



**Waterford County Local Authorities**  
**Údaráis Áitiúla Chontae Phort Láirge**

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**WATERFORD COUNTY LOCAL AUTHORITIES**  
**ÚDARÁIS ÁITIÚLA CHONTAE PHORT LÁIRGE**

**Corporate Plan**  
**Plean Corparáideach**

**2010 - 2014**

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**MISSION STATEMENT**

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***To protect and enhance the quality of  
life of the Citizens of County Waterford  
and establish County Waterford as a  
World Class Business Location***

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## COUNTY WATERFORD IN CONTEXT

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County Waterford is located in the South East of Ireland. The administrative area of Waterford County Council is 181,300ha. The County shares administrative boundaries with County Cork to the West, South Tipperary to the North and Waterford City to the East.

### **GEOGRAPHY**

County Waterford has an extensive coastline, stretching from the estuary of the River Suir in the East to Youghal Harbour in the West. There are 49 beaches, which include important tourist resorts. There are also a number of natural harbours in the County, the largest of which is Waterford Harbour, with others in Helvick, Dunmore East and Dungarvan. Other physical features of the County include the Rivers Suir, Blackwater, Mahon, Bride and Colligan, the impressive Comeragh, Knockmealdown and Monavullagh Mountain Ranges and the unspoiled Nire Valley, which runs deep into the heart of the Comeragh Mountains. The Gaeltacht Area of An Rinn/Old Parish, is a flourishing Irish Centre with its own particular heritage and culture.

### **ECONOMY**

There is significant economic activity in the County. The range of retail and other local services in the key towns and villages has expanded considerably over recent years. In 2005 disposable income of residents of County Waterford was estimated to be €1.1 billion. In addition, the County is home to key profile employers such as GSK, Citi-Bank, Pinewood Laboratories, Lancaster Laboratories, Radley Engineering, Glanbia Shared Services, Flahavans Mills and Cappoquin Poultry. These companies operate in strong clusters in pharmaceutical, engineering and food within the South of Ireland. Target sectors include pharmaceuticals, international business services, ICT, engineering, innovation and entrepreneurship, local services food and agri-business, tourism, construction and agriculture. The Councils' key objective is to generate value added activities that will sustain meaningful jobs locally.

## POPULATION & TOWNS

In 2006<sup>1</sup>, the population of County Waterford was 62,213. This represented an increase of 9.2% since 2002, which was above the national average population growth of 8.1%. This illustrates the relative attractiveness of County Waterford as a place to live and work.

With a population<sup>2</sup> of 8,362 Dungarvan is the County Town and administrative capital of County Waterford. Dungarvan, a picturesque, vibrant town, serves a 30 minute catchment population of 46,000. It is estimated that over 500,000 people live within one hour of Dungarvan.

In the east of the County the main town is the seaside town Tramore<sup>3</sup>, with a population in 2006 of 9,634. The population of Tramore is growing at a faster rate than the national or regional averages, illustrating the popularity of the Town as a place to live and the influence of the Waterford City on the Town.

The key towns and villages in County Waterford are presented in Figure 1.



<sup>1</sup> 2006 is the most recent Census results from the Central Statistics Office for Ireland.

<sup>2</sup> Includes the environs of Dungarvan.

<sup>3</sup> Includes the environs of Tramore



# Waterford County Local Authorities Údaráis Áitiúla Chontae Phort Láirge

Waterford County Local Authorities comprises four Councils:

- **Waterford County Council**: 23 members representing four electoral divisions of Comeragh, Dungarvan, Lismore and Tramore.
- **Dungarvan Town Council**: 9 members representing the administrative area of Dungarvan Town.
- **Lismore Town Council**: 9 members representing the administrative area of Lismore Town.
- **Tramore Town Council**: 9 members representing the administrative area of Tramore Town.

Waterford County Council's remit covers provision of social and affordable housing, development and maintenance of the County's road network, provision of water and sewerage services, waste management, environmental protection, proper planning and sustainable development of the County, promotion of economic, social and community development and provision of emergency services. Dungarvan Town Council is a rating authority in its own right and adopts a separate budget for the direct provision of services within Dungarvan town.

## **Corporate Policy Group**

The County Mayor and five Chairs of the Strategic Policy Committees form the Corporate Policy Group, which assists and advises the full Council in a range of areas, with specific reference to Budgets and Performance Management.

## **Strategic Policy Committees**

Strategic Policy Committees are the basic groups that formulate policy for consideration by the full Council in the following areas:

1. Environment & Planning
2. Transport & Infrastructure
3. Housing, Corporate & Emergency Services
4. Economic Development & Community Services
5. Cultural & Heritage

Membership is comprised of elected members of Waterford County Council, Dungarvan, Tramore and Lismore Town Councils, together with representatives from the following sectors:

1. Agriculture/Farming
2. Environmental Conservation/Culture
3. Development/Construction
4. Business/Commercial
5. Trade Union
6. Community/Voluntary/Disadvantaged

### **Area Committees**

Each of the 4 Electoral Areas has an Area Committee, comprised of the Councillors for the area and representatives of Community Groups affiliated to the County Community Forum. These meet quarterly and deal mainly with operational matters pertaining to the particular area.

### **Waterford County Development Board**

Waterford County Development Board, which is administered by the Community & Enterprise Directorate of Waterford County Council is made up of representatives of Waterford County Council, the Dungarvan, Lismore and Tramore Town Councils, the Development Agencies and the Representative Groups. The County Development Board is implementing a Social, Cultural and Economic Strategy for the County.

### **The Community Forum**

Waterford County Community Forum is made up of representatives of 252 Community Groups. The Community Forum is represented on the Strategic Policy Committees and the Area Committees along with a range of Development Agencies in the County.

### **Executive Structure - Management Team:**

The Management Team consists of the County Manager, four Directors of Service and a Head of Finance. The Directors of Services administer the following areas;

- Housing, Corporate Services and Emergency Services
- Transport and Infrastructure
- Planning and Environment
- Community and Economic Development

### **Workforce**

The Council's workforce comprises in excess of 500 full and part-time employees and operates under the control of Ray O'Dwyer, County Manager. Dungarvan Town Council is an employer in its own right with a workforce comprising some 50 full and part-time employees.

### **County's infrastructure**

The County's infrastructure is as follows:

<b>Civic Offices</b>	Dungarvan, Tramore, Lismore, Kilmacthomas
<b>Libraries</b>	Lismore, Dungarvan, Tramore, Cappoquin, Tallow, Dunmore East, Kilmacthomas, Portlaw, Clashmore, Bonmahon
<b>Courthouses</b>	Dungarvan, Lismore
<b>Theatres/Arts Centres</b>	Lismore, Dungarvan, Tramore
<b>Playgrounds</b>	Dungarvan X 2, Tramore, Lismore, Tallow, Cappoquin, Passage East, Ardmore, Portlaw, Dunmore East, Clashmore, Bonmahon
<b>Skateboard Park</b>	Tramore
<b>Housing Stock</b>	1,602
<b>Roads Network</b>	68.09 kms of National Primary Roads 36.33 kms of National Secondary Roads 382.46 kms of Regional Roads 2035.31 kms of Local Roads
<b>Water Supply Schemes</b>	104
<b>Waste Water Schemes</b>	78
<b>Civic Amenity Sites</b>	Dungarvan
<b>Materials Recovery Facility</b>	Dungarvan
<b>Fire Stations</b>	Dungarvan, Tramore, Cappoquin, Tallow, Lismore, Dunmore East, Kilmacthomas, Portlaw, Ardmore

**Dungarvan Civic Office**



**Tramore Civic Offices**



## **ACHIEVEMENTS**

The following are examples of initiatives which have been undertaken in recent years to enhance the quality of life for citizens and to promote the County as a business location:

### **E-government & Smart Economy**

- Deployment of wireless & wired broadband links to all of Area Offices & Libraries;
- Enhanced and expanded Web sites, online bill pay and online information services;
- Expanded use of GIS; and
- Facilitation of Broadband Development throughout the County.

### **Environmental Services**

- Completion of Dungarvan & Environs and Tramore Sewerage Schemes;
- Commencement of the Grouped Villages Sewerage Scheme;
- Construction and operation of the Materials Recovery Facility (MRF) at Dungarvan
- Development of Constructed Wetlands at 8 locations throughout the County; and
- Duplication of the capacity of the East Waterford Water Supply Scheme.

## **Economic Development & Job Creation**

- Zoning of strategic sites and industrial sites in Dungarvan, Tramore, Carrick-on-Suir, and Waterford Gateway;
- Enhanced co-operation with the agencies to stimulate job creation;
- Development of a network of Community Enterprise Centres in Carriganore, Dunhill, Tallow, Cappoquin, Dungarvan and An Rinn;
- Launch of the Invest in Waterford/Work In Waterford Websites; and
- Direct operation of events/festivals such as the Sean Kelly Tour, John Treacy Classic, Dungarvan Festival of Food; and

## **Transportation**

- Construction of N25 re-alignment at Pilltown;
- Construction of re-alignment at Airport Road; and
- Construction of Clonea Road re-alignment;

## **Environment & Sustainable Development**

- Provision of Social and Affordable Housing throughout the County;
- Adoption of an Integrated Rural Tourism Policy;
- Review of the County Retail Strategy to arrest retail leakage;
- Adoption of a Climate Change Strategy for the Council; and
- Adoption of Biodiversity Action Plan and Heritage Plan for the County.

## **Human Resources and Operational Excellence**

- FÁS Excellence Through People Gold Standard Award;
- International B.E. Empowered Award of Excellence for Civil Engineering in 2006;
- Engineers Ireland Continuous Professional Development (CPD) Accreditation; and
- Engineers Ireland Company of the Year Award for 2008;



## **SOCIAL INCLUSION AND COMMUNITY DEVELOPMENT**

**Old Market House Arts Centre, Dungarvan**



**Lismore Fountain**



The Council is committed to working with local communities, to promote social inclusion and to consult with the citizens of the county regarding service delivery. Following a consultative approach, the following have been achieved;

- 252 community groups affiliated to the County Community Forum;
- Social Inclusion Action Plan in place, managed by an inter-agency Social Inclusion Measures Working Group;
- Community groups supported by the Local Authorities ongoing success in competitions such as Tidy Towns, Pride of Place and Entente Florale;
- Provision of public theatres in Dungarvan and Lismore and development of an Arts venue at the old Coastguard Station in Tramore; and
- Programme of works undertaken to improve access for people with disabilities in town centres, public buildings and amenity areas throughout the County, including beaches, parks and playgrounds.
- Development of the Presentation Convent Community Development Centre as a one-stop-shop, providing a range of community and voluntary services including; daycare, community based childcare, services for persons with disabilities, citizens advice and offices for Focus Ireland and the HSE.

## **CUSTOMER FOCUS**

Waterford County Local Authorities provide a range of services to residents and businesses throughout County Waterford. Waterford County Council understands that meeting the needs of the customers is paramount. In 2009 a customer survey was undertaken. This involved surveying members of the public, elected representatives, in-depth interviews with businesses and a staff survey. The survey found that 77% of customers interviewed rated Waterford County Council's customer service as 'above average'. This outcome was indicative of a positive public perception of the professionalism and responsiveness of the Local Authority.

However, as with every organization, the survey also identified areas for improvement, particularly in relation to services to businesses. The Council has responded to the findings of the survey and the identified needs of the customer by;

- Establishing a dedicated Customer Care Counter in the Civic Offices in Dungarvan where public queries can be dealt with at first point of contact; and
- Expanding the functions of the Council's Business Support Unit to provide support for businesses in their dealings with the range of services and regulatory requirements implemented by the Local Authorities.

This Corporate Plan has been informed by the findings of the Customer Survey and Waterford County Local Authorities will continue to use customer feedback as a measure of performance and as a basis for improving customer service, going forward. Statistical data indicates that almost 800 items per month are being logged with the Customer Relations Management (CRM) database at the Customer Care Counter, indicative of the popularity of the facility, since its introduction.

Waterford County Council continues to operate a formal [Customer Complaints Procedure](#) on behalf of the County's Local Authorities. Procedures in place ensure that complaints are investigated and dealt with fairly and impartially. Customers are advised of the right to seek independent review by the Ombudsman if the outcome of a complaint is not satisfactory.

Waterford County Local Authorities are committed to ensuring that the '12 Principles of Quality Customer Service for Customers and Clients of the Public Service' continue to be implemented. The Councils' well-publicised [Customer Charter](#) sets out the service levels which customers can expect from the Local Authorities.

## **OPERATING ENVIRONMENT**

At the time of publication of this Corporate Plan, Ireland has emerged from a prolonged period of unprecedented economic growth. This has enabled Waterford County Local Authorities to invest considerably in the infrastructure and improve the range and delivery of services in the County over the last ten years. However, Ireland is in the midst of a significant recession. This has been influenced by a global economic downturn. County Waterford, in tandem with the rest of Ireland, has witnessed a reduction in activity in most sectors, but significantly in the retail and construction sectors. By September 2009 the national unemployment rate was 12.6%, an increase from 7.1% since September 2008.

The economic slowdown has significantly impacted on the income of Waterford County Council, with reductions in revenues from rates and development levies. The Local Government Fund has reduced by 10% in the period 2008-2009, with a 14% reduction in staff numbers over the same period. Allocations for local road maintenance have reduced by 27% and allocations for regional road maintenance have reduced by 53%. Indications are that funding and staff levels will continue to decline in the short to medium term and this will significantly impact on the Local Authorities' capacity to deliver services.

According to a number of sources, including the Economic and Social Research Institute, the Central Bank and the Department of Finance, Ireland's economy is expected to recover in late 2010 with growth anticipated for 2011.

In light of the operating context of fluctuating economic performance, it will be important for Waterford County Local Authorities to adopt an innovative, flexible and agile approach to the delivery of services during the period of the Corporate Plan.

**Dungarvan Aerial View**



## **KEY GOALS**

The functions of Waterford County Local Authorities are vast and diverse and contribute considerably to the quality of life of the residents and local communities throughout the County. Waterford County Local Authorities seek to deliver these functions efficiently and effectively in a manner that optimises value for money.

This Corporate Plan presents the key priorities for Waterford County Local Authorities for the period 2010 – 2014;

- Economic Development and Job Creation;
- Environmental Sustainability;
- e-Government and Smart Economy; and
- Operational and Staff Excellence;

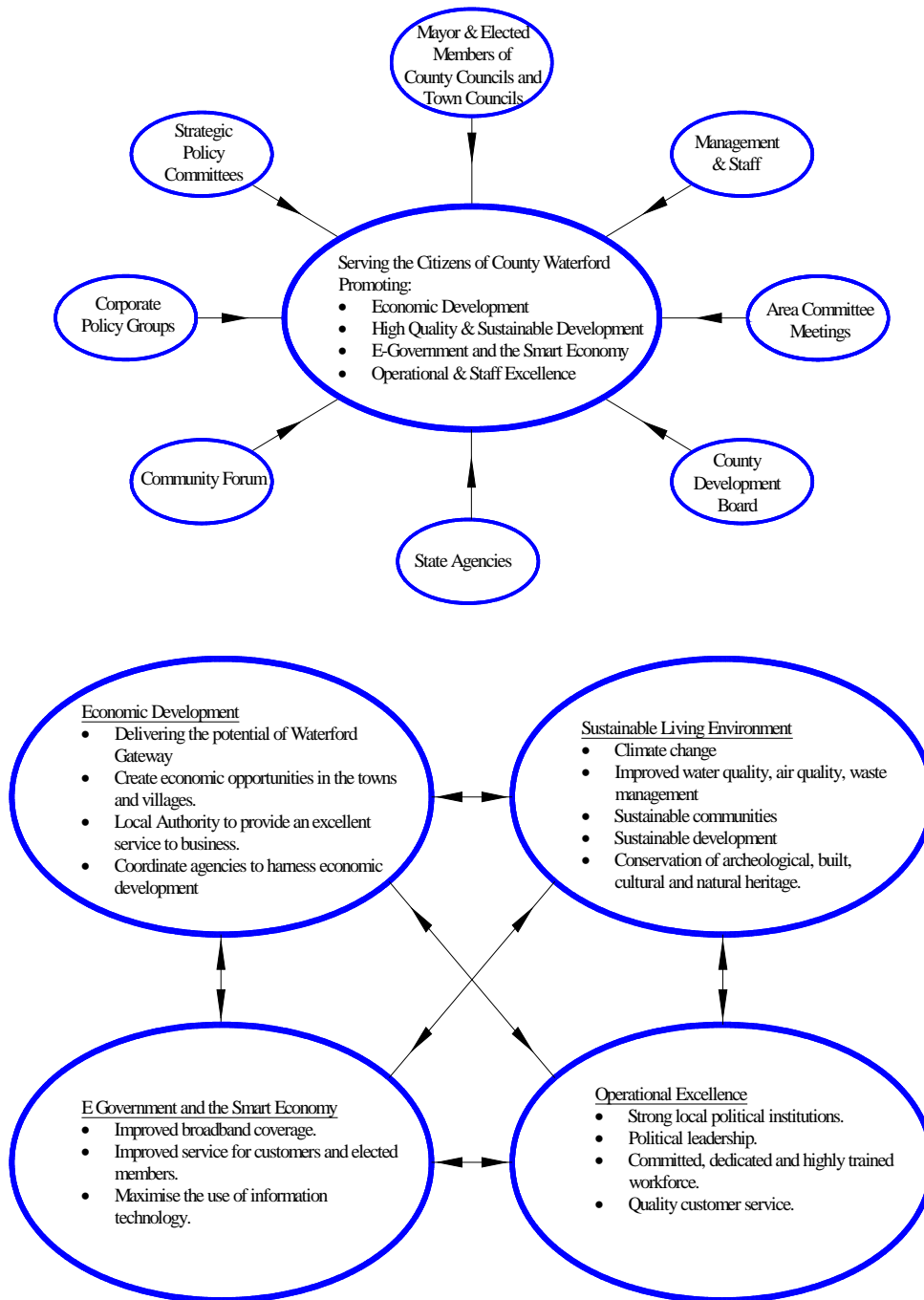
## **IMPLEMENTATION & DELIVERY**

Implementation of the Corporate Plan will require clear strategic direction, political leadership and well trained and motivated staff. A Partnership approach between Elected Members and staff is a vital element in delivery of the identified key goals. Equally important are the partnerships which exist and which will be fostered between the Local Authorities and the local communities.

The implementation of this ambitious plan is necessary to ensure that the County is poised to take advantage of growth, once the current economic downturn has bottomed out and more favourable conditions prevail.

The relationships required to deliver the plan are illustrated in Figure 3.

**Figure 3**



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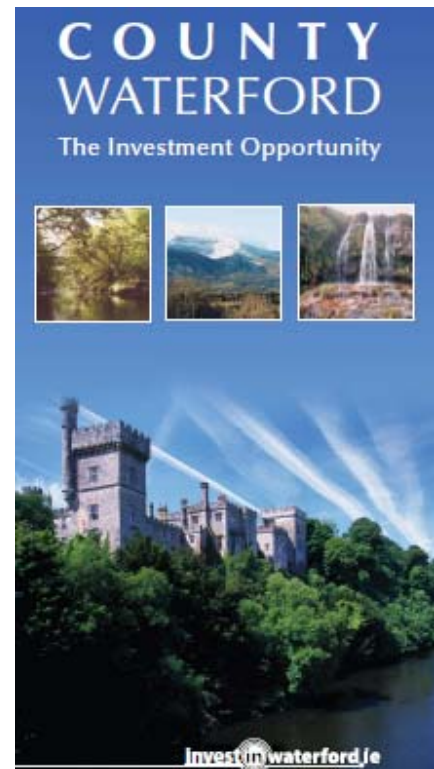
## ECONOMIC DEVELOPMENT

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County Waterford provides an excellent environment in which to live, work and invest. For the past number of years, Waterford County Council has prioritised economic development of the county, with the ultimate goal of creating and sustaining jobs for local communities.

Under the [Invest in Waterford](#) Initiative Waterford County Council has delivered enhancements to the County's economic infrastructure. There has been an increase in land zoned for economic use in the key towns, the network of Community Enterprise Centres is expanding, access to the County has improved, with completion of the Waterford City Bypass and new access road to Waterford Regional Airport. In addition, the Council has delivered on an ambitious Water and Waste Water Programme.

For the period 2010 – 2014 Waterford County Council will continue to prioritise the economic development of County Waterford. The economic objective of '**creating an excellent environment for business**' will be achieved by implementing the following strategies:



- **Strategy 1:** Waterford County Council will play a key role in delivering the potential of Waterford Gateway and the strategic corridors as the economic hub of the region.
- **Strategy 2:** Create economic opportunities in the County's towns and rural areas, building on the strengths of the County.
- **Strategy 3:** Ensure that all areas of the local authority provide an excellent service to business
- **Strategy 4:** Co-ordinate the work of the agencies to harness the economic potential of the County.

## **STRATEGY 1 – DELIVERING THE POTENTIAL OF WATERFORD GATEWAY & STRATEGIC CORRIDORS**

Waterford Gateway is identified as the key driver of the regional economy. Waterford County Council will work to harness and deliver the full potential of the Gateway and the Strategic Corridors of the N24 and N25. This will be achieved by:

- Working with the private sector, Waterford Institute of Technology and the agencies to develop key strategic zones, specifically Waterford Knowledge Campus, Waterford Airport, regionally important tourism facilities at Mount Congreve and Whitfield Estates, the Woodstown Viking Site and employment zones in Kilmeaden, Carrick-on-Suir, Tramore and Dungarvan.
- Co-ordinating with Waterford City Council and Kilkenny County Council to deliver the Gateway infrastructure.

## **STRATEGY 2: CREATE ECONOMIC OPPORTUNITIES IN THE COUNTY'S TOWNS AND RURAL AREAS**



Waterford's towns and rural areas are characterised by strong communities with a commitment to sustained development. Waterford County Council will work with communities to create employment opportunities by:

- Harnessing local employment solutions particularly in the sectors of agriculture, tourism, food production, renewable energy, business services, local services, pharmaceuticals and life sciences.
- Improving the quality of life of citizens by leading the organisation of health improving and sustainable public events, building on the success of the Immrana Festival, the

Festival of Food, the Sean Kelly Tour of Waterford, the John Tracy Classic and Féile na nDéise.

- Developing the potential of the County's natural resources, specifically the woodlands, agricultural lands, mountains and coastline.
- Developing regionally important tourism facilities at Mount Congreve and Whitfield estates, the Woodstown Viking Site, the Comeragh Mountains and the Copper Coast.
- Ensuring that there is sufficient land zoned, serviced and promoted to host employment opportunities.

### **STRATEGY 3: WATERFORD COUNTY COUNCIL SERVING BUSINESS**

Waterford County Council will endeavour to improve delivery of services to businesses by:

- Responding expeditiously to queries.
- Providing clarity of advice on services and policy.
- Providing a one-stop-shop for all local authority services through a dedicated Business Support Unit.
- Implementing Economic Strategy for period of Plan

### **STRATEGY 4: CO-ORDINATION**

Coordinating the supports to business, that are available from a range of agencies, will improve services provided to business. Waterford County Council will facilitate co-ordination of the work of the economic development agencies by:

- Building the supports for entrepreneurship throughout the County.
- Developing a network of enterprise centres in County Waterford.
- Improving the attractiveness of the County as a viable location for foreign direct investment.
- Harnessing investment in local services.
- Focussing on actions that will build the tourism potential of the County.
- Ensuring the knowledge economy is enhanced in County Waterford by improving industry-academic links.
- Supporting businesses and communities engaging in innovation, research and development.



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## **E-GOVERNMENT AND THE SMART ECONOMY**

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### **Introduction**

Waterford County Local Authorities have always been innovative in their use of information and communications technologies. The E-government and 'Smart Economy' agendas are constantly evolving and facilitate delivery of more efficient and effective customer service. Remote services allow access to information on all facets of the Local Authorities.



In recent years, considerable resources have been invested in the infrastructural elements of the Council's IT network through the deployment of wireless & wired broadband links to all of Area Offices & Libraries. Significant enhancements to the Councils' Web sites include online bill pay and online information services such as gPlan and ePlan. The use of GIS (geographical informational systems) as a tool to improve data gathering, prepare work plans and provide information has been key to delivery of services.

Statistical information indicates that on-line services are becoming ever more popular. 23% of all motor tax renewals for the County are now performed online. During 2008, in excess of 64,000 pages were viewed on 'online planning' systems, with in excess of 41,000 viewings for the first 9 months of 2009. In the twelve month period from October 2008, the [Waterford County Council Website](#) recorded almost 139,000 visits with 600,000 individual page viewings. Statistical data indicates that 43% of these hits were new visitors with in excess of 13% from overseas. [Invest in Waterford Website](#) received 3,251 unique visits representing 8,468 page views while [Work in Waterford Website](#) received 8,938 unique visits representing 23,889 page views.

The strategy for 2010-2014 focuses on how the organisation will use its high specification network and Software products to work smarter and more effectively. The Councils will continue to work towards improving online service delivery to customers, improving mobile technology solutions for Council staff and Members and enhancing project management and communications functionality internally.

### **Strategic Goal 1:**

#### **Improve Service to the Citizen**

#### **Objectives**

- Developing and upgrading the Council's web sites with quarterly reviews/assessment for accessibility
- Continued development of applications for on-line payment options;
- Completion of roll out of Customer Relationship Management System (CRM) within the organization as an aid to improved work flow management and improved customer service;
- Maximising the use of Information and Communication Technology at the Customer Care Desk;
- Working with other partners internally on accessibility issues with a view to providing enhanced service delivery for people with disabilities
- Co-operate with all National Broadband Schemes with the aim of improving access and online business opportunities in County Waterford.

### **Strategic Goal 2:**

#### **Provide ICT services to Elected Members**

##### **Objectives**

- Improving methods by which Elected Members access relevant information.
- Developing private extranet space so that agendas, reports, correspondence, etc. can be made available online;
- Modernise the manner in which Council meetings are conducted.

### **Strategic Goal 3:**

#### **Maintaining and developing ICT Internally**

##### **Objectives**

- Continuing to build and maintain a reliable and secure internal ICT infrastructure;
- Using project management software system 'Project Vision' as an aid to improved work management throughout the organisation;
- Maximising the use of Customer Relationship Management software and workflow management techniques to improve the efficiency of processes throughout the organisation;
- Further developing the intranet system;
- Increasing the use of GIS and geomobile devices to improve data gathering and project planning;
- Working with the management and staff of departments to maximise the use of existing technology and to identify systems for improved efficiency and customer service.

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## **HIGH QUALITY AND SUSTAINABLE ENVIRONMENT**

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Waterford is recognised as a County that enjoys a quality environment rich in natural amenities, and with ecological diversity hosting a wealth of flora and fauna. In addition, the County's built heritage is characterised by a range of important structures which have achieved international recognition. This provides local communities and tourists alike with an excellent environment to appreciate and enjoy.

County Waterford has a wide and varied heritage, culture, and history that has helped to shape the environment and the lives of its citizens. Waterford County Local Authorities are committed to ensuring growth and development in a sustainable manner which will ensure that the environment is protected and preserved for future generations.

Waterford County Council is at the forefront of sustainable development. The Council is the first in Ireland to adopt a Climate Change Strategy, which clearly sets out a suite of initiatives designed to reduce the carbon footprint of the Local Authority. This initiative will be rolled out to the broader community, with the development and advocacy of renewable energy technologies and waste reduction among the County's communities and businesses.

Waterford County Local Authorities play a key role in sustaining the natural and built environment, while accommodating development and providing a range of services to local communities. Sympathetic sustainable development can only be achieved by active co-operation at community level. Thus, Waterford County Local Authorities will strive to create sustainable communities which protect the natural environment. To work towards this long term goal, Waterford County Local Authorities will implement a range of strategies over the period of the Corporate Plan.

**Coumshingaun**



**River Blackwater**



### **Strategic Goal 1:**

**To implement aspects of national / international policies / strategies relating to climate change where applicable to Waterford County Council**

#### **Objectives:**

- Implementation of all aspects of the Waterford County Council [Climate Change Strategy 2008 – 2012](#);
- Targeting the implementation of measures / practices which will result in Local Authority CO2 reductions of 33% by 2020.

### **Strategic Goal 2:**

**Protect and promote the highest achievable standards of water quality**

#### **Objectives:**



- Continue to implement the requirements of the Water Framework Directive;
- Provide potable drinking water to the residents of the county in accordance with the relevant regulations;
- Protect the environment by regulating and minimising the impact of waste water treatment facilities;
- Control pollution by inspecting and regulating land use impacts thus minimising potential negative effects;
- Provide new infrastructure as required to meet the development needs of the County.

### **Strategic Goal 3:**

**Promote sustainable waste management strategies in accordance with the waste management hierarchy i.e. prevention, reduction, reuse, recycling, energy recovery and disposal**

#### **Objectives:**

- Develop an environmental education and awareness programme incorporating specific initiatives aimed at schools, community groups and the wider public;
- Pursue a strong environmental enforcement policy with regard to unauthorised waste and litter through scheduled and unscheduled inspections;
- Manage the collection, movement and disposal of waste, in addition to litter management operations, to the maximum environmental and transparency standards.

#### **Strategic Goal 4:**

##### **Ensure the highest achievable standards of Air Quality**

###### **Objectives:**

- Promote through Education, Awareness and Enforcement the highest achievable air quality standards throughout the County.

#### **Strategic Goal 5:**

##### **Promote sustainable transport objectives**

###### **Objectives**

- Ensure inclusion of cycle lanes on all new urban connector roads
- Devise a programme to retrofit cycle lanes on school routes
- Explore potential for 'e-working' opportunities with a view to reducing car use
- Examine potential for conversion of Council fleet to bio-fuel
- Maximise use of [Déise Link Community Transport](#)
- Promote workplace travel planning, car pooling and car sharing
- Implement active traffic management to limit car use
- Ensure use of Joulesave software on all new road design projects

#### **Strategic Goal 6:**

##### **Implement the development objectives and policies set out in the [County Development Plan 2005-2011](#) and subsequent adopted plans**

###### **Objectives:**

- Develop and progress a range of plans, schemes, frameworks and guidelines to direct future balanced and sustainable development throughout the county;
- Continue to promote the highest standards of development through proactive monitoring and planning enforcement;
- Interact with the community throughout the planning process by facilitating consultation and access to information through innovative use of technology;
- Consult with the various stakeholder organisations regarding the needs of new and developing communities.

#### **Strategic Goal 7:**

## **The provision of sustainable and high quality social and affordable housing**

### **Objectives:**

- Maintain and develop appropriate programmes for the management, maintenance and general improvement of Waterford County Local Authorities housing stock;
- Coordinate with residents, local and community groups to foster a sense of ownership and responsibility with the aim of developing a socially inclusive society.

### **Strategic Goal 8:**

## **To ensure the conservation of Waterford's archaeological, built, cultural and natural heritage**

### **Objectives:**

- Work in partnership through the County Heritage Forum to promote awareness, best management practice and access to heritage;
- Ensure comprehensive assessment of impacts on heritage and biodiversity in the planning process through Strategic Environmental Assessment and Habitats Directive Assessment where appropriate;
- Positively encourage and facilitate the sympathetic refurbishment of the historic built environment of the County for sustainable and economically viable uses by adopting a partnership approach;
- Implement the [Library Development Plan](#), [Arts Plan](#), [Heritage Plan](#), [Biodiversity Plan](#), Archives Plan and [Irish Plan](#);
- Place all knowledge interpreted from archaeological and architectural sources in the public domain;

### **Strategic Goal 9:**

## **Complete poverty proofing of plans, strategies, policies and the implementation of the National Anti Poverty Strategy.**

### **Objectives:**

- Ensure the delivery of the CDB/Social Inclusion Action Plan with particular reference to the actions led by Waterford County Council by development and implementation of an in-house social inclusion action plan;
- Continue to implement the Disability Act and integrate sectoral plans.

## **Strategic Goal 10:**

### **Enhance Local Democracy and Community Development**

#### **Objectives:**

- Promote the active involvement of the community through consultation and a partnership approach, and in collaboration with the [County Community Forum](#), in the delivery of social, cultural and economic projects;
- Promote community building and diversity through programmes of learning, cultural and artistic expression;
- Support the provision of social infrastructure in partnership with voluntary and community agencies including the development of a Sports and Recreation Strategy;
- Promote health-based Sports Tourism such as the Sean Kelly Tour, John Treacy Run and Waterford Festival of Food

**Copper Coast Kayak**



**Gold Coast Harbour**



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## **OPERATIONAL AND STAFF EXCELLENCE**

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A partnership approach between Elected Members and Staff is a vital element in the delivery of the Corporate Plan. Effective Councillors provide clear political leadership to local communities and work in consultation with a wide variety of groups – the public at large, CDB, the business community and representatives of residents, sporting and cultural organizations. Waterford County Council is committed to developing a highly committed and flexible workforce to co-ordinate with the elected members in delivery of the Corporate Plan.

### **MRF Repak Award**



Waterford County Council is currently finalising a HR Strategy which will assist with delivery of a quality public service and ensure transparency and value for money. The aim is to develop a highly committed and flexible workforce able to adapt to the changing work environment. It is important that employees reach their full potential in a safe, open and positive working environment. The Council seeks to create a learning organisation with a focus on the quality of life of staff and elected members.

Waterford County Local Authorities are committed to achieving operational excellence. The political system, financial resources, people, technologies and processes will be organised to maximize performance and efficiency.

### **VEC Training**



This Corporate Plan establishes the clear business objectives of the Council. These objectives will be communicated to all elected members and employees to ensure effective achievement of results. Ongoing assessment of performance will be part of the quality management system.



### **Strategic Goal 1:**

#### **To provide clear political leadership to local communities**

##### **Objectives**

- Foster a spirit of Partnership between staff and elected members;
- Consolidate and strengthen the local political institutions - County Council, Town Councils, Corporate Policy Group, Strategic Policy Committees, Area Committees and County Development Board through training and other supports;
- Provide supports to enable the County's four Electoral Area Committees to deal effectively and efficiently with local operational issues and represent the views of local citizens and communities, thereby enabling the SPCs and the full Council to focus on strategic leadership and policy development issues.

### **Strategic Goal 2:**

#### **Develop and implement a comprehensive Human Resource Strategy for Waterford County Council**

##### **Objectives**

- Encourage good employee relations and foster a culture of communication and consultation throughout the organisation;
- Continue to promote a Partnership approach between management, staff and Trade Unions;
- Create an organisational workforce planning system;
- Continue to implement the Performance Management & Development System throughout the organisation;
- Carry out annual training needs assessments and develop appropriate training programmes for staff to enable them develop and improve performance and efficiency.

### **Strategic Goal 3**

#### **Implement an integrated IT system for HR and Payroll processes (CORE HR)**

##### **Objectives**

- Streamline the payroll system and improve efficiency in all HR processes;
- Provide timely and high quality management information for the HR department and line managers throughout the organisation.

## **Strategic Goal 4**

### **Achieve operational excellence in all activities of Waterford County Council**

#### **Objectives**

- Use Business Process Re-engineering to improve efficiency throughout the organisation;
- Apply benchmarking techniques to learn from best practice in other organisations
- Develop project management skills within the workforce;
- Develop a culture of innovation and continuous improvement;
- Ensure that EMAS (Eco-Management and Auditing Scheme) is introduced in all relevant departments;
- Ensure that quality service provision is monitored by a quality team, focussing on a detailed examination of measurement systems in place (including Service Indicators) and the preparation of procedures for improvement;
- Provide mentoring and/or coaching to all interested staff;

## **Strategic Goal 5**

### **Provide citizens and customers with the highest quality service in an economic, efficient, effective and equitable manner**

#### **Objectives**

##### **Fire exercise**



- Ensure delivery on the '12 Principles of Quality Customer Service for Customers and Clients of the Public Service' which will include:
  - Delivery of quality services with courtesy, sensitivity and minimum delay;
  - Provision of clean, accessible public offices that ensure privacy and facilitate access for disabled people and others with specific access / support needs;
- Optimum use of existing and emerging information and communications technology;

- Ensuring the maximum number of customers possible are dealt with at the first point of contact;
- Provision of choice, when feasible, in service delivery including payment methods, location of contact points, opening hours and delivery times;
- Availability of information in alternative formats such as Braille, MP3, Large Print, Video Clips etc. to facilitate accessibility for customers with disabilities.

## **Strategic Goal 6**

### **Ensure the Health and Safety of employees and any persons who may be affected by the operations of the Council**

#### **Objectives**

- Provide high standards of Health, Safety and Welfare for all employees;
- Prepare and implement a Health and Safety Management System;
- Ensure that relevant Health and Safety objectives and training needs are included in all employees' PDPs.



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## **MONITORING, ASSESSMENT AND REVIEW – MAKING IT HAPPEN**

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The Corporate Plan 2010 – 2014 reflects the major challenges facing the Local Authorities over the next five years and sets out a strategy for achieving continuous improvements in service delivery. It is critical that a regime is in place to monitor and review progress on an ongoing basis. This will be achieved as follows:

**1. Steering Committee**

Quarterly meetings of the Steering Committee for the Corporate Plan will be held to assess progress under the various headings.

**2. Corporate Policy Group**

With responsibility for the overall corporate performance of the Council, the Corporate Policy Group will review progress achieved in the various service areas over the term of the plan. The individual Strategic Policy Committees may also play a role in evaluating performance on areas within their brief, which are referred by the Corporate Policy Group for examination.

**3. The Elected Council**

An annual Progress Report will be submitted to the Elected Members of the Council outlining details of progress on the various services throughout the organisation. A summary of the annual Progress Report will be included in the Council's Annual Report. The Progress Report will take cognisance of issues and factors having arisen since the publication of the Corporate Plan and will address potential resolutions.

**4. Partnership Committee**

The Partnership Committee will undertake an ongoing monitoring role.

**5. Departmental Analysis and Project Vision Software**

Each Department within the Council will be required to prepare an annual Operational Plan setting out specific targets for each service area. The level of progress achieved will be analysed and assessed on a quarterly basis against the declared service indicators. Objectives will be reviewed annually. The Corporate Plan and the Operational Plans will be loaded onto the Project Management software package Project Vision in order to effectively monitor performance. Using the software, the annual Management Team Development Plan will be linked to the Corporate Plan and Departmental Plans linked to the Management Team Plan thus ensuring that the Corporate Plan is implemented throughout the organisation.

**6. Customer Feedback**

The Council will continue to measure customer satisfaction levels in relation to the various services. The feedback will be facilitated through surveys, the Community Forum and the Strategic Policy Committees.

**7. Performance Indicators**

The Department of the Environment, Heritage and Local Government has devised performance indicators covering the broad range of activities undertaken by Local Authorities. Data is submitted annually and can be compared with other Local Authorities. Complete data relating to Performance Indicators is contained in the Council's Annual Report. An internal Quality Team with representatives from each department monitors these performance indicators and other measures of performance in order to make recommendations for improved service delivery.

**Lismore Sculpture**



**Ardmore Tower**



## ORGANISATION CHART – POLITICAL AND MANAGEMENT STRUCTURES

