildings in urban and rural areas.
ER5	To ensure the safety, health and welfare of employees workplace and ensure that all staff are trained to deal with all aspects of delivery of service within their Directorate and to improve internal and external communications.
ER6	To co-ordinate and provide collaboration across the mainstream services, NGOs and community/voluntary organisations working with Ukrainian Refugees, International Protections Applicants, those with Status and the IRPP.
ER7	To facilitate integration from day one for International Protection Applicants, those with Status, BOTPs and Programme Refugees so that they can be supported towards living independently in the community.

ORGANISATIONAL DEVELOPMENT

To strengthen and develop staff to effectively respond to the changing needs of our organization and the evolving environment in which we operate to deliver the best possible service in the most efficient manner.

OD1	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.
OD2	Provide the highest quality of support to our Elected Members.
OD3	Develop and improve our customer services to provide relevant, appropriate and accessible services that meet the needs of our diverse population, Elected Members and stakeholders.
OD4	Effectively and inspiringly communicate with the citizens and staff of County Wicklow.
OD5	To support the work of the Wicklow County Council Audit Committee.
OD6	To adhere to the highest standard of conduct, governance, integrity, transparency and accountability.
OD7	Create a culture of continuous learning to develop the capacity and capability of the organisation.
OD8	To comply with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014.
OD9	To contribute to energy efficiency improvements and carbon reduction targets in compliance with national targets by 2030.
OD10	As lead authority support the local authorities in the Mid-East Kildare, Louth, Wicklow and Meath in the delivery of SEAI Pathfinder Projects.
OD11	Be an employer of choice and build a workforce of the future through flexibility and strengthening capacity within our staff.
OD12	Create a fair, supportive and healthy working environment ensuring the wellbeing of all our staff.
FIN1	To manage and optimise the use of financial resources to include maintaining moderate debt/liquidity levels.
FIN2	To provide robust financial management and control to support the operational activities of Wicklow County Council.
FIN3	To be a value-added procurement function strategically aligned to the business needs of Wicklow County Council.
WAT1	To work with Uisce Éireann until 31st Dec 2026 under the requirements of a Master Co-operation Agreement.
IS1	To provide a professional ICT service that will assist staff and Elected Members in delivering secure, reliable, quality, customer-centric, effective and efficient services.
LAW1	To provide a professional, effective and efficient legal service to the Chief Executive and Senior Management Team in supporting the Directorates and the Council in their provision of services to the public in line with legislation and good governance.



04.

Implementing the Corporate Plan

Monitoring and Review

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 across the Council's 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. It is also linked to the performance management development system (PMDS) and relevant performance indicators developed by the National Oversight and Audit Commission (NOAC).

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 Senior 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.



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.

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 is 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 organisational resources of the Council, and decisions on the prioritisation 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 prepare 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

Progress on the objectives contained within the Corporate Plan is reported to the elected members of Wicklow County Council on a monthly basis through 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.

Flexibility and adaption to changing circumstances

The Wicklow County Council Corporate Plan is the roadmap that determines the prioritisation of our activities over the coming 5 year period. In order to continue to deliver 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

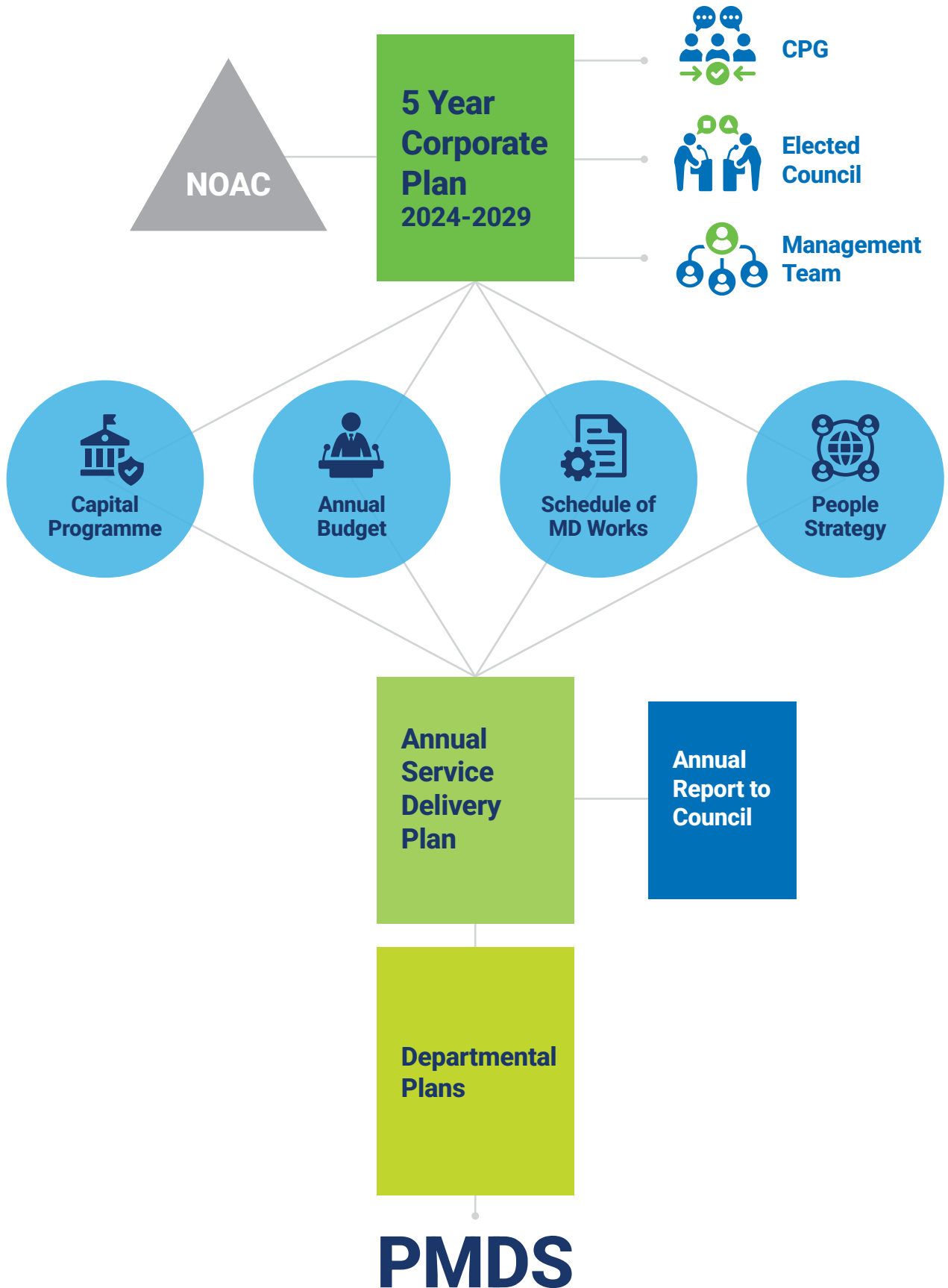
The elected members of Wicklow County Council may at any time decide by resolution to review the Corporate Plan. Section 134 (8) of the Local Government Act provides for a review procedure for the Corporate Plan. Any changes in direction or emphasis, and any amendment to the Corporate Plan highlighted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



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 45 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.

Implementation, Monitoring and Review



Corporate Plan 2019-2024

An Overview of Achievements and Awards



1. Awarded Council of the Year Award in 2024

On the 21st night of Feb 2024, the LAMA All-Ireland Community & Council Awards celebrated the outstanding work happening throughout County Wicklow.

The county had ten separate entries reach the final stages, including:

- Best Mental Health Initiative: Bray Library Club.
- Community Volunteer of the Year: Paula Boland, Kiltegan.
- Best Business Working in the Community: Elavon
- Best Enterprise & Start-Up: Clermont Screen Hub.
- Best Micro Start-Up: Farm team.
- Best Trail/Waterways in Ireland: Arklow Harbour to Headwater.
- Most Inclusive Project: Hidden Disabilities Sunflower Lanyard.
- Best Energy Smart Initiative: Bray MD Bolt E-Bike Scheme.
- National Impact Award: It Takes a Village: Greystones & Delgany, Tiglin, and The Rise at the Cove. The highlight of the evening was when Wicklow County Council received the final award of the night, 'Council of the Year.' This honor was a fantastic tribute to the staff, community and volunteers across the county. A fantastic tribute to the staff, community and volunteers across the county.

2. Awarded Council of the Year Award in 2022

Wicklow County Council has been crowned Council of the Year in Ireland's prestigious national awards. Council of the Year recognises a local authority which has gone above and beyond for the people of the community and developing continuously a range of innovative projects and initiatives which improve and enhance the social, environmental, cultural and economic aspects of community lives. The fantastic accolade for the County came as Wicklow County Council also won six other honours in the annual LAMA All Ireland Community and Council Awards.

- Wicklow Sustainable Development Goals Mapping Tools won Gold in Best Environmental or Ecological Project or Initiative.
- Carrig Eden Housing Project won Gold in Best Social Housing Project/Initiative.
- Wicklow Tourism Passport won two awards – Silver in both Best Tourism Initiative and Best Arts/Culture Initiative (Inc. festivals & events).
- San Remo Housing Project won Silver in Best Community Health Initiative.
- Arklow Courthouse & Enterprise Hub won Silver in Best Local Authority Innovation for Attracting Inward Investment.



3. Seafront Plaza Bray Upgrade Works Completed 2022

Strand Road Plaza in Bray was officially opened, Wednesday 30th March 2022 by the Cathaoirleach of Bray Municipal District, Cllr. Aoife Flynn Kennedy. The completion of this high-quality public plaza has greatly enhanced the public space on Bray’s famous seafront. Seafront Plaza and Strand works completed – The completion of this high-quality public plaza has greatly enhanced the public space on Bray’s famous seafront.

The scheme includes:

- Widened pedestrian areas using new paving materials
- A shared space linking to the existing cycle route on both sides of the scheme
- New seating, trees, planters, public lighting.
- The road carriageway has been raised and reduced in width, to control vehicle speeds and shorten crossing distances for pedestrians. Funding was provided by the National Transport Authority to facilitate this project.



4. Fitzwilliam Square, Wicklow Town Urban Redevelopment Project Completed 2021

The redeveloped Fitzwilliam Square in Wicklow Town was officially opened on Monday, 30th August 2021 by Minister for Housing, Local Government and Heritage, Darragh O’Brien, creating a multifunctional space within Wicklow town, improving accessibility and enhancing the presentation of the town centre of Fitzwilliam Square. This newly created space was completed during the Covid-19 pandemic, inadvertently helping to support the recovery of the tourism and hospitality sector.



5. Ronnie Delany Statue Was Unveiled on 19th November 2021

sculpted by Paul Ferriter. Ronnie was born in Arklow & achieved world fame when he won Gold for Ireland in the 1956 Melbourne Olympics in the 1500 metres.



6. Town & Village Project – Wander Walls, Wicklow Town, Completed in 2023

In the summer of 2023, the murals and artworks around Wicklow Town were commissioned by the Wicklow Town Team after a successful funding application was submitted under the Town & Village Renewal scheme, managed by the Department of Rural & Community Development. The Town Team, in collaboration with Wicklow Municipal District, identified the need for placemaking to revitalise the crucial connections between Main Street and South Quay.



7. Avonmore Way and Jubilee Loop Link Bridge - Samuel Hayes Bridge, Officially Opened in June 2021

The legacy of Samuel Hayes, a parliamentarian, architect, and forester, is commemorated by the naming of a new pedestrian bridge that connects the Jubilee Walk and the Avonmore Way trail over the Avonmore River. This bridge was officially opened in the Rathdrum area on June 16th, 2021. Hayes was also the builder of Avondale House and Estate and a relative of Charles Stewart Parnell.



8. Council Chamber Refurbishment Completed in 2020

This project, completed in 2020, included internal alterations and upgrades to the Customer Care Innovation Hub, Members Rooms, and Council Chamber at the County Buildings on Station Road, Wicklow County Council. Additionally, it featured a new revolving door entrance and a fiberglass roof finish for the existing flat roof.



9. Customer Care Innovation Hub Upgrade Development Completed in 2020

This project, completed in 2020, included internal alterations and upgrades to the Customer Care Innovation Hub, Members Rooms, and Council Chamber at the County Buildings on Station Road, Wicklow County Council.



10. Screen Hub Launch, Clermont House, Local Enterprise Office in 2023

Clermont Screen Hub – A new creative work space for businesses in the content creation and film sector was launched by Simon Coveney, Minister for Enterprise, Trade & Environment, in the presence of Cathaoirleach Councillor Aoife Flynn Kennedy and Chief Executive Emer O’Gorman on 26th October 2023.

The Local Enterprise Office Wicklow promotes the development of enterprise in County Wicklow by focusing on the creation of enterprise awareness, providing management training and mentoring services for small business and by providing a range of financial incentives.



11. Greystones Enterprise Hub Launched in 2024

On Tuesday 12th November 2024, Wicklow County Council launched a new campaign, ‘Choose Wicklow’ aimed at promoting both the lifestyle and professional benefits of living and working in Wicklow. Speaking about the campaign at the opening of the GRID in Greystones, Taoiseach Simon Harris highlighted the health, environmental and economic benefits of remote working. He said that he firmly believes in remote working and remote learning to enable a more even spread of high value jobs and skills across the country and praised Wicklow County Council for coming together to promote the hubs across Wicklow under the brand of Choose Wicklow.



12. Wicklow Naturally - Annual October Fest 2024

Wicklow Naturally’s October Feast is a celebration of Wicklow’s food and drinks story, including farming, foraging, brewing, distilling, and much more. Wicklow Naturally announces details of events taking place each year, as part of the annual celebration of food and drink in County Wicklow.



13. The Glendalough Partnership Masterplan was Launched in 2023

On December 13, 2023, a new master plan for Glendalough and the Wicklow Mountains was launched to transform tourism in County Wicklow. This initiative, coordinated by Fáilte Ireland in collaboration with Coillte, the Department of Housing, Local Government and Heritage’s National Monuments Service, the National Parks and Wildlife Service, the Office of Public Works, and Wicklow County Council, outlines the development of accessible trails as well as improvements to parking and transport facilities. The plan aims to protect and enhance the monastic site while establishing key sustainability objectives for the region.



14. The Eco Trail Annual Running Event took place in Wicklow, Sept 2024

This year, on 30th September 2024, saw 1,500 participants signed up for the 5th edition of the EcoTrail Wicklow event. One of Ireland's most popular trail running races, backed by Wicklow County Council and with the support of Fáilte Ireland. The international trail running event has grown year on year, attracting participants from fifty eight different nationalities with visitors travelling all the way from North America, Brazil, Australia and the Reunion Islands. Great Britain, France, the USA and Holland make up the largest contingencies of people that have travelled to Bray and Wicklow to take part.



15. Housing Development, Kilbride Court, Bray, 42 units Completed & Allocated in July 2021

All homes achieved an A2 BER rating with excellent detailing to reduce thermal bridging and improve airtightness. The site is completely fossil fuel free through the use of heat pumps.



16. Affordable Housing Scheme Delivered - Murrough View, Greenhill Road

Murrough View on Greenhill Road in Wicklow town was Wicklow County Council's first affordable housing scheme, opening applications for 36 homes in January 2023. The Affordable Housing Scheme makes local homes available at a reduced price for First Time Buyers and Fresh Start applicants whose combined mortgage and deposit will not cover the market price of a newly built home.



17. Launch of Bolt eBikes Bray June 2023

European shared mobility leader Bolt, in partnership with Wicklow County Council, officially launched its shared electric bike service in Bray on Friday 23rd June 2023. The occasion was marked by an event at Bray's Civic Offices attended by Cathaoirleach Cllr. Melanie Corrigan, Cathaoirleach of Wicklow County Council Cllr Aoife Flynn Kennedy, members of Bray Municipal District and other public representatives.



18. Bray Fire Station, Wicklow's First Fully Energy Efficient and Decarbonisation Project

The first Fully Decarbonisation Building Announced - Bray Fire Station – Friday 11th October 2024 saw the official launch of Bray Fire Station as the first fully decarbonised building by Cathaoirleach Cllr Paul O'Brien alongside Taoiseach Simon Harris TD. Wicklow County Council identified Bray Fire Station as one of the largest fossil fuel users in their building stock. A project delivery team was established in order to develop this project; the team was made up of representatives from the Mid-East Energy Unit, Energy Office and Wicklow Fire Service. Creating Wicklow County Council's first fully decarbonised building removed the requirement for natural gas heating. The project will reduce the energy use in Bray Fire Station by 60%, while also reducing direct carbon emissions by 100%. The measures carried out have improved the building energy rating from E1 to B1.



19. Wicklow County Council Achieved Certification to ISO 50001 2024

Wicklow County Council is delighted to have achieved certification to ISO 50001 Energy Management, on Tuesday 5th November 2024, marking a significant milestone in its commitment to energy efficiency and sustainable practices. The International Organisation for Standardisation or ISO is a global federation of national standards bodies that enables organisations to establish systems and processes to enhance performance. The international standard ISO 50001 specifies the requirements for establishing, implementing, maintaining and improving an energy management system.



20. Solar Carport Project Launched in Wicklow County Buildings 2021

This project was completed in September 2021, with an aim of generating renewable energy and to assist in achieving climate change targets. This project represented the largest solar car port project in the country, covering 107 car park spaces. Wicklow County Council signed up to the SEAI Partnership programme for public bodies. An Energy team is in place for the Council, who will continue with a programme of upgrading social housing with energy efficiency measures.



22. Skate Park Bray Launched in 2024 with the Official Opening Nov 7th

Bray's first skateboard park was officially opened Thursday 7th November by the Cathaoirleach of Wicklow County Council, Cllr. Paul O'Brien, alongside Al and Paul from the Bray Skateboarding Association.



23. Redevelopment of Giltspur Heights Sports Ground

The newly redeveloped Giltspur Heights basketball and futsal courts. The former tennis courts were converted into 2 basketball courts (3x3) and 1 futsal court to provide more facilities for the local community. This development, funded by the district, will provide facilities for the local community & those living along the Southern Cross Road.



24. Wicklow County Council Raising the Pride Flag

Wicklow County Council wishing everyone a Happy Pride Month. Not only is Pride a month-long celebration, but it is also an opportunity to raise awareness of current issues facing the LGBT+ community. We are proud to stand with the LGBT+ community in celebrating equality and inclusivity for all and were delighted to raise the Pride flag outside the County Buildings.



25. Bray Central, Completed and Delivered with Official Opening 2nd June 2023

An event hosted by Bray Municipal District to celebrate the completion of Bray Central was held on Friday 2nd June 2023. The development, which spans 23,423 square meters, has created a new urban street entrance from Main Street. This entrance leads to a central plaza that provides pedestrian access from Quinsborough Road. The main plaza features an event space, seating areas, landscaping, and kiosks.



26. Library of Sanctuary Recognition Awarded in June 2024

Wicklow County Council Library Service has been awarded Library of Sanctuary status. This recognition highlights the efforts of our dedicated and hardworking team in creating safe and welcoming spaces for everyone. Our library service has always strived to be more than just places to borrow books; they are community hubs where people from all walks of life can find support, resources, and a sense of belonging.



27. Celebrating 125 Years of Local Government

The first local elections was held in April 1899 and changed the landscape of local government in Ireland dramatically. These elections followed the enactment of the Local Government (Ireland) Act 1898. The extension of the franchise beyond the landed gentry allowed many more to vote, bringing democracy to Irish local government and huge success to national candidates. It is of particular significance that women were given the franchise, albeit a limited one, for the first time in Ireland in the 1899 elections.



29. Hidden Disability Parking Bay Sensors Installed April 2024

Piloting of Hidden Disability Parking Bay Sensors - A pilot scheme aimed at assisting those parking within a disabled bay was rolled out in Bray. It means drivers who hold a disabled parking permit can download the 'ParkTime App' from the Play Store and App Store and find the designated spaces in the town. The user can then use Google maps, or a similar mapping app, to direct them to the parking bay.



28. Introduction of the new Mobile Library Oct 2019

Oct 2019 saw the launch of a new €230,000 mobile library launched by Wicklow County Council and will carry over 3,000 items and have a "bounce pad" providing easy internet access to users. The mobile library service is used regularly by 1,500 people as it visits different parts of rural Wicklow.

30. Bray Municipal District

Strand Road Cycle Scheme Delivered 2020 - The link between the Strand Road Cycle scheme and the Bray Harbour Schools Access Scheme was completed in 2020.



31. Refurbishment of Public Toilets, Bray Seafont

Refurbishment of ladies public toilet block, Bray Promenade. Works was completed during 2023.



32. Bray Celtic Camino Mouteira

In 2023 the Bray Celtic Camino Mouteira was unveiled on Bray Seafront. The Mouteira marks the start of the Bray Camino Coastal Route to St James’s Church in Dublin City Centre.



35. Brave Maeve Annual Festival

An annual family festival, celebrating the mythical tale of Brave Maeve, a legendary heroine who awakens from a centuries-long slumber to restore magic, courage, and joy to the land. This family-friendly festival blends folklore with fun, offering enchanting activities and delightful experiences for all ages. Festivalgoers will have the chance to witness the magical moment when Brave Maeve awakens from her long sleep during a scheduled interactive storytelling session and more.



33. Kilmacanogue Marsh Trail

The Kilmacanogue Marsh Trail was officially opened in May 2024. The cleaning work at to Kilmacanogue Marsh and the development of a trail works at the marsh. A ramped path with an entrance opposite the car park, a pond viewing area and trail surface enhancements have been completed. An information board was also installed, to inform visitors of the significance of the area.

34. Staff Wellbeing Strategy Launch

A comprehensive top-to-toe health check, is just one of the various staff wellbeing initiatives offered to the employees of Wicklow County Council.



36. Bray Jazz Festival

Bray Jazz Show Held Annually in Conjunction with Culture Night 2024– Bray Jazz was delighted to join reps of organisations across Wicklow for an official launch photo call for Culture Night Week, last September 2024. The Wicklow programme included events at more than a dozen venues across the county. The Bray Jazz Festival featured Irish/Persian combo Navá and Belfast-based Córás Trio - at the lovely St Saviour’s Church in Rathdrum. It took place on Friday, 20th September and was made possible once again thanks to support from Creative Ireland, The Arts Council and the Arts Office Wicklow County Council. All events that took place were free to attend.



37. Bray Annual Air Show

The Bray Air Display, also known as the Bray Air Show, is an air show which takes place in Bray, County Wicklow annually. It typically takes place on a weekend in mid or late July. The event has been held annually since its inception in 2005 and always attracts a huge crowd.



38. Bray Municipal District

Work Completed at the Bog Meadow Car Park & Bike Shelter Enniskerry June 2021 – Work was completed at Bog Meadow Car Park in Enniskerry, with a new bus terminal and bike shelter included in the facility.



39. Launch of Liam Kavanagh Park Housing Estate

Liam Kavanagh Park Wicklow contains 6 two-bed homes and 4 three-bed homes, all of which were allocated in 2024. The housing estate was officially opened by Cathaoirleach of Wicklow County Council, Cllr. Aoife Flynn Kennedy, alongside Darragh O'Brien TD, Minister for Housing, Local Government and Heritage. Also in attendance was Cathaoirleach of Wicklow Municipal District, Cllr. Irene Winters.



40. Launch of The Rectory Housing Estate Blessington

Our Cathaoirleach Cllr Paul O'Brien joined Taoiseach Simon Harris TD and the Minister for Housing, Local Government and Heritage, Darragh O'Brien TD, where they officially opened 46 new social homes at The Rectory in Blessington in October 2024. These homes were delivered by Co-Operative Housing Ireland in partnership with Wicklow County Council.



41. Launch of New Library Wicklow Town

Monday 30th August, 2021 saw the opening of Wicklow Town's New Library by the Minister for Rural and Community Development, Heather Humphreys TD and the Minister for Housing, Local Government and Heritage, Darragh O'Brien TD.



42. Arklow Parade Ground Development

Completed December 2022 - The Arklow Municipal District hosted a magical programme of events on Sunday, 11th December 2022 to mark the completion of the Arklow Parade Ground works. The people of Arklow could not wait to celebrate the emancipation of their town. Cathaoirleach of Arklow Municipal District, Cllr Tommy Annesley said: "The launch was a great success, apart from the cold. Everyone was very happy with it, and it was well worth the wait in fairness.



43. Arklow Court House

Back in Business November 2020 - County Council, in conjunction with key partners, The Courts Service and Arklow Business Enterprise Centre (ABEC), announced the redevelopment of the Arklow Courthouse had been completed in November 2020. The building now has modern court facilities along with a new enterprise hub. A total of €1.2 million for the refurbishment of the Courthouse was secured by Wicklow County Council and Arklow Municipal District under the Urban Regeneration and Development Fund as part of the overall Historic Town Core Project. The ground floor of the building will be used as a Courthouse with new and improved facilities for all of its users while the upper floors will provide a blend of co-working space and traditional office space in a town centre location.



44. Age Friendly Homes - Tinahely Show Aug 2024



45. Arklow Top 10 - Litter Survey

Arklow ranked 10th in National Litter Survey and Rated 'Cleaner than European Norms - Irish Business Against Litter's (IBAL) latest survey of litter levels in 40 towns and cities has ranked Arklow in 10th position and deemed the south Wicklow town "cleaner than European norms".



46. Arklow Library St Patrick's Day Parade Sensory Space

The St. Patrick's Day Parade Sensory Space project, a collaboration between Arklow Library, All kinds of amazing Little Warriors, The House, Arklow Little Vikings and the St. Patrick's Day Parade Arklow team, has been shortlisted for the Excellence in Local Government Awards 2024! Chambers Ireland announced the shortlist on October 8th 2024 with 98 projects across 15 categories highlighting the incredible work happening in local government. This year, a record number of 191 submissions were received from 27 Local Authorities, underscoring the importance of these awards in showcasing the exemplary service provided by Local Authorities to their communities.No Image – please request one

47. Tree Replacement Programme

5 Year Tree Replacement Programme - over 300 trees have been planted in housing estates and public spaces throughout Bray.

48. Bray Seafront Playground

Seafront Playground Accessibility Facility - The installation of an inclusive carousel into the seafront playground was completed in August 2023

49. Victorian Seafront Seatbacks

The Bray M.D. members allocated some of their discretionary expenditure to paint the Victorian seatbacks on the seafront in 2023 and 2024.

50. Bog Meadow Car Park Enniskerry

Works were completed at the Bog Meadow car park in Enniskerry with the official opening in June. The completion of this project is the first phase of the Enniskerry Accessibility Improvement Scheme.

The works carried out included:

- Provision of a bus turn around and bus terminus with bus shelter
- Associated footpaths, kerbing, surfacing and landscaping
- Marking out of 52 parking spaces (including 2 disabled access spaces)
- Creation of a new bus entrance on Monastery Road
- Installation of public lighting in the car park
- Raised speed table with a courtesy pedestrian crossing on Monastery Road.

51. Outdoor Chess Table

Installation of outdoor chess tables in a number of locations in Bray Town such as Sidminton Park and Ballywaltrim Playground, Bray.



52. Pride of Place, Baltinglass Municipal District

- 2022 - Kiltegan village - winner
- 2023 - Hollywood village - winner
- 2024 - Tearman Gardens Baltinglass - winner
- 2024 - Tinahely Community recycling centre - runner up

53. New Playground, Baltinglass Municipal District

A new playground was opened for use in 2024

54. Baltinglass Municipal District

Upgrade of Baltinglass town park - 2024

55. New 11 Acre Park, Baltinglass Municipal District

A new eleven acre park was open in Blessington in 2024.

56. Baltinglass Municipal District

Construction of new paved and seating area in Blessington Town Centre - 2022

57. New Footpaths Developed - Baltinglass Municipal District

- Hollywood - links Hollywood village to the GAA club
- Talbotstown
- Lacken - village to school
- Dunlavin - path to soccer pitch



58. Baltinglass Municipal District

New Pedestrian Crossing Hollywood - new pedestrian crossing

59. Baltinglass Municipal District

Blessington - new pedestrian crossing



60. Baltinglass Municipal District

Baltinglass Bridge - new pedestrian crossing



61. Tidy Towns - Blessington

Winner of bronze medal 2023 & 2024



62. Hidden Disability Parking Bays - Baltinglass Municipal District

Hidden disability and age friendly parking bays installed in Blessington Town square



63. Baltinglass Municipal District

Purchase of Town centre site in Blessington

64. Baltinglass Municipal District

Ballyconnell Water Treatment Plant - New water treatment plant in Ballyconnell opened in 2022



65. Big Belly Bin - Baltinglass Municipal District

2022 & 2023 saw the installation of twelve, new environmentally friendly big belly bins throughout the district of Baltinglass -

66. Wicklow Municipal District

Major road resurfacing on the Wicklow Gap, Slaughter Hill, Magheramore and Rathnew Village



67. Wicklow Municipal District

A footpath was constructed to connect the villages of Rathnew and Ashford

68. Wicklow Municipal District

A footpath was constructed around Roundwood Reservoir

69. Wicklow Municipal District

A footpath was constructed Ashford to Ballinahinch



70. Wicklow Municipal District

The Murrough Dog Park was officially opened –



71. Wicklow Municipal District

New playground at Roundwood

72. Wicklow Municipal District

New playground at Laragh

73. Wicklow Municipal District

Upgrade works to Brittas Bay to hugely increase the water capacity to reduce water shortages during the summer season. Upgrade to toilet facilities as part of project. - No Image – please request one

74. Wicklow Municipal District

celebrated the 30th anniversary of town twinning with the French town of Montigny-le-Bretonneux -



75. Wicklow Municipal District

The Wicklow Wander Walls project which included large scale murals, a mini mural trail, an interactive “Golly Trail”, historic monuments lighting along with a Wicklow Heron sculpture and a corten steel ship erected on the Town Hall -

76. Wicklow Municipal District

Launch of the Wicklow Town Heritage Trail.



77. Wicklow Municipal District

became the first Council to purchase defibrillators for housing estates. The elected members teamed up with local voluntary group, Beating Hearts to distribute 14 defibrillators and cabinets to housing estates within the district. The scheme was funded through the Members discretionary monies.

78. Wicklow Municipal District

Due to additional demands on Wicklow Municipal Districts amenity areas, four temporary car parks and temporary toilet facilities were provided at Luggala, Laragh, Brittas Bay and Magheramore in 2021.

79. Wicklow Municipal District

Wicklow Municipal District were successful in achieving €118,000 funding for 7 awnings under the Fáilte Ireland Outdoor Dining Enhancement Scheme 2021, which enabled the provision of 5 awnings for Market Square and 2 at Wicklow Gaol.

80. Wicklow Municipal District

Footpaths provided at Travelahawk and the Black Castle making the area more accessible.

81. Wicklow Municipal District

Brittas Bay Biodiversity Project won silver in the All Ireland Community in 2020.



82. Russborough House

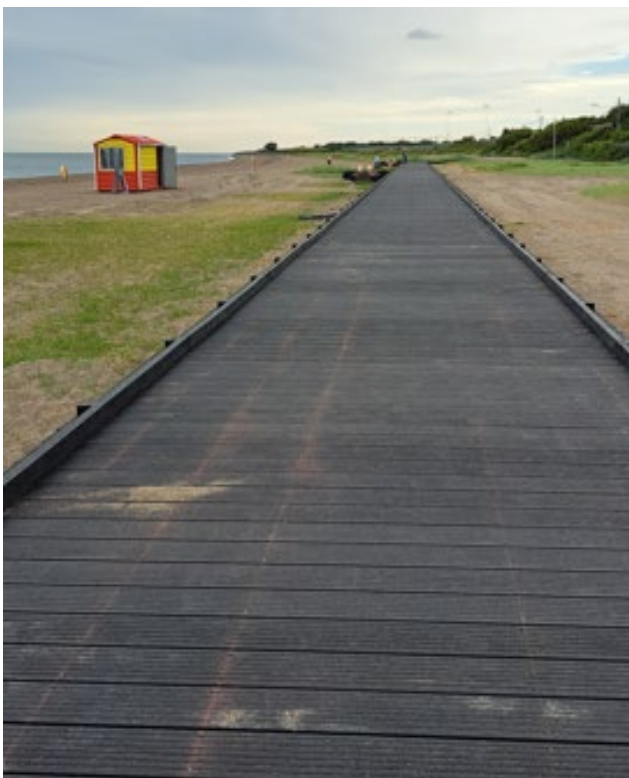
On Tuesday 17th December 2024, Cathaoirleach of Wicklow County Council, Cllr Paul O’Brien, officially opened the Russborough House and Park Link Trail. He was joined by the Cathaoirleach of Baltinglass MD, Cllr. Patsy Glennon and Wicklow County Council’s Chief Executive, Emer O’Gorman. The works carried out in 2024 included site groundworks, path upgrades, and the installation of a gravel surface, grassing, and planting. The existing railings were upgraded and painted, and new fencing was installed in necessary sections of the path. Additionally, a cycle hub area was created, complete with bike racks and signage for bike parking. Funding for this project was provided by the Department of Rural and Community Development under the Outdoor Recreation Infrastructure Scheme (ORIS), with matched funding from Wicklow County Council.



83. Age Friendly Parking Bay Greystones



85. Mass Path Kilcoole Oct 2022



84. South Beach Greystones – Boardwalk Blueway 2023



86. Sensory Garden Burnaby Park Oct 2021



05.

Appendices

Appendix 1

National/EU Strategies, Programmes and Policies

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Better Public Services - Public Service Transformation 2030 Strategy
- Climate Action Plan 2023 and Climate Action Plan 2024
- Connecting Government 2030: A Digital and ICT Strategy for Ireland's Public Service
- Destination Experience Development Plan
- Digital Local Government: Ireland's Local Government Digital and ICT Strategy 2030
- eGovernment Strategy
- Flood Risk Management Plans and Maps produced under National Catchment Flood Risk Assessment & Management Programme (floodinfo.ie)
- Housing for All
- Local Government Code of Governance
- Local Authority Records Management Policy
- National Biodiversity Action Plan 2023 – 2030
- National Broadband Plan
- National Development Plan 2021 – 2030
- National Digital Strategy
- National Disability Strategy, (soon to be launched successor strategy to the National Disability Inclusion Strategy (NDIS) 2017-2022)
- National Heritage Plan – Heritage Ireland 2030
- National Housing Strategy for Disabled People 2022 – 2027
- National Oversight and Audit Commission (NOAC) Reports
- National Planning Framework 2040
- National Strategy on Domestic, Sexual and Gender-Based Violence
- National Traveller and Roma Inclusion Strategy II 2024-2028
- Our Public Service 2020
- Our Rural Future: Rural Development Policy 2021 - 2025
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Project Ireland 2040
- River Basin Management Plan for Ireland 2018-2021 (New RBMP to be published in coming months)
- Road Safety Strategy 2021-2030
- Strategy for the Future Development of National and Regional Greenways
- The Library is the Place: Information, Recreation, Inspiration National Public Library Strategy 2023-2027
- The National Language Strategy 2010-2030
- Town Centre First Policy
- United Nations Convention on the Rights of Persons with Disabilities (UNCPRD)
- United Nations Sustainable Development Goals
- Young Ireland: the National Policy Framework for Children and Young People 2023- 2028
- Youth Homelessness Strategy 2023-2025

Regional

- Eastern-Midlands Region Waste Management Plan
- ERDF Southern, Eastern & Midland Regional Programmes 2021-2027
- Mid-East Energy Unit Memorandum of Understanding
- Mid-East Region Homeless Action Plan 2024 - 2026
- Mid-East Regional Enterprise Plan
- Regional Spatial and Economic Strategy for the Eastern and Midland Region (RSES) 2019 – 2031

Local

- Annual Budget Statement
- Annual Financial Statement
- Annual Service Delivery Plan
- County Wicklow Age Friendly Strategy 2023 – 2027
- County Wicklow Biodiversity Action Plan 2025 – 2030
- County Wicklow Heritage Plan 2025 – 2029
- County Wicklow Migrant Integration Strategy 2023 – 2027
- County Wicklow Screen Sector Development Strategy 2022 - 2026
- County Wicklow Tourism Strategy and Marketing Plan
- Glendalough and Wicklow Mountains National Park Visitor Experience and Management Masterplan
- Litter Management Plan 2024 - 2029
- Local Area Plans
- Local Economic and Community Plan (LECP) 2024 - 2029
- Maritime Strategic Review for County Wicklow
- Pollinator Friendly and Green Infrastructure Guidance 2025-2027
- Traveller Accommodation Programme 2025 – 2029
- Wicklow County Council Arts Strategy
- Wicklow County Council Climate Action Plan 2024 - 2029
- Wicklow County Council Customer Services Strategy
- Wicklow County Council Customer Complaints Policy
- Wicklow County Council Development Plan 2022 – 2028
- Wicklow County Council Digital Strategy
- Wicklow County Council Disability and Inclusive Strategy
- Wicklow County Council Library Services Development Plan
- Wicklow County Council Major Emergency Plan
- Wicklow County Council Outdoor Recreation Strategy
- Wicklow County Council Staff Wellbeing Strategy
- Wicklow County Council Statement of Tourism Strategy
- Wicklow County Council Strategic Policy Committee Scheme 2024 – 2029
- Wicklow County Council SuDS Policy and Guidance Document 2025

Acronyms

AC	Audit Committee	LCSP	Local Community Safety Partnership
AFS	Annual Financial Statement	LECP	Local Economic and Community Plan
ASDP	Annual Service Delivery Plan	LEO	Local Enterprise Office
CAS	Capital Assistance Scheme	LSP	Local Sports Partnership
CE	Chief Executive	LTACC	Local Traveller Accommodation Committee
CIF	Community Integration Forum	MD	Municipal District
CLAR	Social Inclusion Measure for Rural Areas	MOU	Memorandum of Understanding
CPG	Corporate Policy Group	NDP	National Development Plan
CRM	Customer Relationship Management	PMDS	Performance Management Development System
DCEDIY	Department of Children, Equality, Disability, Integration and Youth	NPF	National Planning Framework
DEDP	Destination Experience Development Plan	NTA	National Transport Authority
DHPLG	Department of Housing, Planning & Local Government	NOAC	National Oversight & Audit Commission
DoS	Director of Service	ORE	Offshore Renewable Energy
ECRIPP	East Coast Railway Infrastructure Protection Projects	OPW	Office of Public Works
EI	Enterprise Ireland	PPN	Public Participation Network
EU	European Union	PMDS	Performance Management Development System
EPA	Environmental Protection Agency	RAS	Rental Assistance Scheme
FSAI	Food Safety Authority Ireland	RSES	Regional Spatial and Economic Strategy
GDPR	General Data Protection Regulations	RRDF	Rural Regeneration and Development Fund
HAFH	Healthy Age Friendly Homes	RWP	Rural Water Programme
HAP	Housing Assistance Programme	SDG	Sustainable Development Goal
ICT	Information and Communications Technology	SICAP	Social Inclusion Activation Programme
IDA	Industrial Development Authority	SLA	Service Level Agreement
IPAS	International Protections Accommodation Service	SOP	Standard Operating Procedures
KWETB	Kildare Wicklow Education Training Board	SPC	Strategic Policy Committee
LA	Local Authority	SuDS	Sustainable Draining Design System
LAG	Local Action Group	TOV	Town and Village
LAIT	Local Authority Integration Team	URDF	Urban Regeneration and Development Fund
LAP	Local Area Plan		
LAWPRO	Local Authority Water Programme		
LCDC	Local Community Development Committee		

Part 2 - Baseline Data Wicklow County Council Corporate Plan, 2024 - 2029

FINANCE, WATER AND INFORMATION SYSTEMS			
Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology/ Performance Indicator
Finance			Actual current Baseline data
Goal FIN1 Financial resources	To manage and optimise the use of financial resources to include maintaining moderate debt/liquidity levels	Optimising income sources and maximizing collection levels	Percentage Collection Levels <ul style="list-style-type: none"> Commercial Rates 91% Housing Loans 90% Rents 83%
Goal FIN2 Financial Management	To provide robust financial management and control to support the operational activities of the County Council	Production and analysis of accurate and timely financial reports and metrics	Cumulative Surplus/deficit €597,890 Cumulative Surplus/deficit as a % of Income -0.41% Revenue expenditure per capita Central Management Charge €921.56 as a % of total expenditure 15.27% Payroll costs as a % of revenue expenditure 35.49% Public Liability claims paid per capita €8.11
Goal FIN3 Procurement	To be a value-added procurement function strategically aligned to the business needs of Wicklow County Council	Compliance with all relevant European, National and Local Procurement Legislation and Guidelines	Meeting the objectives of the Implementation Plan contained in the Corporate Procurement Plan 2025 - 2027
Goal WAT1 Water Services	To work with Uisce Éireann until 31st Dec 2026 under the requirements of a Master Co-operation Agreement.	Provide Finance, HR, ICT and H&S Support	Meeting the requirements of the Service Support Agreement SSA signed 26th September 2024
Information Systems			
Goal IS1 ICT Service Provision	To provide a professional ICT service that will assist staff and Elected Members in delivering secure, reliable, quality, customer-centric, effective and efficient services.	Implementation of ICT Strategies and Frameworks including: <ul style="list-style-type: none"> The Local Government Digital & ICT Strategy 2030 Connecting Government 2030 Harnessing Digital – The Digital Ireland Framework Europe’s Digital Decade – Europe’s Digital Transformation Programme. 	Overall cost of ICT provision per WTE. Overall cost of ICT as a proportion of revenue expenditure.

PLANNING, ECONOMIC AND RURAL DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/ Performance Indicators	Actual current operational baseline data
Goal PD1 - Planning	To provide a professional planning and development management structure and to facilitate the strategic preparation and implementation of high quality Development Plans	<ol style="list-style-type: none"> To ensure quality and consistency of planning applications and consents Adoption of the County Wicklow Development Plan 2022 – 2028 Adoption of Local Area Plans for: Wicklow Town/ Rathnew, Greystones/Delgany /Kilcoole, Blessington, and Newtownmountkennedy, Bray, Arklow & Environs Continue to engage in a proactive pre-planning meeting and advisory service Continue to manage planning enforcement in a proactive manner To facilitate timely completion of estates and progress the taking in charge of completed estates Participate in the introduction of an online planning services Implement the regulations in regard to Short Term Lettings Monitor and collect any monies outstanding in regard to the vacant sites levy. 	<ul style="list-style-type: none"> Number of planning decisions made % of planning decisions upheld by An Bord Pleanála Meeting timelines for review of development plan Number of pre- pre planning meetings held Enforcement Total number of planning cases referred to or initiated by the Local Authority Total number of investigated cases that were closed Total number of planning cases being investigated <p>**NOAC indicators further breaks down closed cases into:</p> <ul style="list-style-type: none"> Percentage of closed cases that were dismissed as trivial, minor or without foundation or were because statute barred or an exempted development Percentage of closed cases that were resolved to the Local Authorities satisfaction through negotiations Percentage of closed cases that were closed due to enforcement proceedings Warning letters issued Enforcement notices Files referred for legal action Number of estates taken in charge Number of compliance submissions received and dealt with Number of short term lettings registered Number of vacant sites on register % of monies collected versus amount outstanding 	<p>993</p> <p>81%</p> <p>136</p> <p>148</p> <p>260</p> <p>173</p> <p>9%</p> <p>58%</p> <p>173</p> <p>52</p> <p>15</p> <p>23</p> <p>459</p> <p>63</p> <p>20</p> <p>10%</p>
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	<ol style="list-style-type: none"> County Wicklow Heritage Plan 2025 - 2029 	<ul style="list-style-type: none"> 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 	Ongoing
Goal PD3 - Planning	To ensure meaningful and accessible public consultation for all members of society	<ul style="list-style-type: none"> Ensure public consultations of County Development Plan, Local Area Plans, Heritage Plan and all strategies that require public engagement, are accessible by various means 	<ul style="list-style-type: none"> Number of plans/strategies that go on public display Number of methods of engagement used 	Ongoing

PLANNING, ECONOMIC AND RURAL DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/ Performance Indicators	Actual current operational baseline data
Goal PD4	Implement our actions under Wicklow Climate Action Plan	<ul style="list-style-type: none"> Wicklow County Council Climate Action Plan 2024-2029 	<ul style="list-style-type: none"> Number of actions implemented 	
Goal ED1 - Economic Development and Enterprise	To continue to grow a strong and diverse economy in County Wicklow	<p>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:</p> <ol style="list-style-type: none"> Business Information & Advisory Services Enterprise Support Services Entrepreneurship Support Services Local Economic Development Services 	<p>In the Annual Service Delivery agreement between Enterprise Ireland and Wicklow County Council, the following metrics are set to be delivered through the supports of the Local Enterprise Office:</p> <ol style="list-style-type: none"> Number of jobs created through assistance of LEO Wicklow. Number of financial packages approved. Number of online trading vouchers approved. Number of online trading vouchers paid. Number of Energy Efficiency Grants approved. RD&I Grants approved. Lean for Business projects approved. Green for Business projects approved. Digital for Business projects approved. No. of participants on Start your Own Business courses. No. of participants on Management Development Programmes Total no. of participants on training programme. No. of mentoring assignments. No. of new exporters. No. of Micro Finance Ireland application submitted through the LEO offices. No. of client transfers to Enterprise Ireland. 	<ol style="list-style-type: none"> 2023: 69 FT jobs. 29 packages approved 62 TOV grants approved 47 TOV grants paid 0 EEG grants approved 1 Approved 11 Lean for Business projects approved 5 Green for Business projects approved 1 Digital for Business projects approved 89 participants on the Start Your Own Business Programmes 40 participants of Management Development Programmes 805 participants on all training programmes. 531 mentor assignments. 4 First Time Exporters. 6 MFI Loan applications submitted. 8 interagency transfers.
	<ul style="list-style-type: none"> LEO Wicklow / Economic Development Team LECP Annual Budget Liaison with national and local development agencies, e.g. Enterprise Ireland, IDA Use a range of measures and supports working in collaboration with other public and/ or private organisations that support enterprise development through the use of the Local Enterprise Development Plans (LEDP) 	<ol style="list-style-type: none"> Level of engagement with IDA/Enterprise Ireland No. of companies/users of the Greystones Enterprise Hub No. of companies/users of the Carnw Remote Working Hub Online engagement with Remote Working Hub marketing campaign Annual spend on local economic development (per head of population) 	<ol style="list-style-type: none"> 8 meetings to date in 2024 0 (not open yet) 0 (not open yet) 0 (not launched yet) €16,735,647 (reported to NOAC in 2024) 	

PLANNING, ECONOMIC AND RURAL DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/ Performance Indicators	Actual current operational baseline data
		<ul style="list-style-type: none"> • SPC Scheme • RSES • Mid East Regional Enterprise Plan 	<ol style="list-style-type: none"> 1. No. of Economic Development and Enterprise Support Strategic Policy Committee meetings held 2. No. of meeting of the Mid East Regional Enterprise Plan Implementation Group held 	<ol style="list-style-type: none"> 1. 4 2. 4
		<ul style="list-style-type: none"> • Maritime Activity Support • Food & Beverage Strategy • Tourism Strategy • Regional Enterprise Plan • RSES • Skills Strategy • Skills Taskforce • ORE Network • Wicklow Naturally • Enterprise Spaces and Remote Working Hubs 	<ol style="list-style-type: none"> 1. No. of objectives progressed /achieved from Food & Beverage Strategy 2. No. of objectives progressed/ achieved from Tourism Plan 3. No. of actions implemented from the Skills Strategy 4. No. of meetings of the ORE Network 5. No. members of ORE Network members 	<ol style="list-style-type: none"> 1. ongoing 2. ongoing 3. Implementation ongoing/ groups established 4. 4 to date 5. 24 organisation members
Goal ED2	To implement the objectives contained in the Local Economic and Community Plan	<ul style="list-style-type: none"> • LECP • SPC • Skills Strategy and Taskforce • Wicklow Tourism Strategy and Marketing Plan • Glendalough and Wicklow Mountains National Park Visitor Experience and Management Masterplan • Destination Experience Development Plan • Wicklow Passport • Food and Beverage Strategy • ORE Network 	<ol style="list-style-type: none"> 1. LECP actions completed or in progress 2. Skills Strategy actions completed or in progress 3. Online engagement with Marketing Plan campaign 4. Glendalough Masterplan actions complete or in progress 5. No. of Wicklow Passport Ambassadors 6. Food and Beverage Strategy actions complete or in progress 7. No. of Climate/Green Skills related training courses run 	<ol style="list-style-type: none"> 1. ongoing 2. commencing September 2024 3. not yet active 4. ongoing 5. 394 sold by August 2024 6. ongoing 7. ongoing
Goal ED3	To develop Wicklow County Campus as a Centre of Excellence in Enterprise, Innovation and Education	<ul style="list-style-type: none"> • Masterplan for Wicklow County Campus • Mid East Regional Enterprise Plan • LECP • Annual Budget • Relevant funding streams 	<ol style="list-style-type: none"> 1. No. of student registrations 2. Relevant training programmes offered 3. Number of tenants on the campus. 4. Campus Infrastructure Maintenance and Development projects progressed 	<ol style="list-style-type: none"> 1. 451 2. 37 programmes on offer. 3. 6 including the LEO 4. Ongoing

PLANNING, ECONOMIC AND RURAL DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/ Performance Indicators	Actual current operational baseline data
		<ol style="list-style-type: none"> LECP County Wicklow Film Commission Tourism Plan Mid East Regional Enterprise Plan Annual Budget Studio Infrastructure Fáilte and Tourism Ireland Skills Strategy Ireland's Ancient East Wicklow Outdoor Recreation Strategy Wicklow Passport 	<ol style="list-style-type: none"> Development and promotion of Screen Tourism product. Location support for incoming productions Support for indigenous film making 	<ol style="list-style-type: none"> No. of screen tourism products reported No. of film permit applications received No. of film awards granted
Goal ED4	Collaborate with relevant agencies and stakeholders to further develop and promote the county as a tourist destination	<ul style="list-style-type: none"> LECP County Wicklow Tourism Strategy & Marketing Plan Mid East Regional Enterprise Plan County Wicklow Heritage Plan Annual Budget Fáilte Ireland Wicklow County Tourism Relevant funding opportunities Remote Working Hubs Marketing Plan Glendalough and Wicklow Mountains National Park Visitor Experience and Management Masterplan Destination Experience Development Plan National Tourism Policy and Action Plans Regional Festivals and Events Programme Ireland's Ancient East Wicklow Outdoor Strategy Wicklow Naturally Wicklow Passport 	<ol style="list-style-type: none"> Produce new Tourism Strategy No. of objectives achieved from Tourism Plan DEDP produced No. of projects completed in partnership with Wicklow County Tourism Visitor Numbers (per Fáilte Ireland) No. of tourism events/projects supported 	<ol style="list-style-type: none"> After DEDP Ongoing Commented 1 in 2024 Domestic Figures for County Wicklow in 2023 as per Fáilte Ireland's report: <ul style="list-style-type: none"> - 474k trips - 2.0 average nights - €86.3m spend 10 in 2024
Goal ED5	Support and implement the provisions of the Public Sector Duty Act	<ol style="list-style-type: none"> LECP LEO 	<ol style="list-style-type: none"> LEO course for minority or disadvantaged groups 	<ol style="list-style-type: none"> No. of courses held No. of participants
Goal ED 6	Implement our actions under Wicklow County Council Climate Action Plan	<ul style="list-style-type: none"> Wicklow County Council Climate Action Plan LECP 	<ul style="list-style-type: none"> No. of actions implemented under Wicklow County Council Climate Action Plan No. of actions implemented under the LECIP 	<ul style="list-style-type: none"> Ongoing Ongoing

PLANNING, ECONOMIC AND RURAL DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/ Performance Indicators	Actual current operational baseline data
Goal RD1 Rural Development	To continue to build strong relationships with Town Teams and build capacity with existing Town Teams	<ul style="list-style-type: none"> Regularly attend Town Team meetings to forge strong relationships with the Town Team. Build capacity of Town Team members by providing access to appropriate training and skills development. 	<ul style="list-style-type: none"> Number of meetings attended Number of training opportunities provided 	<ul style="list-style-type: none"> Ongoing Ongoing – Capacity training has commenced for the established Town Teams
Goal RD2	Implement the creation of Town Teams as per Town Centre First Policy	<ul style="list-style-type: none"> Hold two community meetings to form the town team. The first meeting being a public information meeting about the formation process for a Town Team. The second meeting being a forum to form the membership panel for the Town Team. Provide technical, communications, administrative and project management support upon formation of the Town Team. 	<ul style="list-style-type: none"> Forming two town teams annually within the county. 	<ul style="list-style-type: none"> Four town teams have been established.
Goal RD3	To provide assistance to Town Teams in attaining the associated funding streams available for recognised community projects.	<ul style="list-style-type: none"> Provide training and expertise to ensure that Town Teams are completing funding applications to meet the application criteria to give the best possible chance at securing funding. 	<ul style="list-style-type: none"> Number of successful applications by Town Teams. 	<ul style="list-style-type: none"> Five successful applications.
Goal RD4	Implement the creation of Town Centre First plans as per Town Centre First Policy	<ul style="list-style-type: none"> Produce a town centre first plan for a nominated town annually Facilitate the consultation process with the Town Team and agree a plan and programme for consultations and workshops with the wider community. Provide analysis and survey findings at public consultation events and workshops with the wider community. 	<ul style="list-style-type: none"> Consultations held Delivery of plan 	<ul style="list-style-type: none"> Four One (Blessington)
Goal RD5	Facilitate sustainable development within local communities	<ul style="list-style-type: none"> Retro fitting and brownfield development within existing urban footprints Facilitate compact urban growth as a key mechanism to enable sustainable development as well as driving action on climate change and congestion. This will mitigate the significant environmental cost of new build developments. Surveys of the built environment (including amenities, vacancy, dereliction, heritage, architectural or conservation factors etc.) will need to be planned and executed. 	<ul style="list-style-type: none"> No of surveys undertaken 	<ul style="list-style-type: none"> One

ORGANISATION DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/Performance Indicators	Actual current operational baseline data
Goal OD1: 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	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Number of proactive safety inspections carried out. 2. Number of safety, health and welfare at work courses/training programmes held. 3. Number of consultative meetings held. 4. Review of update of policies. 	<p>133</p> <p>94</p> <p>27</p>
Goal OD2: Elected Members	Provide the highest quality of support to our Elected Members.	<ol style="list-style-type: none"> 1. Plenary Council/Municipal Districts/Corporate Policy Group 2. WCC Strategic Policy Committee Scheme 2024 – 2029 3. WCC Members Training Programme 	<ol style="list-style-type: none"> 1. Number of Plenary meetings held. 2. Number of SPC meetings held 3. Number of CPG meetings held 4. SPC Scheme adopted 5. SPC Committees established 6. Elected Members Training Plan adopted 7. Number of training courses held 	<p>15</p> <p>24</p> <p>4</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
Goal OD3: Customer Service	Develop and improve our customer services to provide relevant, appropriate and accessible services that meet the needs of our diverse population, elected members and stakeholders	<ol style="list-style-type: none"> 1. Customer Services Strategy 2022 2. Customer Complaints Policy 3. Customer Charter 	<ul style="list-style-type: none"> • Number of phone calls received • Number of emails received by Customer Service • Number of Elected Members / Deputy Representatives Received • Number of Elected Members/Deputy Representations responded to. • Number of visits to public counters • Number of complaints received • Number of complaints responded to • 8.Percentage of motor tax transactions dealt with online 	<p>1. 99,086</p> <p>2. 12,423</p> <p>3. 1,065</p> <p>4. 18,440</p> <p>5. –</p> <p>6. 87.79%</p>
Goal OD4: Communication	Effectively and inspiringly communicate with the citizens and staff of County Wicklow.	<ol style="list-style-type: none"> 1. Customer Services Strategy 2022 2. Communications Strategy 3. Social Media Policy 	<ul style="list-style-type: none"> • Number of Page Visits to the local authority website • Number of social media accounts • Number of social media followers • Build on Social Media engagement • Number of press releases issued • Number of Media queries responded to 	<p>1. 154,641 (The total page views for www.wicklow.ie are for Quarter 1 2023. Following the cessation of Google Analytics in July 2023, analytics tool was not purchased and no other means of capturing this data was available.)</p> <p>2. 37</p> <p>3. 138,604</p>

ORGANISATION DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/Performance Indicators	Actual current operational baseline data
Goal OD5: The Audit Committee	To support the work of the Wicklow County Council Audit Committee	<ol style="list-style-type: none"> 1. Local Government Act, 2001 2. Local Government Reform Act, 2014 3. Relevant Regulations 	<ol style="list-style-type: none"> 1. Audit committee established 2. Adoption of Internal Audit Plan 3. Number of internal audit reports carried out 4. Annual report to Council 	<ul style="list-style-type: none"> • Yes • Q1 2020 • 4 – 6 reports • Q1 2020 • Annually
Goal OD6: Corporate Governance	To adhere to the highest standard of conduct, governance, integrity, transparency and accountability	<ol style="list-style-type: none"> 1. Local Government Code of Governance Code of conduct for Elected Members 2. Code of conduct for Employees 3. Relevant Ethics Legislations 4. Protected Disclosures Act, 2014 and Amendment Act 2022 5. Regulation of Lobbying Act, 2015 6. Freedom of Information legislation 7. GDPR legislation 8. Compliance with Official Languages Act 	<ol style="list-style-type: none"> 1. Ethics Registrar appointed 2. Annual declarations a) circulated, b) signed, returned and c) published where appropriate. 3. Designated Officers for the receipt of internal and external Protected Disclosures appointed. 4. Annual returns made. 5. Designated Officials details published 6. Compliance with Transparency code for relevant working groups 7. Dedicated page on Website. 8. Disclosures log published 9. GDPR <ul style="list-style-type: none"> • Governance group established • ROPA Data mapping exercise complete • Number of data breaches internal • Number of data breaches reported to DPC • Number of subject Data requests received • Number of subject Data requests responded to. • Number of polices reviewed • Number of policies introduced. 10. Publishing Annual Report 11. Compliance with requirements to publish Elected Members expenses 12. % of Adverts placed in Irish 13. % of Irish language speaking staff 	<ol style="list-style-type: none"> 1. Appointed 2. a) staff 228, Elected Members 44 b) Staff 204, Elected Members 43 3. 4. 5. 6. Yes 7. 8. 9. Quarterly 10. Due Q1 2025 11. 12. 13. 29% for placement and 3.7% for the budgetary spend to Irish Language media
Goal OD7: Training	Create a culture of continuous learning to develop the capacity and capability of the organisation	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Learning and Development Plan adopted 2. Achieve CPD accreditation 3. Number of participants in CPD programme. 3. Number of training courses offered 4. Number of participants who attended training courses (excluding H&S) 5. Number of participants who attended Health & Safety training courses. 6. Number of participants on leadership and management courses. 	<ol style="list-style-type: none"> 1. Yes 2. Process initiated 3. 20 4. 5. 679 6. 11

ORGANISATION DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/Performance Indicators	Actual current operational baseline data
1. Goal OD8: Public Sector Duty	To comply with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014	<ol style="list-style-type: none"> 1. Take a values led approach to the duty. 2. Carry out the 1) assess, 2) address, 3) report steps. 3. Identify priority initiatives. 4. Integrate the Duty into our strategic plans. 	<ol style="list-style-type: none"> 1. Working group established. 2. Implementation plan prepared 3. Communication of implementation plan 4. Number of priority initiatives delivered 5. Number of strategic plans incorporating the public sector duty 6. Reporting on progress and achievements in the Annual Report 	
Goal OD9: Energy Management	To contribute to energy efficiency improvements and carbon reduction targets in compliance with national targets by 2030	<ol style="list-style-type: none"> 1. Energy Office 2. Mid-East Energy Unit 3. SEAI (Monitoring and Reporting to SEAI annually on progress) 	<ol style="list-style-type: none"> 1. Maintain certification to ISO 50001 Energy Management System for Wicklow County Council 2. 51% reduction in energy-related (electricity) greenhouse gas (GHG) emissions by 2030 3. 51% reduction in thermal (heating and transport) related greenhouse gas emissions by 2030 4. 50% improvement in energy efficiency by 2030 	<p>Ongoing</p> <p>Average GHG 2016 – 2018 2009</p>
Goal OD10: Mid-East Energy Unit	As lead authority support the local authorities in the Mid-East Kildare, Louth, Wicklow & Meath in the delivery of SEAI Pathfinder Projects	<ol style="list-style-type: none"> 1. SEAI 2. Mid-East Energy Unit 3. Meath, Louth & Kildare County Councils 	<ol style="list-style-type: none"> 1. 51% reduction in thermal (heating and transport) related greenhouse gas emissions 2. Number of projects delivered and progress to 2030 	Ongoing

ORGANISATION DEVELOPMENT

Functional Area Organisational Development	Performance Goals	Supporting Programmes	Measurement Methodology/Performance Indicators	Actual current operational baseline data
Goal OD11	Be an employer of choice and build a workforce of the future through flexibility and strengthening capacity within our staff.	<ol style="list-style-type: none"> 1. Attract and recruit people with the appropriate knowledge and skills. 2. Optimum management of resources within the local authority. 3. Promote equality of opportunity. 4. Consider the needs of a diversity of staff. 5. Promote the potential for development and progression offered by working in local government. 6. Strategic Workforce Planning. 7. Recruit apprentices and develop specific apprentice programmes. 8. Use the full range of marketing and communication channels to promote recruitment campaigns. 9. Co-operation with digital transformation through use of HR analytics and online application process 10. Co-operation with the review and update of the local government competency framework 11. Co-operation with the development of operational and strategic HR capacity in the sector 12. Implementation of staff mobility policy. 13. Implementation of all leave types including, sick leave, parental leave, medical care leave, annual leave and leave covered by the Work Life Balance and Misc. Provisions Act of 2023. 14. Implementation of Blended Working Policy. 	<ol style="list-style-type: none"> 1. Number of competitions held. 2. Number of people recruited. 3. Number of staff promoted. 4. WTE's per capita 5. Percentage of working days lost to sickness certified/ uncertified. 6. Percentage whom identify as having a disability. 7. Strategic Workforce Plan development and submitted to DHLGH 8. Number of Directorates implementing PMDS. 9. Number of apprentices hired and specific apprentice programmes developed. 10. Number of competitions advertised on social media 11. Number of channels used to promote recruitment campaigns. 12. Number of reports run using appropriate analytical technology for HR management. 13. Online application system introduced. 14. Number of days leave availed of under parents leave, parental leave, DSGBV leave and medical care leave. 15. Percentage of staff who applied for blended working approved. 16. Number of staff transferred following request under mobility policy. 	<p>61</p> <p>112</p> <p>73</p> <p>6.7</p> <p>3.09%</p> <p>5%</p> <p>Qtr1 2025</p> <p>0 apprentices</p> <p>4 graduates</p> <p>61</p> <p>7</p> <p>150 approx.</p> <p>Qtr 4 2025</p> <p>2889.5</p> <p>25.8%</p> <p>77</p>
Goal OD12	Create a fair, supportive and healthy working environment ensuring the wellbeing of all our staff.	<ol style="list-style-type: none"> 1. Promote and support a culture of dignity, respect and equality. 2. Develop a health and wellbeing strategy that incorporates staff welfare, proactive health awareness campaigns and resilience programmes. 3. Embed health and wellbeing into the culture of our organisation. 4. Assess needs and identify priority areas of wellbeing. 5. Create a healthy working environment by promoting early engagement and good communications. 	<ol style="list-style-type: none"> 1. Number of information sessions on Dignity at Work guidelines policies and procedures. 2. Number of participants in bi-annual Health Screening Programme. 3. Number of staff availing of Flu Vaccines , 4. Number of staff availing of Eye Tests, 5. Number of Ergonomic assessments carried out 6. Implementation of actions from Wellbeing Strategy 7. Number of wellbeing events held. 8. Number of participants at wellbeing events. 9. Number of union meetings held. 	<p>Ongoing induction of new employees</p> <p>235</p> <p>5</p> <p>226</p> <p>Launched in Qtr. 4 2023</p> <p>1</p> <p>25 approx.</p>

SOCIAL DEVELOPMENT

Functional Area Social Development	Performance Goals	Supporting Programmes	Methodology/performance indicators	Current Operational Baseline Data
Goal SDHC 1 Community Development, Human Rights and Quality	To lead, develop and coordinate a coherent and integrated approach to local community and sustainable development and equality	<ul style="list-style-type: none"> Support the LCDC and implement the LECP 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 	<ul style="list-style-type: none"> 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 infrastructures provided Funding received under rural development schemes 	325
Goal SDHC 2 Age Friendly Principles	To lead and co-ordinate the implementation of the County Wicklow Age Friendly Strategy	<ul style="list-style-type: none"> County Wicklow Age Friendly Strategy 2023 – 2027 Support the Healthy Age Friendly Homes Programme 	<ul style="list-style-type: none"> Number of actions implemented Number of home visits carried out by HAFH Co-ordinator 	10 per annum 300 per annum
Goal SDHC 3 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.	<ul style="list-style-type: none"> Preparation of the community and integrated elements of the Local Economic and Community Plan (LECP) Provision of infrastructure Administration of Grants Development Levies 	<ul style="list-style-type: none"> Number of community actions in LECP implemented Number of projects in LECP progressed Leverage for third party projects Number of community grants awarded 	0 0 0 325
Goal SDHC 4 Social Inclusion	Support the development of a strong inclusive Public Participation Network in the county to ensure that the social inclusion community sectors are enabled to give voice to a diverse range of views, issues and interests.	<ul style="list-style-type: none"> Social Inclusion Community Activation Programme (SICAP) PPN (Public Participation Network) An Comhairle na nÓg 	<ul style="list-style-type: none"> Ongoing monitoring of SICAP KPIs, quantitative and qualitative indicators on IRIS monitoring system Number of local schools and youth groups involved with the Comhairle na nÓg (N) 	0 25 (as at 31/12/2023)
Goal SDHC 5 Community Participation	To 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	<ul style="list-style-type: none"> Support, facilitate and co-ordinate the Public Participation Network (PPN) through service level agreement and memorandum of understanding. 	<ul style="list-style-type: none"> Number of groups registered with the PPN (N) Number of organisations on the County Register that opted to be part of the Social Inclusion College within the PPN 	422 (as of 31/12/2023) 74 (as of 31/12/2023)

SOCIAL DEVELOPMENT

Functional Area Social Development	Performance Goals	Supporting Programmes	Methodology/performance indicators	Current Operational Baseline Data
Goal SDHC 6 New Communities & Community Safety	Ensure Our Existing and New Communities Are Safe, Inclusive and Sustainable	<ul style="list-style-type: none"> Local Authority Integration Team (LAIT) DCEDIY Objective: enable the target populations to live independently in the community International Protection Applicants People with Refugee, Subsidiary Protection, or Permission to Remain status Programme Refugees Beneficiaries of Temporary Accommodation Implement the Co. Wicklow Migrant Integration Strategy 2023-2027 Engage stakeholders Establish the New Communities Response Network Assist in development of SOPs Assess gaps and needs Local Community Safety Partnership (LCSP) Prioritise issues identified by the community as safety concerns Increase community confidence in service providers Community engagement in identifying what the needs of the community are Commitment and buy-in from State, local and voluntary service providers to work together to address those needs. Formulate the Local Community Safety Plan 	<ul style="list-style-type: none"> Total number of Integration Clinics delivered Total number of face-to-face support sessions Total number of sessions with single adults Total number of sessions with families Total number of U18 No of meetings held 	<p>26</p> <p>153</p> <p>104</p> <p>49</p> <p>92</p> <p>4 per year</p>
Functional Area Social Development Housing	Performance Goals	<ul style="list-style-type: none"> Supporting Programmes 	<ul style="list-style-type: none"> Measurement Methodology 	Baseline Data - End of 2023
Goal SDHC 7 : Provision, Planning and Housing Support	<p>a) Provide and facilitate the provision of adequate and suitable housing accommodation to meet housing needs through the implementation of National policies, including the "Housing for All" Plan and local Housing Policy.</p> <p>b) To offer a range of social housing supports options and to continue our collaboration with Approved Housing Bodies and other agencies to meet the housing needs.</p>	<ul style="list-style-type: none"> Meeting the housing supply targets in Re-Building Ireland Action Plan for Housing and Homelessness (RI), Housing for All plan and other policies Social Housing Assessment – List for Social Housing Support 	<ul style="list-style-type: none"> Number of houses in stock Number on list for Social Housing Support Number allocated housing Number in Rental Accommodation Scheme Housing Assistance Payment Leasing schemes The percentage of the total number of LA owned dwellings that were vacant at year end. 	<p>5,145</p> <p>4,520</p> <p>176</p> <p>122</p> <p>1474</p> <p>51</p> <p>146</p>

SOCIAL DEVELOPMENT

Functional Area Social Development	Performance Goals	Supporting Programmes	Methodology/performance indicators	Current Operational Baseline Data
Goal SDHC 8 Housing Management	To plan, manage and maintain the Council's housing stock in a sustainable and green manner.	<ul style="list-style-type: none"> Fabric Upgrade Programme Maintenance Programme Central Heating Programme 	<ul style="list-style-type: none"> Number of units upgraded Number of boilers serviced Number of new/upgraded heating systems Re-letting time (weeks) Re-letting cost per dwelling Average repair and maintenance spend per dwelling 	<p>94</p> <p>2,600</p> <p>35</p> <p>48</p> <p>€32,562</p> <p>€1,603</p>
Goal SDHC 9 Accommodation Standards	To encourage and engage in the improvement of accommodation standards for existing and new stock of public and private rented housing	<ul style="list-style-type: none"> Inspect 25% of private residential tenancies 	<ul style="list-style-type: none"> No. of Rented Dwellings Inspected - <ul style="list-style-type: none"> Public Private 	572
Goal SDHC 10 Estate Management	Promote and support strong an effective estate management practices to enhance the residents and the local community well-being.	<ul style="list-style-type: none"> Anti -Social Behaviour Strategy Rent Review and management policy 	<ul style="list-style-type: none"> Number of estate management schemes Number of warning letters issued % Rent Collection 	<p>5</p> <p>5</p> <p>83%</p>
Goal SDHC 11 Homelessness	To provide a comprehensive response to homelessness in Co. Wicklow, as per Government policies, in partnership with all relevant agencies/stakeholders.	<ul style="list-style-type: none"> Delivery and management of homeless services in accordance with the Mid East Regional Homeless Action Plan. 	<ul style="list-style-type: none"> No. in Emergency Accommodation The number of adult individuals, families and their dependants accessing emergency accommodation The number of households who exit emergency accommodation to a tenancy, yearly. The number of households who present to emergency accommodation, yearly. The total number of Housing First tenancies created within the context of the Housing First National Implementation Plan 2022-2026. The number of households allocated Homeless HAP. 	<p>48</p> <p>7 (adults)</p> <p>22 (families)</p> <p>21 (dependants)</p> <p>31</p> <p>332</p> <p>19</p> <p>69</p>
Goal SDHC 12 Traveller Accommodation	To address the accommodation needs of the Traveller Community through the implementation of the Traveller Accommodation Programme and through active engagement with the LTACC	<ul style="list-style-type: none"> Traveller Accommodation Programme 	<ul style="list-style-type: none"> Number of allocations to Traveller families Numbers on unauthorised sites Number of LTACC meetings held yearly 	<p>23</p> <p>15</p> <p>4</p>

SOCIAL DEVELOPMENT

Functional Area Social Development	Performance Goals	Supporting Programmes	Methodology/performance indicators	Current Operational Baseline Data
Goal SDHC 13 Social Inclusion	To meet the identified housing needs of people with disabilities locally and continue to facilitate the provision of housing options and services to support independent living.	<ul style="list-style-type: none"> Housing and Disability Strategy Disability and Inclusion Strategy 2023 Action Area 3. Employment, Housing and Recreation - "Provide social housing that is accessible and meets a wide variety of needs" 	<ul style="list-style-type: none"> Number of houses allocated to households with mobility/disability Number of Housing Adaptation Grants awarded Number of Mobility Aids Grants awarded. Number of Housing and Disability Steering Group Meetings held yearly 	<p>28</p> <p>182</p> <p>4</p>
Goal SDHC 14 Housing Choices for older persons	To ensure social housing options and supports are in place for our older population of Wicklow	<p>Age Friendly Strategy 2023 -2027</p> <p>Theme 3: Housing</p> <p>Objective: "Work to support housing needs among Wicklow's older persons, ensuring age friendly appropriate housing options, and knowledge of available supports and services particularly among those most in need"</p>	<ul style="list-style-type: none"> Number of houses allocated to the elderly Number of Housing Aid for Older People Grants allocated 	<p>37</p> <p>169</p>
Goal SDHC 15 Health and Safety	To provide a healthy and safe working environment	<ul style="list-style-type: none"> Review and implementation of Safety Statement Health & Safety Awareness training and staff wellbeing programmes. 		Ongoing support and implementation
Goal SDHC 16 Climate change	To contribute to energy saving and efficiency, in compliance with national targets	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	Ongoing support and implementation

CLIMATE, ENVIRONMENT, RECREATION AND AMENITY

Functional Area Climate, Environment, Recreation and Amenity	Performance Goals	Supporting Programmes	Measurement Methodology/performance indicators	Actual current operation baseline data
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	<ul style="list-style-type: none"> Local Government Climate Charter Develop and Implement Wicklow County Councils Climate Action Plan Implement Wicklow County Council Climate Adaptation Strategy Implement the Arklow Pilot Decarbonisation Zone Plan Prepare, Manage and update the Wicklow County Council Biodiversity Plan Develop and implement various Biodiversity Plans and Climate Action strategies, plans and policies across the local authority Review the Wicklow County Council Litter Management Plan Implement Wicklow County Council County Development Plan 2022 – 2028 Objectives 	<ul style="list-style-type: none"> Set up actions as agreed in the Charter (Resource the organisation as envisaged in the Charter) Monitor and complete progress reports on the implementation of the Actions of the Plan. Maintain a Climate Action Coordinator and a Climate Action Officer Maintain a Climate Action Team Maintain a Cross Departmental Climate Action Committee Implement actions and feedback into Climate Adaptation Strategy Monitor and complete progress reports on the implementation of the Actions of the DZ Zone. Review the existing WCC Biodiversity Plan and implement actions and objectives. Develop and implement various management Plans and policies such as SuDS policy, Landscape development Guidelines, Tree Management Policy, Brittas Bay Management Plan etc.. Review and implement the Litter Management Plan Implement Climate and Biodiversity Objectives of County Wicklow Development Plan 2022 – 2028 in Development Control 	
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.	<ul style="list-style-type: none"> Local Government Climate Charter Establish a Biodiversity forum with members and sectorial interests Promote Biodiversity Awareness Implement the Community Climate Action Programme Implement Climate resilience through Adaptation and Mitigation Works Implement the OPW Flood Risk Management Guidelines and ensure that all developments consider climate resilience and demonstrate that they integrate Nature-Based SuDS and Nature-Based Solutions to address surface water management Develop and assist in the roll-out of programmes and campaigns, which promote climate action within WCC. To progress the Arklow Flood relief scheme 	<ul style="list-style-type: none"> Comply with Climate Charter commitments to annual monitoring and reporting Working Group In Place meeting quarterly Implement Biodiversity Funded projects annually, develop training events and workshops Promote and engage with community groups such as Tidy Towns, SEC's, Sports Clubs etc. Administer Approved Applications Conduct Coastal Erosion Studies to provide plans to mitigate against coastal erosion Work in conjunction with Irish Rail on the ECRIPP study Deliver climate adaptation works on infrastructure through the Climate Change Adaption & Resilience Works Continue to work with the OPW to deal with the threat of coastal erosion and flooding No of planning applications assessed annually for flood management and SuDS. Promote the Sustainable Development Goals Promote Climate Awareness Develop an annual Climate Action and SDG Week Complete detailed design and tender completed Appoint contractor and commence construction 	As arises

CLIMATE, ENVIRONMENT, RECRETATION AND AMENITY

Functional Area Climate, Environment, Recreation and Amenity	Performance Goals	Supporting Programmes	Measurement Methodology/performance indicators	Actual current operation baseline data
Goal EV3 Waste Management	To continue to provide a proactive waste enforcement service and to ensure the best environmental management of all waste including preventing and minimising the generation of waste	<ul style="list-style-type: none"> To ensure the completion of the Whitestown remediation works To enforce Waste Management and Litter Pollution legislation To continue the provision of public recycling facilities and civic amenity sites Recommended minimum criteria for environmental inspections (RMCEI) To implement the objectives of the National Waste Management Plan Develop and implement Wicklow County Council Litter Management Plan 2024-2027 (3 year plan) Conduct a review of the civic amenity sites including current layout, energy use, water demand etc.. 	<ul style="list-style-type: none"> Remediation being progressed in line with court order Environmental complaints recorded Litter Fines issued Tonnage through recycling centres % of environmental pollution complaints closed Meeting targets in RMCEI plan Planned Waste Inspections % of houses availing of the 3 – bin service collection Prepare new Litter Management Plan % of the LA area within the 5 levels of litter pollution Number of civic amenity sites reviewed 	<p>1431</p> <p>101</p> <p>4074</p> <p>90%</p> <p>2023 Targets</p> <p>552</p> <p>84%</p> <p>13%, 67%, 15%, 4% & 0%</p> <p>4</p>
Goal EV4 Water supplies	To ensure that private water supplies both regulated and unregulated are safe and secure	<ul style="list-style-type: none"> The monitoring programme of the regulated supplies Implementation of the rural water programme 	<ul style="list-style-type: none"> No. of water supplies registered No. of group water supplies registered No. of water supplies monitored No. of group water supplies monitored No. of boil water notices/do not consume notices issued. No. of boil water notices/do not consume notices lifted. % compliance with microbiological parameters. % compliance with indicator parameters. % compliance with chemical parameters. % drinking water in private schemes in compliance with statutory requirements % of registered schemes monitored Number of groups funded under the RWP Number of private domestic well supplies improved/funded 	<p>117</p> <p>8</p> <p>116</p> <p>8</p> <p>14</p> <p>12</p> <p>98.1%</p> <p>93.2%</p> <p>99.75%</p> <p>97.02%</p> <p>99.14%</p> <p>8</p> <p>189</p>
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	<ul style="list-style-type: none"> Inspection programme for licensed waste water treatment systems and domestic wastewater treatment system as per EPA National Inspection Plan. 	<ul style="list-style-type: none"> No. of private septic tanks to be inspected under National Inspection Plan. % of private septic tanks inspected vs EPA National Inspection Plan. No. of advisory notices served % of advisory notices closed No. of Grants processed /paid No. of S4 discharge licences application/review application processed No. of licences monitored % of licences compliant No. of letters/enforcement actions requiring improved licence compliance % of letters/enforcement actions closed. 	<p>55</p> <p>105%</p> <p>17</p> <p>100%</p> <p>4</p> <p>1</p> <p>73</p> <p>61.6%</p> <p>28</p> <p>64</p>

CLIMATE, ENVIRONMENT, RECRETATION AND AMENITY

Functional Area Climate, Environment, Recreation and Amenity	Performance Goals	Supporting Programmes	Measurement Methodology/performance indicators	Actual current operation baseline data
Goal EV6 Harbour Management	To provide effective Harbour management at Arklow, Wicklow and Bray Harbours	<ul style="list-style-type: none"> Implement best practice harbour and port management ensuring all relevant legislation is adhered to. To improve the efficient use of space within the harbours to increase the contribution of the harbours to the local economy. To enhance the recreational potential of the ports and harbours To implement a process of continuous maintenance and sustainable development to ensure the protection and enhancement of the harbour and port infrastructure for future generations. 	<ul style="list-style-type: none"> Percentage collection of annual harbour dues No of vessels berthed in the harbours Implementation of New Bye Laws for Wicklow and Arklow Harbours Creation of Master Plans for Wicklow and Arklow Harbours 	49% 140
Goal EV7 Public health and animal welfare	To protect public health and animal welfare	<ul style="list-style-type: none"> Control of dogs – legislation and guidelines Control of Horses Carry out our contractual obligations with the FSAI including animal welfare in abattoirs 	<ul style="list-style-type: none"> % of dogs re-homed/reclaimed No. of annual dog licences issued No. of premises registered for dog breeding establishments Nos. of inspections of meat premises carried out 	95% 5068 4 98
Goal EV8 Environmental awareness and education	To educate and raise public awareness of environmental, sustainable, climate and biodiversity issues within County Wicklow	<ul style="list-style-type: none"> Promote good environment practice in schools, Promote Good environment practice in communities, homes including supporting the work of the SEC's Promote Waste Management Acts, Litter Management Acts, low Carbon Bill, Recycling, Waste minimisation, prevention and the circular economy Promote and protect Blue Flag and Green Coast beaches Promote tree planting through tree planting grant and National Tree Week Work with various tidy town teams 	<ul style="list-style-type: none"> No. of schools awarded Green School status No of operational SEC's No. of blue flags retained No. of tree projects supported and No of trees planted No of Tidy Town initiatives supported 	22 11 3 55 41

CLIMATE, ENVIRONMENT, RECRETATION AND AMENITY

Functional Area Climate, Environment, Recreation and Amenity	Performance Goals	Supporting Programmes	Measurement Methodology/performance indicators	Actual current operation baseline data
Goal EV9	To ensure that air quality is improved and protected for good health and wellbeing and a clean environment.	<ul style="list-style-type: none"> Inspection programme to control emissions to air Monitoring programme for air quality Complaints Investigation 	<ul style="list-style-type: none"> No. of business installations certified (petrol stations, dry cleaners, car sprayers, others) No. of business installations (petrol stations, dry cleaners, car sprayers, others) inspected. % compliance of installations inspected No. of business installations sampled for solid fuel analysis. % compliance business installation for solid fuel analysis. No. of air quality monitor in operation. No. of reviews of air quality data to inform assessment or inspections. No. of air complaints received. % complaints closed. No. of noise complaints received. % complaints closed. No. of planning application assessment reports. No. of planning condition compliance assessment reports 	<p>44</p> <p>159</p> <p>Not Captured</p> <p>0</p> <p>n/a</p> <p>3</p> <p>1</p> <p>5</p> <p>120%</p> <p>100</p> <p>100%</p> <p>95</p> <p>7</p>
Goal EV10	To ensure that our rivers, lakes groundwater, estuaries and seawater are improved and protected for our health, fauna and flora to flourish.	<ul style="list-style-type: none"> Implementation of WFD national sampling programmes for river and lakes and LA sampling programme for bathing waters. Farm inspection programmes Complaints Investigation Local Catchment assessments and engagement. Assessment of planning applications and compliance with planning conditions for water quality impact Support and facilitate LAWPRO projects improving water quality within the county catchments. 	<ul style="list-style-type: none"> No. of river samples taken % of river samples taken vs programme. No. of lakes samples taken % of lake samples taken vs programme. No. of bathing water samples taken % of bathing water samples taken vs programme. No. of river water bodies. % of river water bodies at high or good status. No. of lake water bodies. % of lake water bodies at high or good status. No. of identified (designated) bathing waters. % of bathing waters at excellent or good classification status. No. of farm inspections assigned for inspection under NAIG. % farm inspected vs inspection programme. % compliance of farms inspected. No. of water complaints received. % complaints closed. No. of local catchment assessments. % local catchment assessments completed. No. of local catchment engagements. No. of planning application assessment reports. No. of planning condition compliance assessment reports 	<p>450</p> <p>100%</p> <p>82</p> <p>100%</p> <p>92</p> <p>100%</p> <p>125</p> <p>91%</p> <p>72</p> <p>See EPA Report</p> <p>6</p> <p>100%</p> <p>30</p> <p>103%</p> <p>100%</p> <p>69</p> <p>66%</p> <p>1</p> <p>100%</p> <p>29</p> <p>195</p> <p>15</p>

CLIMATE, ENVIRONMENT, RECREATION AND AMENITY

Functional Area Climate, Environment, Recreation and Amenity	Performance Goals	Supporting Programmes	Measurement Methodology/performance indicators	Actual current operation baseline data
Goal EV11 Library Service	To ensure Wicklows public library remains a vital community resource by supporting informed, connected, and literate individuals skilled for life. Enhance lives with universal access to information and resources, promoting reading, lifelong learning, digital skills, education, and cultural engagement. Support Sustainable Development Goals, sustainable development, and climate action while adapting and expanding services to meet evolving community and individual needs	<ul style="list-style-type: none"> • "The Library is the Place: Information, Recreation, Inspiration": National Public Library Strategy 2023-2027 • Wicklow County Council Library Services Development Plan 2021 – 2025 • Incorporate Climate Action in the Library Services Development Plan 2025 - 2029 • National Healthy Ireland at Your Library (HlaYL) • Right to Read is a national programme to promote literacy and reading development. • ALL https://www.adultliteracyforlife.ie/ • KWETB Regional Adult Literacy Coalition • County Wicklow Age Friendly Strategy 2023-2027 	<ul style="list-style-type: none"> • Number of visits to libraries per 1,000 population • Average Weekly Opening Hours • My Open Library libraries (MOL) • Number of physical items issued to library borrowers during the year • Number of eBooks, eMagazines, eAudiobooks, eNewspapers borrowed by library members • Number of Healthy Ireland Events organized by library. • Number of events/activities/projects delivered in relation to Adult Literacy • Number of children's Right To Read events delivered in 2023 • Number of Age Friendly Libraries • Number of active members per 1,000 of population • Number of registered members in the year • Cost per capita of operating a library service and expenditure per capita on collections 	<p>3,854.10</p> <p>388</p> <p>2</p> <p>390,780</p> <p>238,860</p> <p>48</p> <p>2</p> <p>424</p> <p>13</p> <p>0.25</p> <p>31,967</p> <p>€276,440.49</p>
Goal EV12 Archives Service	To preserve and make accessible the archives of County Wicklow	<ul style="list-style-type: none"> • Local Government Archivists and Record Managers Group • Archives and Records Association (Ireland) • Local Authority Records Management Policy (LGMA) • Irish Family History Foundation • Irish Community Archives Network • Creative Ireland 	<ul style="list-style-type: none"> • County projects progressed • Genealogy queries serviced & online records accessed 	4
Goal EV13 Sports and recreation	Develop a Local Sports Plan 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	<ul style="list-style-type: none"> • Wicklow Outdoor Recreation Strategy • Wicklow Way Partnership • Development and management of sustainable, efficient, modern facilities • Local Sports Partnership (LSP) 	<ul style="list-style-type: none"> • 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 programmes and initiatives delivered by the local sports partnership • Development of a Local Sports Plan for the County • Review of Wicklow Outdoor Recreation Plan 	<p>23</p> <p>11</p> <p>772,748</p> <p>150</p>

CLIMATE, ENVIRONMENT, RECRETATION AND AMENITY

Functional Area Climate, Environment, Recreation and Amenity	Performance Goals	Supporting Programmes	Measurement Methodology/performance indicators	Actual current operation baseline data
Goal EV14 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.	<ul style="list-style-type: none"> Wicklow County Council Arts Strategy for 2015 – 2018 Identify and develop new public art policy Support outside venues Develop sustainability in the arts with Creative Climate Action funding. 	<ul style="list-style-type: none"> Number of new programmes developed Number of grants awarded to new recipient artists 	15 45
Goal EV15 Music Generation	Continue the partnership/ strategic development of Music Generation Wicklow with Music Generation and Kildare/Wicklow Education & Training Board	<ul style="list-style-type: none"> Music Generation Strategic Plan, 2016 – 2021 Partnership involvement with the Kildare Wicklow Education Training Board (KWETB) 	<ul style="list-style-type: none"> Type of CPD delivered to musician workforce Spatial dispersion of programmes countywide Delivery of MGW in areas of rural, social and or/economic disadvantage 	
Goal EV16 Health and Safety	To provide a healthy and safe working environment	<ul style="list-style-type: none"> Review and implementation of Safety Statement Health & Safety Awareness training and staff wellbeing programmes. 		

TRANSPORTATION AND INFRASTRUCTURE DELIVERY

Functional Area Transportation & Infrastructure Delivery	Performance Goals	Supporting Programmes	Measurement Methodology/ performance indicators	Actual current operation baseline data																														
Transportation & Infrastructure Delivery Goal TID1	Continue to plan, deliver and maintain key transportation infrastructure in our County that sustains mobility and access while promoting and supporting the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies.	<ul style="list-style-type: none"> Project Ireland 2040 – National Planning Framework National Development Plan- 2018-2027 GDA Transport Study Department of Transport Tourism & Sport (DTTAS) Transport Infrastructure Ireland (TII) National Transport Authority (NTA) Road Safety Authority of Ireland Programmes County Development Plans / Local Area Plans Bray & Environs Transport Study – April 2019 	<p>No of Schemes in progress P/A (from PRS)</p> <p>Ongoing use of PRS system</p> <p>R2 – Outputs of completed Road Pavement projects:-</p> <p>Length of road KM</p> <ul style="list-style-type: none"> Regional Strengthened 8.71 Local Strengthened 51.11 Regional Resealed 28.28 Local resealed 54.65 <p>No of Community Schemes funded P/A (CIS)</p> <p>R1 A - % of total road km that received a PSCI condition rating</p> <ul style="list-style-type: none"> Regional 99% Local Primary 100% Local Secondary 100% Local tertiary 95% <p>No of LIS schemes in Progress P/A, subject to funding restrictions.</p>	<p>29</p> <p>15</p> <p>8.71</p> <p>51.11</p> <p>28.28</p> <p>54.65</p> <p>3</p> <p>99%</p> <p>100%</p> <p>100%</p> <p>95%</p> <p>5</p>																														
		<p>Roads – DTTAS</p> <p>To construct and maintain the regional and local roads network to the highest possible standard in county Wicklow.</p> <p>Delivery of road strengthening Programme.</p> <p>Road maintenance annual delivery.</p> <p>Drainage and climate action improvement works.</p> <p>Continued work on Community Involvement Schemes, Bridge Maintenance and Repair, PSCI condition ratings etc</p> <p>Delivery of Specific Improvement projects.</p> <p>Delivery of Strategic Regional Roads.</p> <p>Continued Local Improvement Schemes (DRH&G)</p>																																
		<p>R1 B - The percentage length of (a) Regional, (b) Local Primary and (c) Local Secondary roads that received a PSCI condition rating in the 24-month period prior to 31/12/2023 and the percentage length of (d) Local Tertiary roads that received a PSCI condition rating in the 60-month period prior to 31/12/2023, in each of the following PSCI rating categories: 1-4, 5-6, 7-8 and 9-10.</p>																																
			<table border="1"> <thead> <tr> <th>Road Class</th> <th>% Rated 1 to 4</th> <th>% Rated 5 & 6</th> <th>% Rated 7 & 8</th> <th>% Rated 9 & 10</th> <th>% No Valid Rating</th> </tr> </thead> <tbody> <tr> <td>R</td> <td>0.39%</td> <td>10.15%</td> <td>41.88%</td> <td>46.92%</td> <td>0.67%</td> </tr> <tr> <td>LP</td> <td>0.39%</td> <td>16.22%</td> <td>42.29%</td> <td>40.65%</td> <td>0.45%</td> </tr> <tr> <td>LS</td> <td>5.75%</td> <td>24.66%</td> <td>35.77%</td> <td>33.54%</td> <td>0.27%</td> </tr> <tr> <td>LT</td> <td>6.04%</td> <td>15.89%</td> <td>47.64%</td> <td>25.13%</td> <td>5.30%</td> </tr> </tbody> </table>	Road Class	% Rated 1 to 4	% Rated 5 & 6	% Rated 7 & 8	% Rated 9 & 10	% No Valid Rating	R	0.39%	10.15%	41.88%	46.92%	0.67%	LP	0.39%	16.22%	42.29%	40.65%	0.45%	LS	5.75%	24.66%	35.77%	33.54%	0.27%	LT	6.04%	15.89%	47.64%	25.13%	5.30%	
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TRANSPORTATION AND INFRASTRUCTURE DELIVERY

Functional Area Transportation & Infrastructure Delivery	Performance Goals	Supporting Programmes	Measurement Methodology/ performance indicators	Actual current operation baseline data
Transportation & Infrastructure Delivery Goal TID2	Activate lands by delivering infrastructure to facilitate the delivery of housing, economic development and sustainable communities to allow our citizens to live, work and access culture and recreation in a safe and friendly environment.	ROADS – NTA Work with transport stakeholders to develop Local transport policies and enhance routes and transport interchanges.	<ul style="list-style-type: none"> No of Schemes in progress P/A (from PPS) Length of footpath constructed p/a Length of cycleway provided p/a Number of pedestrian crossing points p/a 	27 4.54km 3KM 8
		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	<ul style="list-style-type: none"> 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 Implementation of revised Speed Limits as per national policy during 2024 & 2025. 	4 4 3
Transportation & Infrastructure Delivery Goal TID3	To deliver infrastructure that will support a sustainable transport system for all citizens of County Wicklow and develop work programmes that will strategically maintain the physical and green infrastructure of the county in accordance with national Climate Change policy.	Roads & Greenways – TII Bus Park & Ride – NTA National Road Improvement Projects Road Safety Improvement Schemes Minor Works N11/M11 Strategic Bus Park and Ride Projects Pavement Schemes Ordinary Maintenance work Greenway Projects	<p>Continue to promote and progress projects subject statutory approvals and available funding</p> <ul style="list-style-type: none"> N11M11 J4 to J14 Improvements N11M11 BPIS Kilmac to Southern Cross AT N11 Kilpedder RSIS N81 Hangman's Bend, Whitestown & Tuckmill N81 Blessington South RSIS N81 Hollywood Cross RSIS Arklow to Shillelagh Greenway Blessington Greenway Wicklow to Greystones Greenway 	
		CLIMATE ACTION - To ensure that climate adaption is mainstreamed into all activities and operations of Transportation & Infrastructure Delivery Directorate. Wicklow County Council Climate Adaption Strategy Government action Programme on Climate Change	To progress actions as per Climate Adaption Strategy. To carry out one Climate Adaption project in each MD each year.	5
Transportation & Infrastructure Delivery Goal TID4	To effectively manage and maintain the public lighting infrastructure within County Wicklow.	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	15,345

TRANSPORTATION AND INFRASTRUCTURE DELIVERY

Functional Area Transportation & Infrastructure Delivery	Performance Goals	Supporting Programmes	Measurement Methodology/ performance indicators	Actual current operation baseline data
Transportation & Infrastructure Delivery Goal TID5	To facilitate the provision of sustainable, high quality, social, affordable and cost-effective housing accommodation to meet current and future demands, that will support the growth of strong and resilient neighbourhoods while responding to the requirements of all categories of persons in the County, in accordance with National and local Strategies.	Delivery of Housing Supply targets in Re-Building Ireland, Action Plan for Housing and Homelessness, Age and Mobility Friendly Housing, Traveller Accommodation Programmes and any other appropriate Government policy.	<ul style="list-style-type: none"> • H1 B - Number of dwellings added to the LA owned stock during 2023 (constructed & acquired). • H1 E - Number of dwellings in the ownership of the LA as at 31/12.23 • No of units to be delivered as across all delivery streams target to 2022 – 2026. • Number of LA owned dwellings demolished in last year. • Number of LA owned dwellings planned for demolition under a DHLG approved scheme at year end. 	<p>111</p> <p>5145</p> <p>1542 (including leasing)</p> <p>2</p> <p>0</p>

EMERGENCY RESPONSE

Functional Area Emergency Response	Performance Goals	Supporting Programmes	Measurement Methodology/Performance indicators	Actual current operation baseline data @ 31.12.2023 (Up to mid-2024 for CIF and LAIT set up in 2024)
Emergency Response Goal ER1	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.	<p>F2 - Average time to mobilise fire brigades in retained fire services in respect of fire.</p> <p>F2 - Average time to mobilize fire brigades in retained fire service in respect to all other emergency incidents</p> <p>F3 - Percentage of attendances at all other emergency incidents where:</p> <ul style="list-style-type: none"> • 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 <p>Percentage of attendances at all other emergency incidents where:</p> <ul style="list-style-type: none"> • First attendance is at scene after 10 minutes • First Attendance is at scene after 10 minutes but within 20 minutes • First Attendance is at scene after 20 minutes. 	<p>5.52 minutes (2023)</p> <p>6.04 minutes (2023)</p> <p>42.19% (2023)</p> <p>48.50% (2023)</p> <p>9.30% (2023)</p> <p>33.15% (2023)</p> <p>55.26% (2023)</p> <p>11.59% (2023)</p>
		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.	<p>P5 - A. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of their receipt:</p> <p>P5 - B. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an extended period agreed with the applicant:</p> <p>The total number of applications for fire safety certificates received in 2023 that were not withdrawn by the applicant:</p> <p>The total number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of the date of receipt of the application:</p> <p>The number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an agreed extended time period:</p> <p>Number of Pre-Fire plans developed.</p>	<p>73%</p> <p>22%</p> <p>83</p> <p>61</p> <p>18</p> <p>8</p>

EMERGENCY RESPONSE

Functional Area	Emergency Response	Performance Goals	Supporting Programmes	Measurement Methodology/Performance indicators	Actual current operation baseline data @ 31.12.2023 (Up to mid-2024 for CIF and LAIT set up in 2024)
				Number of fire safety talks given and awareness campaigns organised.	100
				F1 - The Annual Financial Statement (AFS) Programme E expenditure data for 2023 divided by the population of the LA area per the 2022 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports:	€42,98
				F1 - AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention (inclusive of the relevant Programme E proportion of the central management charge) for 2023:	€6,698,336
			Carry out inspection of buildings under the Fire Services Acts to ensure compliance with current standards and bring enforcement proceedings where appropriate	Number of inspections 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	1500
			Take steps to reduce the occurrence of false alarm callouts	Number of false alarms	150
			Continue to maintain existing fire stations and seek the provision of new stations where required.	Inspection and maintenance programme for each station.	Annually
				Progress to construction of new fire stations at Dunlavin and Baltinglass.	Complete by Q1 2026.
Emergency Response Goal ER2	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	1
				Number of Major Emergency Management Committee Meetings P/A	2
				Number of Exercise p/a	1 Every 3 years

EMERGENCY RESPONSE

Actual current operation baseline data @ 31.12.2023 (Up to mid-2024 for CIF and LAIT set up in 2024)

Functional Area Emergency Response	Performance Goals	Supporting Programmes	Measurement Methodology/Performance indicators
Emergency Response Goal ER3	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 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 - %
Emergency Response Goal ER4	Building Control & Market Surveillance of Construction Products To ensure safe and sustainable buildings in urban and rural areas	Framework for Building Control Authorities Building Control Management System (BCMS) Guidelines for Market Surveillance Authorities Market Surveillance of Construction Products Strategy Construction Products Regulations 2013 EU Good Practice for Market Surveillance Monitor compliance with the Building Regulations and Building Control Regulations Marketing of Construction Products (Construction Product) Regulations 2013 SI N. 225 of 2013 Monitor compliance with the Construction Products Regulation and Market Surveillance Regulation Monitor compliance with the Energy Performance of Buildings Directive Building Energy Rating Certificates SI No. 243 of 2012	No. of Commencement Notices Validated P1 - No. of New Buildings notified for commencement No. of Certificates of Compliance on Completion Validated (# no. of buildings) No. of New Buildings Completed Percentage of CN's where Revised Information requested Percentage of CCC's where Revised Information requested No. of Site Inspections carried out Site Inspection Rate (new Buildings only) No. of Section 11.3c Requests to Prove Compliance issued Monitor on-site Construction Products used – appropriate CE Marketing and Testing appropriate to use No. of Buildings for which a BER Certificate was sought by BCA P1 – Number of new buildings notified to the local authority in 2023 that were the subject of at least one on site inspection during 2023 undertaken by the local authority under section 11 of the Building Control Act 1990:
Emergency Response Goal ER5	Health and Safety To ensure the Safety, Health and Welfare of employees workplace and ensure that all staff are trained to deal with all aspects of delivery of service within the Directorate and to improve internal and external communications	Develop and update all ancillary safety and local safety statements for each area of activity addressing the safety, health and welfare risks generated by workplace activities. Provision of relevant training and development opportunities for employees.	Number of Reviews P/A Ancillary Statements Local Safety Statements Training programmes to be requested via the Training Officer & Health and Safety Officer.

Annual Review

Annual Review

EMERGENCY RESPONSE

Actual current operation baseline data @ 31.12.2023 (Up to mid-2024 for CIF and LAIT set up in 2024)

Functional Area Emergency Response	Performance Goals	Supporting Programmes	Measurement Methodology/Performance indicators
Emergency Response Goal ER6	Community Integration Forum - To coordinate and provide collaboration across the mainstream services, NGOs, and community/voluntary organisations working with Ukrainian Refugees, International Protection Applicants, Those with Status, and the IRPP.	Work collaboratively across the mainstream services, NGO, community and voluntary organisations, in providing local services and initiatives to the target groups. Act as an information source on local services and establish local area response teams to identify how best services can be provided to new arrivals and existing residents across the county. Enable the sharing of communication briefings on new accommodation centres opening in the county. Monitor the experience and resilience of existing community services and supports, and escalate any issues identified as appropriate. Define and agree the nature of the support that can be provided by the agencies represented on the forum and by community volunteers. Harness offers of assistance from enterprises/businesses/volunteers, as well as community goodwill, by encouraging any additional local supports that can be provided. Manage and direct offers of assistance to ensure that specific identified needs are met. Agree on unified communications and key messages from the Group, as far as practicable, in relation to external communications. Each agency or group represented on the IAWG to advocate and support the initiatives and supports being provided through their national networks and within the local community	No. of meetings held per year. No. and range of stakeholders attending CIF meetings. No. of local area response teams supported by WCC and reporting into the CIF. No. of specialist sub-groups reporting into the CIF. No. of briefing sessions held regarding new centres. No. of issues escalated to DCEDIY jointly by the CIF members. Creation of a service map for County Wicklow, with a focus on those services providing direct support to target groups. No. of programmes, activities and initiatives delivered collaboratively by members of the CIF. No. of engagements with enterprise and business across County Wicklow. No. of engagement with volunteers and wider communities. No. of communication initiatives launched via the CIF. No. of additional resources secured as a result of CIF reporting, advocacy, and joint funding applications.

EMERGENCY RESPONSE

Actual current operation baseline data @ 31.12.2023 (Up to mid-2024 for CIF and LAIT set up in 2024)

Functional Area Emergency Response	Performance Goals	Supporting Programmes	Measurement Methodology/Performance indicators
Emergency Response Goal ER7	<p>LA Integration Team To facilitate integration from day one for International Protection Applicants, Those with Status, BOTPs, and Programme Refugees, so that they can be supported towards living independently in the community.</p>	<p>DCEDIY Objective: enable the target populations to live independently in the community</p> <ul style="list-style-type: none"> • International Protection Applicants • People with Refugee, Subsidiary Protection, or Permission to Remain status • Programme Refugees • Beneficiaries of Temporary Accommodation <p>To create, manage and regularly update a Coordination Model of services available in County Wicklow for target groups.</p> <p>To build and maintain relationship with local IPAS centre managers and staff.</p> <p>To work collaboratively with stakeholders across the sector.</p> <p>To prioritise groups according to needs and availability of services, and to regularly review and update this prioritisation as circumstances change.</p> <p>To develop procedures to target cohorts at different stages of the IPA process.</p> <p>To deliver a range of information and Advice clinics directly to target groups.</p> <p>To facilitate and deliver group events to target cohorts.</p> <p>To develop and deliver initiatives and pilots as needs and gaps are identified.</p> <p>To link target groups with appropriate support services.</p> <p>To ensure that the following key enablers are prioritised:</p> <ul style="list-style-type: none"> • Initial orientation to Ireland • Support in acquiring English language efficiency • Support in finding employment • Provision of support payments • Support to access education and/or training • Support to access health care in line with needs • Support for cultural, social and political participation • support in living with/overcoming identified vulnerabilities. • To develop data collection and data sharing procedures in line with GDPR. • To provide detailed outcome reports to DCEDIY on a quarterly basis. 	<p>Updated Coordination Model</p> <p>No. of meetings with IPAS centre managers.</p> <p>No. of IPAS centre networking events facilitated.</p> <p>No. of stakeholder events.</p> <p>Prioritisation assessment complete and updated quarterly.</p> <p>WCC LAIT procedure document</p> <p>No. of clinics</p> <p>No. of face-to-face sessions</p> <p>No. of group events</p> <p>No. of programmes/initiatives delivered</p> <p>No. of information emails sent</p> <p>No. of information leaflets provided</p> <p>No. of referrals to services.</p> <p>No. of Initial Orientation Sessions delivered – 1:1</p> <p>No. of Initial Orientation Sessions delivered – group</p>





The Wicklow County Council Corporate Plan, 2024-2029, adopted by the Elected Members of Wicklow County Council on the 2nd of December 2024.



Comhairle Contae Chill Mhantáin
Wicklow County Council

