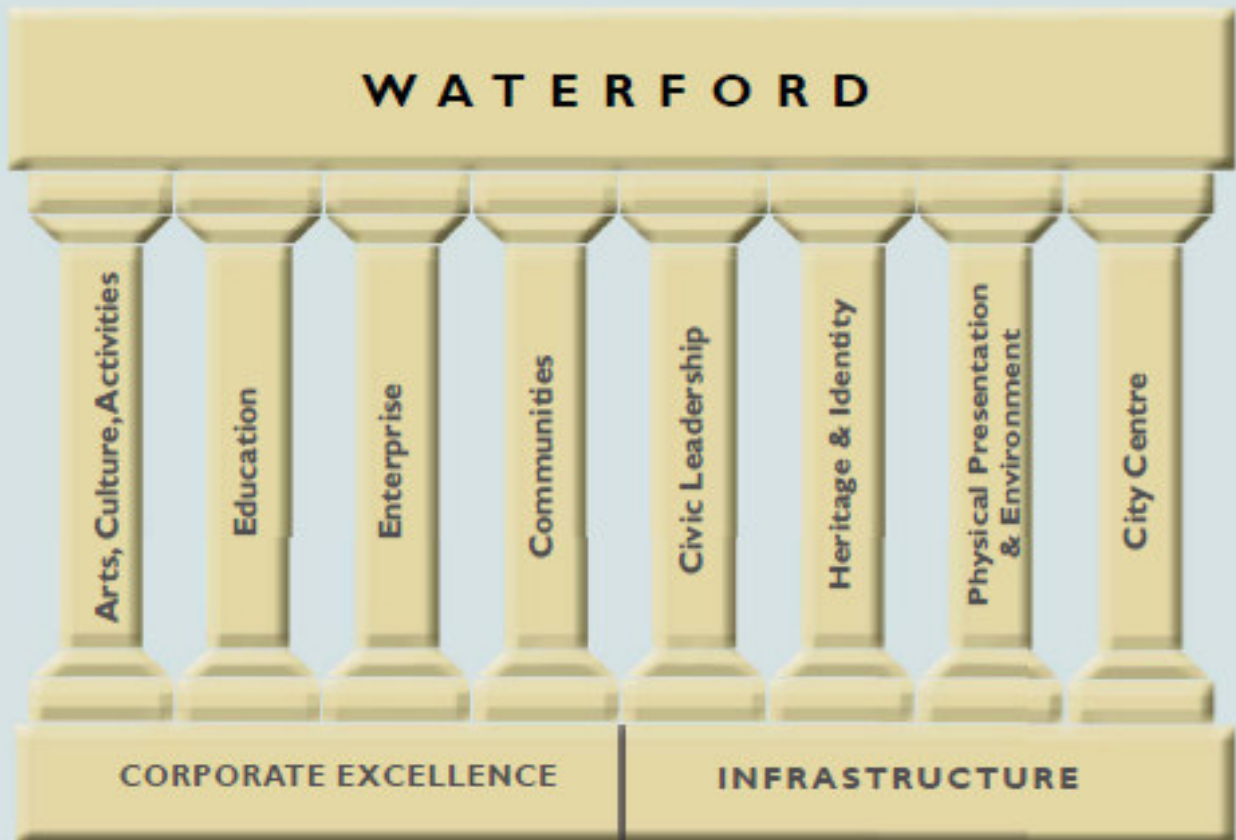


Waterford City Council



Corporate Plan 2010 - 2014



*Strengthening the Foundation and Building the Pillars
for a Successful Waterford*

The Mission

*To do the very best we can for all of the people of Waterford and the Region
and to develop Waterford in its many facets as a Centre of Excellence.*



Key Objectives, Supporting Strategies And Measurement

Corporate Excellence

To make Waterford City Council as effective and as efficient as possible, within the context of the resources available, in the delivery of services to the community.

Supporting Strategies

- Placing customer service at the heart of our operations.
- Acknowledging the value and quality of our staff.
- Providing training and other supports to the greatest extent possible to all personnel.
- Measuring individual and team performance in a proactive manner.
- Undertaking annual business plans in the context of the resources available.
- Being open and transparent in all our activities.
- Operating with professionalism and impartiality as a regulator.
- Putting value for money and financial management as a priority in all our services.
- Developing systems for customer access, both electronically and physically, commensurate with customer needs and with a focus on access for all.
- Planning all our activities for sustainability through professional analysis and research.
- Reviewing on a continuous basis all our activities in respect of efficiency and effectiveness.
- Benchmarking our activities against public and private sector best practice.
- Sharing resources with other local authorities where appropriate.

Annual Measurement

Corporate service indicators.

Customer surveys.

Financial performance.

Infrastructure

To continue to maintain, develop and use our infrastructure to support the future development of the City.

Supporting Strategies

- Implementation of Water Services Investment Programme.
- Completion of Flood Relief Programme.
- Continued improvement of Radial Access Routes.
- Development of Green Routes and Sustainable Travel Initiatives.
- Development of Parking Strategy for the City Centre.
- Completion of Waterford Nature Park.
- Reorganisation of water department.
- Investment in maintenance of all our assets.
- Supporting the continued development of Waterford Regional Airport and Waterford Port.

Annual Measurement

- Completion of Capital Works Programme.
- Asset condition surveys.

Arts, Culture, Activities

To further develop the creative forces in Waterford and to showcase them as a central part of the City's identity. To develop tourism as an economic driver.

Supporting Strategies

- To develop further festival activities in Waterford.
- To ensure Arts venues are fit for purpose.
- Enable Arts Practice to excel through implementation of the Arts Plan.
- Encourage increased participation in the Arts as a whole.

Annual Measurement

- Festival performance – numbers, economic return and visitor experience.
- Venue performance – audience, activity, customer experience.
- Participation – numbers of organisations, level of activity.

Education

Acknowledging our limited direct role in Education, to work with our partners in the City Development Board to enhance the level of participation in education in Waterford and to develop Waterford as a National and International Centre of Education.

Supporting Strategies

- Supporting the continuing evolution of WIT as the Premier Centre of Education in the South-East and as a University for the future.
- Developing Waterford as a Centre for Education for foreign students.
- Working with the existing secondary and primary providers to improve educational provision.
- Facilitating the provision of new schools and the amalgamation of existing schools where appropriate.
- Focussing our library activities on enhanced learning and participation.
- Working with public sector agencies through the City Development Board.

Annual Measurement

- The average school leaving age.
- The extent of third level participation.
- Participation in Further Education (life long learning).

Enterprise

To stimulate the generation of employment and entrepreneurial activity across all sectors of enterprise.

Supporting Strategies

- To maintain a competitive city.
- To work with our partners in the City Development Board to bring forward specific Waterford initiatives to stimulate economic activity.
- To work with the City Enterprise Board in facilitating business start ups.
- To maintain a Business Support Unit to facilitate business development as a whole.
- To support existing businesses in partnership with other public sector agencies.

Annual Measurement

- The number of Business Start-ups.
- The valuation base.
- Employment numbers and profile.
- Comparative changes elsewhere.

Communities

To support the ongoing development of sustainable communities across the City.

Supporting Strategies

- Developing Sustainable Housing Initiatives.
- Community development through the Sustainable Neighbourhood Officers.
- Continuing the development of community infrastructure.
- Maintaining a Safe City.
- Working with Community Development Projects and the Partnership Board.
- Working with other public agencies through the City Development Board.

Annual Measurement

- Community Infrastructure Audit.
- Numbers of voluntary organisations.
- Sporting participation.
- Litter, Graffiti, Anti Social Behaviour Statistics.
- Crime Statistics.

Civic Leadership

To demonstrate through our actions real civic leadership and to cultivate pro-bono civic leadership in all sections of our community.

Supporting Strategies

- City Council leadership in local government reform.
- Working with our partners in the Business and Community Sectors

Annual Measurement

- For discussion.

Heritage and Identity

To promote Waterford's identity as the oldest City in Ireland and to develop it's Heritage Infrastructure as a key asset for the City.

Supporting Strategies

- To develop the Viking Triangle.
- To develop a marketing plan for the City.
- To work in partnership with Waterford Crystal to grow the visitor experience.

Annual Measurement

- Visitors numbers.
- The number of bed-nights sold annually.
- Museum attendance.
- Footfall in the Viking Triangle.
- Customer experience surveys.

Physical Presentation and Environment

To ensure Waterford presents itself in terms of physical appearance as best in class and that the wider environment is sustained to the highest level.

Supporting Strategies

- Reorganisation of the cleansing department.
- The removal of dereliction.
- Enhanced presentation of both public and private buildings.
- The implementation of remedial measure for St. John's River and Lisduggan Stream.
- Enhanced presentation of the public realm and key open spaces.
- The development of a climate change strategy.
- Continued greening of the City.
- Improving the organisations energy efficiency.

Annual Measurement

- IBAL Surveys.
- Surveys of graffiti, litter and dereliction.
- Water pollution monitoring results.
- Air pollution monitoring results.
- The organisations carbon footprint.
- Water quality results.
- Tidy Towns results.

City Centre

To develop a vibrant City Centre as the primary driver of employment and identity of the City.

Supporting Strategies

- To work with our partners to develop Waterford City Centre as a destination of choice. To work with our partners to grow and develop the retail experience.
- To develop the City as a centre of festival activities.
- To enhance night-time activities and vibrancy in the City Centre.
- Implementation of consistent and sustainable planning policies.

Annual Measurement

- Level of employment in City Centre.
- The extent and mix of retail space.
- The number of bed-nights generated annually.
- Footfall monitoring.
- Customer service surveys.