

Annual Service Plan 2021

INTRODUCTION

Section 50 of the Local Government Reform Act, 2014 requires the local authority to prepare a document called an Annual Service Delivery Plan. The purpose of the plan is to provide a corporate document that sets out the objectives for service delivery and performance standards to be achieved in 2021. It takes account of, and is consistent with the Budget 2021 which was adopted by the members on 27th November 2020. In preparing this Annual Service Plan (ASP) document, Waterford City & County Council (WCCC) takes account of all plans, statements and strategies that set out policies and objectives for all of its functional programmes.

In particular the ASP is drafted having full regard to the recently adopted Corporate Plan 2019-2024 in which the council's mission statement is:

“Waterford, as the Capital of the South East will be a vibrant and sustainable place for all its people who live, work, visit or invest here”.



The **Corporate Plan 2019-2024** sets out a Vision for the future development of Waterford as follows:

- That Waterford is ambitious, progressive, and connected. A place where all our people enjoy life, well-being and opportunity at its heart.
- That Waterford people have access to a responsive, professional and people focused local authority which is connected at a strategic level to the wider public service.
- That Waterford and the South East are positioned to lead in terms of business development, economic growth and educational excellence.
- That Waterford offers a unique quality of life for all with outstanding world class amenities and a natural unspoiled landscape and scenery. A recognised tourism destination which honours it's cultural and historic heritage as Ireland's Oldest City.

The ASP is a critical element of WCCC's Business Planning Structure and the following 'Hierarchy of Policies, Strategies, Plans and Objectives' identify this structure and the ASP's part of this Structure.



OUR VALUES

QUALITY OF LIFE

We will promote the well-being and quality of life of citizens and communities through the delivery of high quality services.

SUSTAINABILITY

We are committed to meeting our responsibilities under the UN Sustainable Development Goals and aim to transition to a low carbon, climate resilient and environmentally sustainable economy.

PUBLIC SERVICE

We aim to continually improve our services to deliver better outcomes for the public and to build an agile and resilient organisation which communicates and engages effectively.

ECONOMIC DRIVER

Waterford as Capital of the South East will aim to exceed all objectives, programmes and projects outlined in Project Ireland 2040.

PEOPLE FOCUSED

We are focused on developing the skills, capacity and effectiveness of our staff so that we continue to deliver high quality public services which are connected and people focused.

AMBITIOUS

As the Regional Economic Driver, we will make Waterford attractive to all investors and companies wishing to avail of all the Capital of the South East has to offer.

INCLUSIVENESS

We will seek to deliver opportunities and accessibility for all in our activities and will promote respect for diversity and inclusion in our communities.

INNOVATION

Waterford will be a place which encourages a culture of innovation, entrepreneurship and fosters a sustainable economy in Waterford and the South East region.

CULTURE AND CONSERVATION

We will value and promote our cultural and built heritage for present and future generations to enjoy and appreciate.

OUR CORPORATE AIMS

Corporate aim 1 - Waterford as the Driver of Regional Growth

Waterford is positioned to lead in terms of development and be the economic driver of the South East region. Waterford City and County Council is committed to ensuring Waterford remains a key enabler of growth by supporting the delivery of Project Ireland 2040.

Corporate aim 2 - Balanced Rural and Urban development

Ensure balanced development across Waterford City and County by encouraging development of our primary urban centres: Waterford City, Tramore and Dungarvan while planning for Dunmore East, Passage East, Portlaoise, Kilmacthomas, Tallow, Cappoquin and Lismore to continue to be key drivers of rural growth.

Corporate aim 3 - Creating a Growth Culture

A new Metropolitan Area Plan for Waterford City will be developed in collaboration with key stakeholders and state agencies to ensure that the City's identified role as the principal urban centre in the South East region is enhanced and supported. A strong Waterford will lead to the development of the South East region which will enhance economic growth and create added value employment opportunities.

Corporate aim 4 - People and Communities

Waterford will be a place where all are included as active participants in the cultural, environmental, social and economic fabric of their community. Waterford will be a place of resilient communities. Our work within urban and rural communities will be to strengthen the connections, improve facilities and quality of life. We will work in partnership with agencies and communities to prioritise initiatives that impact positively on the health and wellbeing of all.

Corporate aim 5 - A Strong Foundation

Waterford will continue to develop an attractive environment, with good quality access to services to ensure a high quality of life, thus attracting investment, economic activity, increased visitors and a skilled and talented workforce.

Corporate aim 6 - Fit for Purpose organisation

To ensure we are a fit for purpose organisation we need to be transparent and accountable while delivering efficient public services and ensuring value for money. We continue to achieve the actions outlined in Public Service 2020 by continually improving our performance, development and growth. We will meet our commitments in our Public Service Equality and Human Rights Duty to eliminate discrimination, promote equality of opportunity and protect the human rights of both our customers and staff.

Analysis of Expenditure – 2021

The total estimated expenditure included in the Budget for 2021 amounts to €148,397,605. The following Table depicts Revenue expenditure by Service Division.

Division	Adopted Budget 2021	% of Overall Budget
Housing & Building	€29,905.750	20%
Road Transport & Safety	€46,501,378	31%
Water Services	€10,831,808	7%
Development Management	€16,894.259	11%
Environmental Services	€19,210,509	13%
Recreation & Amenity	€14,454,154	10%
Agri, Ed, Health & Welfare	€979,517	1%
Misc Services	€9,620,230	7%
Total	€148,397,605	100%

Table 1: Analysis of Expenditure by Division

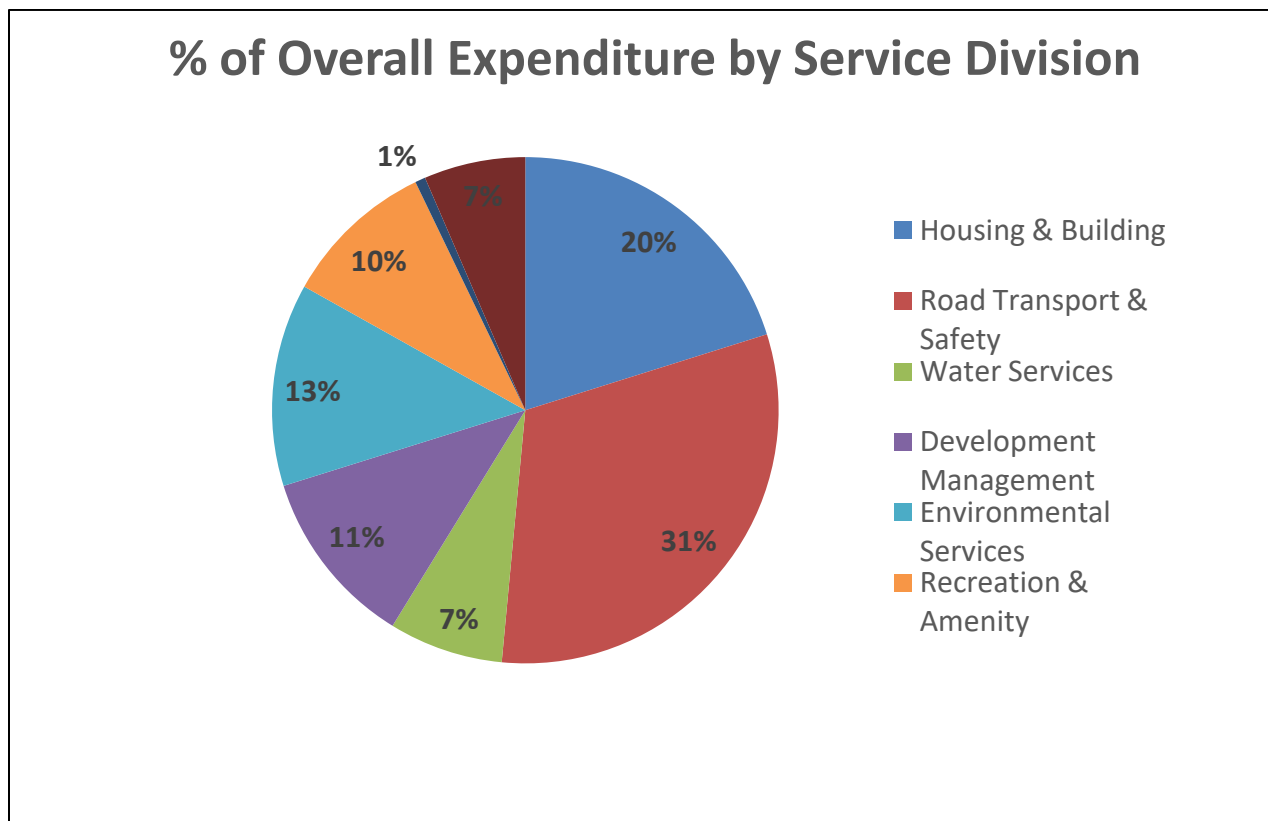


Table 2: % Split of Overall Expenditure by Service Division

This highlights that almost 50% of WCCC's total expenditure is on Housing and Roads.

Analysis of Income – 2021

The total anticipated income included in the Budget for 2021 amounts to €146,397,605. The following Table depicts Revenue expenditure by Service Division.

Source	Adopted Income Budget 2020	% of Overall Income by Source
Goods & Services	€36,544,082	25%
Grants & Subsidies	€56,766,634	39%
Property Tax	€19,665,016	13%
Rates	€33,421,873	23%
	€146,397,605	100.0%

Table 3: Analysis of Income by Source

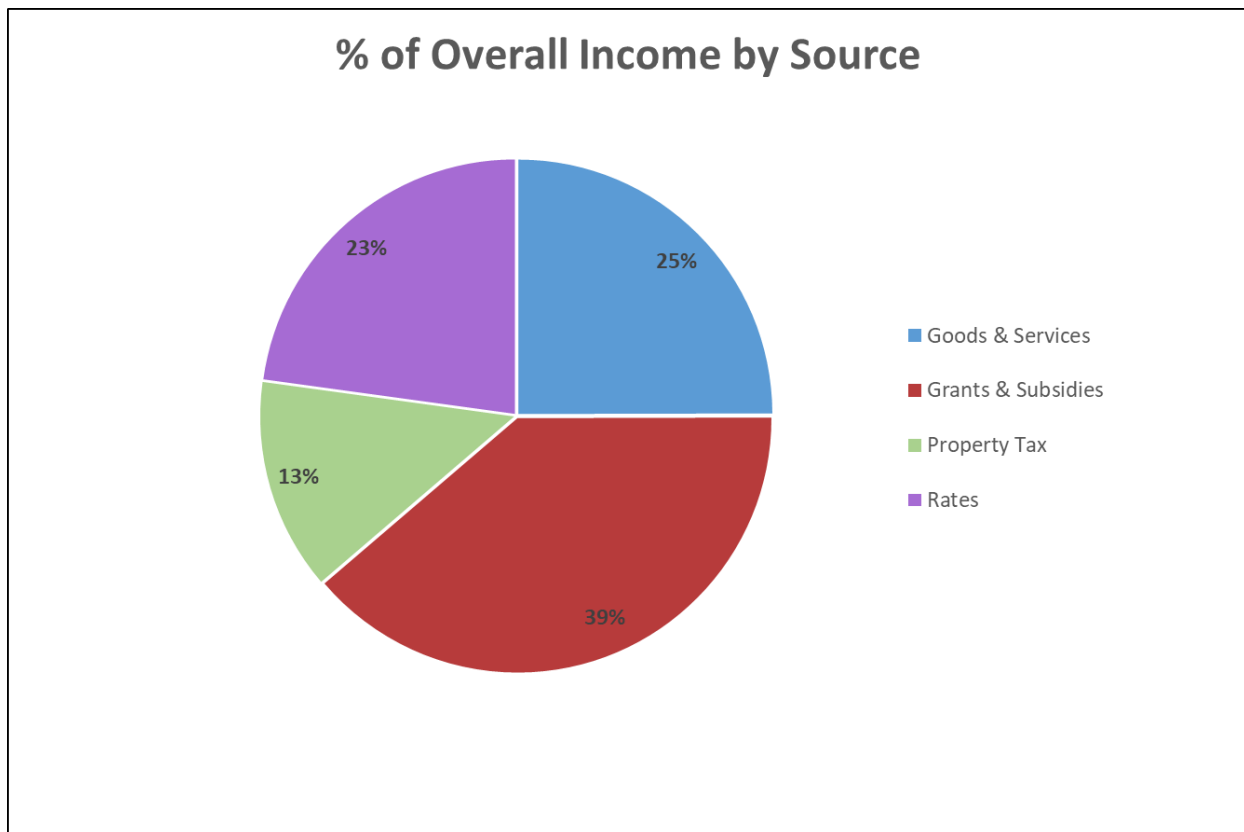


Table 4: % Split of Income by Source

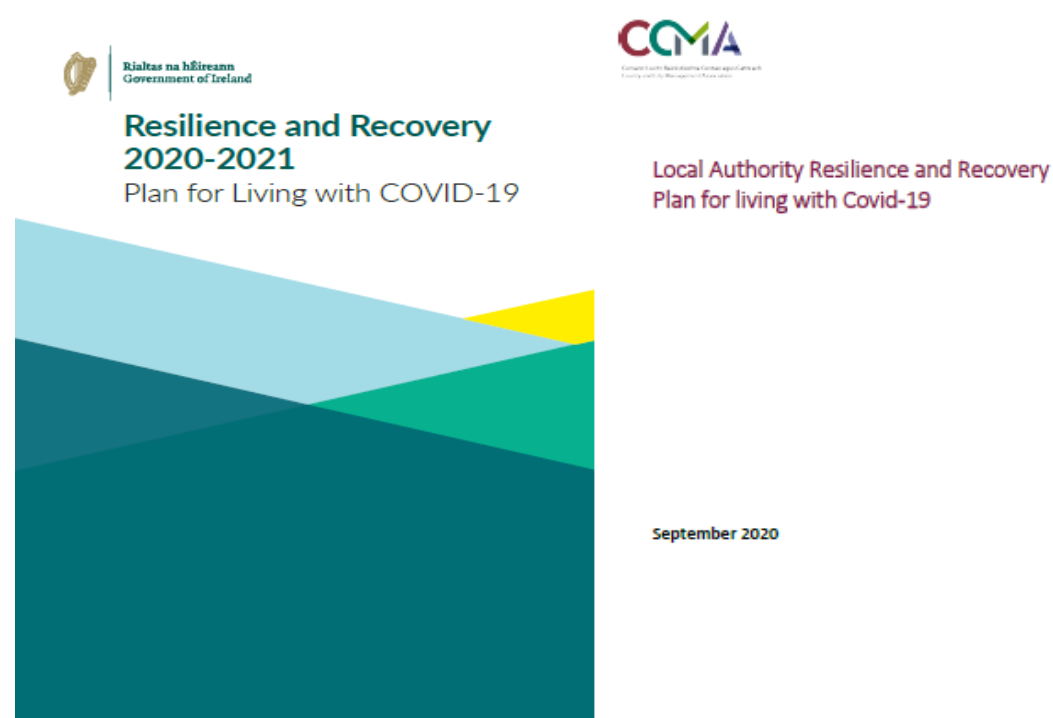
Workforce 2021 –

The number of employees of WCCC is 888. This is broken down as follows:

Description	Number
Outdoor Crews	376
Indoor Staff	390
Firefighters (Permanent & Retained)	122
Total	888

Table 5: Number of Employees by Work area

COVID-19



The COVID-19 pandemic has led to extraordinary demands on Society. Indeed the pandemic has been characterised by the European Centre for Disease Protection and Control as a “marathon and not a sprint”.

Local authorities are required to serve, lead and represent our communities in the physical, economic and community development of our cities and counties.

While there is no real precedent on how to deal with a global pandemic of this nature and scale, our experience to date has shown that most of our traditional local authority services need to be provided, regardless of the level of Covid-19 related restrictions being applied by Government.

It is expected that over the next 12 months local authorities will also be involved in Covid-19 related public realm works, supporting access to sports, arts and other social activities, supporting economic resilience amongst our rate payers and supporting community wellbeing throughout our cities and counties, in line with the Government's Resilience and Recovery Plan for Living with Covid-19 (2020-2021).

In accordance with this ethos of the plan it is the intention of Local Authorities to ensure that service level provision is maintained at its highest possible level throughout the different levels of restriction identified within the plan.

These services will be provided in accordance with Health and Safety Guidelines and relevant Standard Operating Guidelines (SoGs) prepared by the Local Government Management Agency.

A core element of our action will be to preserve and maintain the democratic mandate of our Elected Councils and ensure that they continue to carry out their statutory functions in accordance with the sectoral SoGs and relevant legislation.

This document gives details in Appendix 1 (CCMA LA Services Framework for Future Covid-19 Pandemic Response) of the comprehensive schedule of services provided by local authorities and their status, depending on the category of restrictions that are put in place by the Government in response to the levels of Covid-19 at any time over the next 12 months.

The Overall Structure of WCCC is as follows:



Planning & Economic Development Directorate

The purpose of the Planning Section is to provide for the proper planning and sustainable development of the county, to promote and facilitate the development of sustainable communities and enterprise, and to ensure the protection of the natural and built heritage and amenity of the county.

The area of Economic Development deals with a large variety of areas as listed:

- Tourism Promotion
- Economic Development & Promotion
- Agency & Recoupable Services
- Leisure Facilities Operating
- Festivals and Events
- Local Enterprise Office
- Rural Development
- Waterford Museum of Treasures

Planning Service

Areas of Activity	Objectives 2021
Strategic Planning	<ul style="list-style-type: none"> • Deliver a Draft Unitary Waterford City and County Development Plan which will set out a cohesive vision for the future of Waterford City and County. • Work with Kilkenny County Council, The Southern Regional Assembly, other key stakeholders to develop and implement an integrated strategic plan for Waterford City Metropolitan Area. • Work in co-operation with WIT and other stakeholders to develop and masterplan for the delivery of an integrated Campus of appropriate scale for the new TUSE • Identify area specific policies and objectives which through Local Area Plans, Urban Framework Plans or site development briefs will enable key development opportunities to be realised and managed. • Identify funding opportunities through the Urban Regeneration and Development Fund (URDF) and the Rural Regeneration and Development Fund (RRDF). • Engage in active land management to ensure that the development potential of strategic sites throughout the City and County are fully realised. • Work with other departments within the local authority and outside agencies to support the plan led provision of strategic infrastructure and the realisation of the planning authority's key economic development objectives. • Engage proactively with the Department of the Environment, Heritage and Local Government in the development of a National Marine Planning Framework as well as other national planning policies and guidelines.
Development Management	<ul style="list-style-type: none"> • Manage the efficient, consistent and transparent processing of all planning applications within statutory timeframes. • Ensure that development proposals are subject to rigorous Environmental Impact Assessment, Appropriate Assessment, Flood Risk Assessment, Traffic Impact Assessment, Infrastructural Audits etc. where appropriate. • Engage proactively with large-scale development proposals such as the North Quays Redevelopment and Strategic Housing Developments (SHDs). • Continue to offer prospective developers constructive guidance through structured pre-planning consultations. • Issue declarations and determinations in relation to social housing, planning exemptions, works to protected structures and planning compliance within statutory timeframes. • Comprehensive assessment of Local Authority's own

	<p>development proposals (Part 8 Planning Process).</p> <ul style="list-style-type: none"> • Licensing of signage, communications infrastructure, street furniture etc. • Licensing of large outdoor events such as concerts and festivals.
Planning Enforcement	<ul style="list-style-type: none"> • Investigate all complaints of unauthorised development and prepare written recommendations regarding the commencement of formal enforcement action. • Issue Enforcement Notices in all instances where there is a clear case of unauthorised development. • Prosecute owners and occupiers of properties where the terms of Enforcement Notices are not complied with. • Pro-actively monitor development to ensure compliance with planning permission and instigate independence enforcement action to ensure compliance where necessary. • Regulation of short term letting of residential properties • Inspection and regulation of Quarries. • Inspect active housing estate developments to ensure that infrastructure complies with required standards. • Progress the Taking in Charge of housing estates and manage the resolution of issues to point where they can be taken in charge. • Ensure adequate bonds are in place and agree level of bonds and phasing for all housing developments
Heritage and Conservation	<ul style="list-style-type: none"> • Carry out a full review the Record of Protected Structures and Architectural Conservation Areas. • Monitor and review of the Waterford Heritage Plan 2017-2022. • Events and publications in support of the Decade of Commemorations. • Advice to property owners, the public, local communities and special interest groups. • Management of the Built Heritage Investment Scheme (BHIS) and the Historic Structures Fund (HSF).

Key Actions for 2021:

Strategic Planning

1. Deliver a Draft Unitary City and County Development Plan for the members of Waterford City and County Council by April.
2. Commence formal public and stakeholder consultation on the Draft Plan in June.
3. Work to establish structures with counterparts in Kilkenny County Council and the Southern Regional Assembly to ensure co-ordination of planning policy and implementation of the objectives of the Metropolitan Area Strategic Plan (MASP).
4. Deliver a Waterford Metropolitan Area Transport Strategy in collaboration with the NTA, the Southern Regional Assembly, Kilkenny County Council and other relevant stakeholders.

5. Develop a Draft Vision/Masterplan for the delivery of an integrated Campus of appropriate scale for the new TUSE in co-operation with WIT, the local community and the development sector by April.
6. Identify strategic funding opportunities through the Urban Regeneration and Development Fund (URDF) and the Rural Regeneration and Development Fund (RRDF)
7. Put in place measures to ensure active and effective land management initiatives to ensure that land zoned for development actually comes into use as anticipated in development plans and in tandem with supporting infrastructure.
8. Continue to work with state agencies such as the Department of Education and Skills, the Department of Transport, Irish Water, IDA, LDA etc. to ensure the full support and co-operation of those agencies in the pursuit of strategic goals and development objectives for the City and County.

Development Management

1. Process all planning applications and referrals made in accordance with the Planning and Development Act, and associated Regulations, in accordance with statutory requirements and time limits.
2. Standardise planning conditions to ensure consistency of decisions.
3. Manage requests for pre-planning meetings in a timely fashion.
4. Continue to standardise processes and IT systems to facilitate introduction of ePlanning in 2022.
5. Put new systems in place to ensure that all compliance submissions are recorded, monitored and responded to within six weeks of their receipt.

Planning Enforcement

1. Review all open enforcement files with a view to closing those where issues have been resolved or where there is a determination not to proceed to enforcement action or prosecution.
2. Initiate prosecutions in cases of clearly established unauthorised development.
3. Commence full review of all quarries in the county to establish their current planning status and take appropriate action where necessary.
4. Continue to manage the short term letting of residential properties in the Waterford City Rent Pressure Zone.
5. Progress the inspection and taking in charge of residential estates as well as the calling in of bonds where necessary to fund remedial works to meet required standards.

Heritage and Conservation

1. Complete a full review of the Record of Protected Structures and of Architectural Conservation Areas as an integral part of the City and County Development Plan review programme.
2. Assess all applications for funding under the Built Heritage Investment Scheme (BHIS) and the Historic Structures Fund (HSF) in a timely manner.
3. Input into the Strategic Environmental Assessment of the Draft City and County Development Plan.
4. Continue to support the development management unit by providing reports and recommendations on planning applications and relevant referrals.
5. Initiate and support research into the natural heritage and bio-diversity of the county.
6. Convene the Heritage Forum to review the City and County Heritage Plan

Economic Development

Areas of Activity	Objectives 2021
Tourism Promotion	<ul style="list-style-type: none">• Provide support to tourism stakeholders• Promote Waterford as a world class destination in collaboration with Fáilte Ireland, Tourism Ireland and Visit Waterford in order to maximise opportunities for Waterford• Develop our tourism and cultural offering to be a must include destination in the Ireland visitor experience• Support and contribute to national tourism policy and programmes.• Develop Blueway concept for Waterford

Key Actions for 2021:

1. Assess tourism product offering and training needs post Covid 19
2. Work with Fáilte Ireland and Tourism Ireland to maximise opportunities for Waterford.
3. Work with Food the Waterford Way to develop food tourism
4. Build the product offering of the Museums & Viking Heritage
5. Continue the animated tours of the Museums and increase Visit numbers
6. Identify and apply for appropriate funding
7. Support Visit Waterford to; implement the Tourism Marketing and Promotional Plan; and increase Network membership
8. Create a 5 year plan for the redevelopment of the Waterford Garden Trail

Areas of Activity	Objectives 2021
Economic Development and Promotion	<ul style="list-style-type: none">• Waterford will lead the development of the South East region which will enhance economic growth and create added value employment opportunities.• Promote Waterford City and County as the ideal location for investment to meet the objectives of Waterford 2040

	<ul style="list-style-type: none"> • Development North Quays / Michael St. • Facilitating all investor queries and issues regarding establishing in Waterford City and County • Invest in the development of our primary urban centres
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Key Actions for 2021:

1. Launch Investment Brand in line with Waterford 2040 projections, opportunities and developments.
2. Work closely with government to secure the required level of investment to deliver key infrastructure projects
3. Work closely with IDA & Enterprise Ireland to enable growth and investment
4. Liaison with Ireland South East Development Office To promote the South East
5. Work with RIKON to update Waterford 2040 economic dataset.
6. Promote the City and town centres and attract new investment

Areas of Activity	Objectives 2021
Agency & Recoupable Services	<ul style="list-style-type: none"> • Ensure expenditure made as appropriate & recouped

Key Actions for 2021:

1. Monitor on an ongoing basis

Areas of Activity	Objectives 2021
Leisure Facilities Operations	<ul style="list-style-type: none"> • Maintain the Marina • Market the Marina to increase number of visiting boats

Key Actions for 2021:

1. Review current management structure
2. Identify and pursue additional markets

Areas of Activity	Objectives 2021
Festivals and Events	<ul style="list-style-type: none"> • Support festivals as driver of economic development • Complete a Strategic assessment of Festival & Events • Maximise external sponsorship • Grow festivals and events to increase visitor numbers.

Key Actions for 2021:

1. Target additional sponsors to raise additional income
2. Ongoing advice and guidance to new and existing events
3. Provide financial assistance under festival and events grant scheme
4. Deliver festivals to maximise tourism benefit to Waterford
5. Target areas which could sustain out of season events

Areas of Activity	Objectives 2020
Local Enterprise Office	<ul style="list-style-type: none">• Help foster in Waterford a strong local start-up support ecosystem.• Encourage new business start-ups and the sustainable expansion of existing ones• Partner in collaborative initiatives which improve the local environment for business start-ups and enterprise development• Increase the level of innovation, technology-adoption and digitisation within LEO client firms and the wider SME sector• Accelerate the adoption and implementation of sustainable business practices among small and micro businesses• Increase the export capability of suitable LEO client firms• Support local firms to effectively respond to BREXIT• Ensure that local SMEs are given as much support as possible during and after the Covid-19 crisis• Ensure that Waterford SMEs are as competitive and productive as they can possibly be• Develop and support sustainable local business networks and clusters• Advance the “Green” agenda within the SME sector

Key Actions for 2021:

1. Participate proactively in the delivery of Waterford’s Covid-19 Recovery Action Plan
2. Deliver appropriate training and mentoring services in respect of Brexit with a concentration on Customs, Supply Chain Management and New Market Development
3. Complete a study to analyse the current business start-up / incubation space, facilities, programmes, supports and services with a view to improving the start-up eco-system
4. Collaborate with regional LEOs and other partners to deliver projects funded under LEO Competitive Fund
5. Undertake partnership events with other local enterprise support agencies, particularly Chambers of Commerce; SEBIC; Boxworks; Network Waterford; Waterford Area Partnership

6. Develop and deliver a quality training programme for the micro-enterprise sector with emphasis on Start Your Own Business, LEAN for Micro and BREXIT.
7. Support small businesses to showcase their products and services with a special emphasis in 2021 on digital showcasing and on initiatives such as Look for Local, Shop Local etc.
8. Develop and deliver a quality training programme for the micro-enterprise sector with emphasis on Start Your Own Business, LEAN for Micro, Financial Management skills and BREXIT.
9. Deliver appropriate entrepreneurship programmes such as the Student Enterprise programme, Ireland's Best Young Entrepreneur (IBYE) and National Enterprise Awards.
10. Ensure that a quality mentoring programme is delivered to client enterprises.
11. Increase and improve engagement with WIT; WWETB; Arc Labs; SEAM; TSSG; PMBRC; Crystal Valley Tech; New Frontiers programme.
12. Deliver a high quality intensive management development programmes.
13. Support the development of Kinetic Labs and the development of a Pharma network for the Waterford region
14. Support the work of Food, the Waterford Way.
15. Support the development of Craft Collectives in Waterford.
16. Develop and deliver a LEO work programme to support the establishment of a Creative / Cultural Quarter in Waterford City.
17. Work closely with Waterford Leader Partnership and align enterprise support across the City and County.
18. Support regional Enterprise Development programmes and plans such as the South East Regional Enterprise Plan.
19. Deliver the training and development elements of the LEO Stimulus Fund to best possible effect
20. Participate in initiatives which ensure that Waterford is well positioned to accommodate remote working and local enterprise hubs

Rural Economic Development

Areas of Activity	Objectives 2021
Rural Economic Development	<ul style="list-style-type: none">• Ensure that Waterford has a cohesive, integrated approach to rural development• Maximise Rural Economic Development opportunities in Rural Waterford• Progress priority projects arising from Opportunity Studies• Maximise investment and funding for rural Waterford.• Maximise investment from Town & Village Renewal Scheme (TVRS).• Carry out Town & Village Health Checks.• Enable Coastal communities to avail of opportunities under the Fisheries Local Action Groups (FLAG) programme• Explore Rural Regeneration and Development Fund (RRDF) application potential• Explore Heritage led regeneration opportunities.• Explore rural tourism opportunities.• Ensure that Waterford's network of rural recreational trails continues to be developed and maintained to the highest standard and ensuring the greatest possible social and economic gain for Waterford's communities• Maximise funding under the Outdoor Recreation Infrastructure Scheme (ORIS) and also investigate and pursue other funding opportunities

Key Actions for 2021:

1. Carry out co-ordination of activity on a Municipal District basis, while reporting as appropriate to the Local Community Development Committee (LCDC).
2. Develop a coordinated Rural Development Programme of Activities.
3. Deliver projects which have received funding under the Rural Regeneration and Development Fund (RRDF), specifically Mount Congreve and Cappoquin
4. Carryout research/ scoping exercises to explore opportunities and priority projects for funding consideration in community of place areas.
5. Carry-out sub-municipal scoping exercises to explore opportunities & priority projects for funding consideration in community of place areas
6. Give consideration to Urban Regeneration and Development Fund (URDF) or RRDF applications.
7. Use already completed Opportunity Research Studies to prioritise projects.

8. Liaise with Municipal Engineers to deliver CLAR and other funding schemes such as FLAG.
9. Maintain appropriate area and sector data and communicate with relevant directorates/committees/elected representatives.
10. Complete 2018 TVRS Projects delayed by impact of Covid 19 restrictions, deliver 2019 and 2020 TVRS projects (10 total) and prepare proposals for TVRS 2021 funding call.
11. Deliver Town and Village Renewal Scheme - Accelerated Measure (Covid 19 response) 16 projects
12. To complete community Health Checks:
 - a. Explore Virtual consultation & stakeholder engagement tool
 - b. Blackwater Valley
 - c. Copper Coast
 - d. Portlaw (with a specific focus on RRDF readiness)
 - e. Waterford Estuary
 - f. Comeraghs Uplands
 - g. Gaeltacht
13. Explore Rural Transport Connectivity Opportunities.
14. Develop application concepts for RRDF consideration
15. Develop INTERREG Local Flavours Action Plan
16. Prepare priority and strategic submissions for FLAG assessment
17. Ensure delivery of projects funded under ORIS 2019 and ORIS 2020. Prepare proposals for ORIS 2021. Ensure delivery of amenity elements of Cappoquin RRDF project.
18. Ensure ongoing development and promotion of Waterford Greenway. Ensure completion of Greenway feasibility studies for Dungarvan to Mallow and Waterford to Tramore funded under Carbon Tax Fund 2020 and by NTA respectively.
19. Work with internal and external stakeholders to ensure ongoing planning, development, management and promotion of Waterford's recreational trails. Examine current process with regard to planning and developing trails and other recreational/tourism amenities in environmentally sensitive areas including but not limited to coastal areas and the Comeragh Uplands

Waterford Treasures Museums

Areas of Activity	Objectives 2021
Museums	<ul style="list-style-type: none">• Protect and preserve the historical and architectural heritage of Waterford city.• Increase public access to museums.• Manage digitisation programme for the museums• Arrange lunchtime and evening time lectures.• Continue to deliver programme of events for Decade of Centenaries• Improve educational resources for schools in Waterford• Develop new exhibitions that would appeal to the local , national and international audience• Collaborate and contribute to events and programmes for Waterford and wider community• Support Waterford City and County Council in meeting its legal and administrative obligations with regards to all the archaeological and historic collections in its care.
Tourism	<ul style="list-style-type: none">• Grow fee paying visitor numbers to the Museums in the Viking Triangle from a per- Covid 19 high of 82,000in 2019.• Contribute to work with other Council departments and Fáilte Ireland to improve the animation of the Viking Triangle and develop it as the premier tourism destination in Waterford City.• Work closely with other stakeholders namely Visit Waterford, The House of Waterford Crystal and the local hotels and restaurants to develop the Viking Triangle as a destination of international standing.• Work with other tourism attractions in both the city and county so that Waterford becomes an Irish tourism destination of distinction and quality• Ensure that the cafe/ restaurant offering in the Bishop's Palace provides a service that enhances the tourism offering of the museums and the Viking Triangle.

Key Actions for 2021:

1. Work with the Irish Script onscreen to digitise the Great Parchment Book of Waterford, one of Ireland's greatest treasures.
2. Ensure the professional maintenance of the Museums Standards Programme and the all records associated with the care and security of the museum collections.

3. Continue with the very successful lunchtime and evening time lecture series once the Covid restrictions are lifted.
4. Organise a series of music and other events in the museum that help make greater use of the museums assets.
5. Attend marketing, sales and promotional events organised by Tourism Ireland and by other stakeholders in the tourism industry
6. Continue to liaise with tourism operators both nationally and internationally
7. Develop new marketing material, both digital and print, so that the museums are positioned to increase market share of both national and international visitors.
8. Create a series of tourism offerings that will appeal to both the general visitor and the specialised high end traveller.
9. Organise the official opening of the Irish Silver Museum.
10. Complete work on the Irish Museum of Time and organise the official opening of the Irish Museum of Time.
11. Complete the rollout of digital guides to all five museums.
12. Work with new licensee in the Bishop's Palace restaurant to ensure its success as a viable business and an asset to both the museums and the Viking Triangle.
13. Continue to promote Waterford's links with Norway and in particular with our sister city of Tonsberg.

Roads, Water and Environment Directorate

The Roads and Transportation Department is responsible for the maintenance and upkeep of the existing public road network. The network also consists of carriageways, margins, footpaths and kerbs.

Irish Water is responsible for managing and delivering water services to homes and businesses served by Public Water Supplies and Wastewater Agglomerations.

The Environment Department has responsibility for a wide range of areas. We are responsible for the following areas :

- Litter - Our wardens prevent and control litter illegal dumping and illegal burning.
- Awareness - We aim to increase environmental awareness, and run school visits to promote environmental awareness among our younger citizens.
- Cleansing - Our cleansing department clean the roads and streets of our villages and towns.
- Our Civic Amenity Sites in Dungarvan and Waterford City provide an opportunity for citizens to dispose of waste and recycling responsibly.
- Waterford City & County Dog Shelter.

Roads & Transportation Service

Areas of Activity	Objectives 2021
Maintenance and Improvement of National, Regional and Local Road Network	<ul style="list-style-type: none">• Maintain infrastructure and sustain asset value.• Maintain national infrastructure to the requirements and in line with the budget allocation of the TII.• Progress proposed schemes through design, planning, procurement and construction as appropriate.• Maintain routes during severe weather events.

Key Actions for 2021:

1. Prepare 2021 Road Works Programme for adoption by each of the District Councils and deliver the programme as efficiently as possible.
2. Maintain the local and regional roads network with an emphasis on the early repair of reported defects and priority to the ongoing maintenance and improvement of the road drainage network.
3. Prepare a 4 year public footpath repair and upgrade plan to be funded from Capital Programme, prioritise work and deliver.
4. Capital Projects – progress proposed schemes through detailed design, procurement, construction and completion.
5. Complete Pavement Improvement Works at the following locations:-
 - ❖ Burgery N25 (commenced in 2020)
 - ❖ Lismore to Tallow N72 (commenced in 2020)
 - ❖ N72 Kealroe Phase 2
 - ❖ N72 Ballyrafter Junction
6. Progress Safety Improvement works at the following locations:-
 - ❖ N25 at Cuscham
 - ❖ N25 Lemybrien
 - ❖ Kiely's Cross
 - ❖ N25 Carroll's Cross
7. Implement and complete approved schemes under the Low Cost Safety grants scheme.
8. Maintain our bridges assets and carry out repairs in accordance with available funding.
9. CFRAM - progress to provide additional storm water storage retention area at Duckspool, Dungarvan and enhance sea defences on the Clonea Road. Progress flooding relief schemes for Aglish and Ballyduff.

- Coastal Erosion -prepare cliff instability surveys along the coastline to establish the risk to the road network and examine feasible methods of reducing such risks in a cost effective and environmentally sustainable manner.

Areas of Activity	Objectives 2021
Public Lighting	<ul style="list-style-type: none"> Maintain existing network to the highest possible standards through effective management of our public lighting maintenance contract. Commitment to achieving energy efficiencies in line with our climate action policy and savings in our operations and improvements.

Key Actions for 2021:

- Public Lighting Maintenance contract has been tendered and is due to be reviewed and awarded by the end of February.
- The Retrofit Lighting Programme contract for the South and South West Region is due to be awarded by the lead authority (Cork Co. Co.) during the second half of this year with construction planned for later in 2021. WCCC will work with the appointed contractor to deliver the contract works in Waterford.

Areas of Activity	Objectives 2021
Traffic Management & Parking	<ul style="list-style-type: none"> The orderly management of traffic to maximise the safety and capacity of the existing urban roads network. Provision and control of car parking, traffic signs and traffic light maintenance.

Key Actions for 2021:

- NTA Active Travel Programme – agree active travel measures programme with the NTA including the implementation of the Cycle Network Plan, secure funding and implement the agreed objectives.
- Secure resources to undertake design and project delivery of the Active Travel Programme.
- Traffic Light Maintenance to be tendered and contract awarded.
- “Pay by phone” facility to be tendered and contract awarded.
- Review of Pay & Display zones.
- Continue to operate the SCATS control system to ensure minimum delays and maximum capacity of the network.
- Review, consult and update Control of Parking and Appointed Stands Bye-Laws.

Areas of Activity	Objectives 2021
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Road Safety Improvements including Promotion and Education	<ul style="list-style-type: none"> • Work to improve road safety on road network and identify and attempt to reduce risk at known accident locations. • Promote road safety in accordance with national policy. • Maintain School Warden Service.
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Key Actions for 2021:

1. Roll out of RSA “Wrecked Programme” for young adults via schools.
2. Improve and promote alternative modes of transport including public transport, electric vehicles and bicycle use.
3. Commence speed limit review of existing speed limits.

Areas of Activity	Objectives 2021
Piers & Harbours	<ul style="list-style-type: none"> • Operate and maintain piers and harbours within budget and secure national funding for improvement works.

Key Actions for 2021:

1. Continue structural improvement works as approved by the Department of Agriculture, Food and the Marine.
2. Review and adopt Harbour Bye-Laws.
3. Review Piers/Harbour Constable management.

Areas of Activity	Objectives 2021
Machinery Yard & Stores	<ul style="list-style-type: none"> • Carry out Annual Roads Programme and implement Winter Maintenance Plan. • Procure and store bulk and non-standard items.

Key Actions for 2021:

1. Maintain existing fleet effectively and plan for future fleet replacement to meet the changing requirements.
2. Deliver Road Works Programme and work with the Districts on optimising the road repair and patching programme.
3. Severe Weather Plan - maintain access on priority roads during periods of severe weather and in accordance with the Plan objectives plan and review plan prior to 2021/2022 Season.
4. Ensure that materials and services are procured in line with Council procurement policy

Water Services

Areas of Activity	Objectives 2021
Water Services - Drinking Water and Wastewater Service Provision	<ul style="list-style-type: none">• Deliver Water Services in accordance with SLA agreement with Irish Water• Maintain Public Conveniences• Administration of Group and Private water Installations• Water Quality, Air and Noise Pollution• Improve Communications• Adhere to Health & Safety Policy• Financial, Budget monitoring and procurement• Staff Development and Training

Key Actions for 2021:

1. Comply with National and Local Covid -19 protocols and requirements
2. Manage the Irish Water Service Level Agreement and Annual Service Plan in accordance with the agreed performance levels and budget.
3. Ensure that all public toilet facilities are maintained to an acceptable standard of cleanliness and presentation.
4. Delivery of Group and Private Water Schemes in a timely and efficient manner.
5. Support the retention of Blue Flag and Green Coast status on beaches.
6. Ensure that all teams have regular team meetings and that all external incoming letters, emails and other communications are acknowledged within 3 working days and a full response (where required) is issued within 10 working days.
7. Ensure the safety health and welfare of all staff through the provision of a Health and Safety Management System.
8. Ensure that all services are delivered within budget and that all budgeted income is realised. Ensure that all goods and services are procured in line with Council, National and Irish Water procurement rules and procedures.
9. Ensure that all staff are properly trained to carry out their roles effectively.
10. Carry out farm inspections and pollution complaints

Waste Management & Enforcement Services

Areas of Activity	Objectives 2021
Landfill Operation and Aftercare	<ul style="list-style-type: none"> • Manage former municipal and historic landfill sites in accordance with the EPA licence conditions
Recovery & Recycling Facilities	<ul style="list-style-type: none"> • Operate and maintain Civic Amenity and Bring Bank Network
Waste Collection Services	<ul style="list-style-type: none"> • Manage internal waste arising from offices, depots, litter, street cleaning, parks, open spaces, housing, roads, fly tipping and clean-ups.
Litter Management	<ul style="list-style-type: none"> • Provide a litter control service, ensure greater compliance and increase awareness of best environmental practice and fulfil statutory obligations regarding inspections • Respond to and act on public complaints about litter and illegal dumping
Environmental Awareness	<ul style="list-style-type: none"> • Provide a public education and awareness service to promote best environmental practice, increase awareness of and compliance with environmental law.
Waste Regulations, Monitoring and Enforcement	<ul style="list-style-type: none"> • Ensure compliance with EU Directives and National Regulations on Waste • Licensing and inspection of permitted waste facilities
Waste Management Planning	<ul style="list-style-type: none"> • Implementation of the Southern Region Waste Management Plan 2015 – 2021 • Identify and prioritise relevant objectives for implementation in conjunction with the Southern Region

Key Actions for 2021:

1. Work programme to ensure compliance with licence conditions for Dungarvan, Tramore and Kilbarry
2. Installation of an additional groundwater monitoring well in Dungarvan
3. Install lo-cal flare in Tramore closed Landfill
4. Upgrading the groundwater monitoring in Kilbarry
5. Complete site options report for former tannery site at Portlaw

6. Work with EPA and DCCAE to secure funding to implement works and aftercare plan at Bawnard, Clonmel
7. Review operation of Civic Amenity Sites at Dungarvan and Kilbarry in line with national CAS review
8. Seek opportunities for new sites for bring centres and extend range of acceptable materials
9. Ensure all internal waste is collected, segregated as appropriate and disposed of correctly
10. Improve on IBAL and Tidy Towns results
11. Adopt new Litter Management Plan
12. Engage with local communities, schools and business on environmental programmes including Green Schools programme, Anti-litter and anti-graffiti grants scheme, National Tree Week, Spring Clean, Blue Flag Beaches, Stop Food Waste, Home Composting, Green Dog Walker Scheme, Gum Litter Awareness Campaign, Waste Prevention & Re-use
13. Engage with Southern Waste Region waste reduction and litter prevention initiatives
14. Draft and agree RMCEI Plan by February 2021
15. Implement anti-illegal dumping initiatives
16. Implement anti-dog fouling initiatives
17. Engage with Waste Enforcement Regional Lead Authority and Multi-Agency Co-operation / Enforcement Meetings
18. Working to achieve the national waste priorities for 2021
19. Complaints Investigation – respond to and action waste and related complaints received from the public

Presentation of Major Urban Centres

Areas of Activity	Objectives 2021
Presentation of Major Urban Centres	<ul style="list-style-type: none">• Ensuring best in class presentation of our urban centres and the county as a whole• Ensure that all public areas, parks, open spaces, amenities and playgrounds are presented to the best possible standard• Provide an effective and efficient street cleaning regime in Waterford City, Tramore and Dungarvan towns.• Provide cleansing support to Festivals and public events

Key Actions for 2021:

1. Mechanical and manual sweeping of the urban roads & streets on a regular schedule with priority given to City / Town Centres and main approach routes
2. Litter bin servicing
3. Maintenance of street furniture and public realm areas
4. Graffiti removal
5. Grass cutting
6. Tree & shrub maintenance
7. Floral and decorative planting displays
8. Weed control
9. Identify and implement landscaping and open spaces improvement projects
10. Incorporate a pollination programme into grass cutting and other maintenance programmes
11. Implement a structured Tree Management and tree planting programme
12. Maintain the public playgrounds in all areas including weekly inspection

Veterinary Services

Areas of Activity	Objectives 2021
Veterinary Services	<ul style="list-style-type: none">• Ensure compliance with standards of veterinary care and food safety in low capacity abattoirs and meat processing plants,• Provision of a Dog Warden Service and a Horse Control Service

Key Actions for 2021:

1. Inspect and supervise operations at abattoirs and meat processing plants
2. Report to the FSAI as required
3. Provide a Dog Warden patrol service
4. Operate and maintain the Dog Pound
5. Administer the Dog Licensing System
6. Provide a horse control service to deal with stray and unlicensed horses

Climate Action

Areas of Activity	Objectives 2021
Climate Action	<ul style="list-style-type: none"> • Building on adaptation planning actions set out in Climate Adaptation Strategy 2019 – 2024, support and complement the practical implementation of actions arising from the National Climate Action Plan – to Tackle Climate Breakdown (as revised and updated annually), across the broad range of functions of the local authority to achieve the national climate ambition i.e. decarbonisation targets to 2030 and objectives to 2050.
Energy Management	<ul style="list-style-type: none"> • Develop good energy management practice for the Council’s operations and provide support to the community and businesses in energy efficiency

Key Actions for 2021:

1. Implement climate change adaptation actions using national policies and practices subject to support and available funding from the relevant government departments and with the resources that are made available.
2. Continue energy management of WCCC gas and electricity accounts.
3. Collaborate with 3 Counties Energy Agency in the implementation of energy management initiatives.
4. Design and project manage installation of mechanical and electrical services to LA Buildings, with maximisation of energy efficiency and renewable energy technology installations.
5. Prepare Energy Certs for all Council buildings above 250sqm
6. Submit WCCC energy efficiency targets and reporting requirements
7. Increase the number of electric/hybrid vehicles in Council fleet
8. Install public EV charging points under the SEAI programme

Water Quality, Air and Noise Pollution

Areas of Activity	Objectives 2021
Water Quality, Air and Noise	<ul style="list-style-type: none"> • Bathing Waters – Improve and maintain bathing water quality and tackle sources of pollution

Pollution	<ul style="list-style-type: none"> • Water body Quality - Protect all good and high status waters, prevent further deterioration and improve quality in water bodies of moderate and poor status • To protect Public Health and to improve and maintain Air quality • Provide a service to deal with noise pollution complaints
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Key Actions for 2021:

1. Manage and monitor Bathing Areas to include Blue Flag and Green Coast schemes
2. Carry out investigative sampling and implement appropriate pollution control measures
3. Work with LAWPRO in the implementation of the WFD objectives and preparatory work for the 3rd cycle of the WFD programme.
4. Prepare and implement a local authority specific Waters Management Plan
5. Support the work of the SE Region Water Environment and Waste Management Steering Group
6. Assist in the roll out of the EPA Ambient Air Monitoring Programme and monitor the results from same.
7. Monitor implementation of smoky coal ban
8. Enforcement of solvents, deco-paints and petroleum vapours Regulations
9. Respond to and investigate noise complaints

Maintenance and Upkeep of Burial Grounds

Areas of Activity	Objectives 2021
Provide and operate cemeteries in Waterford, Tramore, Lismore & Ballyduff	<ul style="list-style-type: none"> • Operate and maintain the cemeteries at Kilbarry, Ballinaneashagh, Lismore, Ballyduff and Tramore to a high standard with respect to presentation, record management and customer care.

Key Actions for 2021:

1. Complete the mapping and management plan for Tramore cemetery.
2. Construct footpaths in Kilbarry Cemetery to bring new section into use.
3. Assess boundary wall at St. Otteran's Cemetery and carry out repairs
4. Prepare and adopt common bye-laws

Housing, Community & Emergency Services Directorate

The Housing Department of Waterford City & County Council is responsible for processing all housing applications, including transfers, housing grant applications, allocation of properties, RAS/Leasing, HAP, housing supply, maintenance of stock and refurbishment programmes and energy initiatives.

Tenant purchase and loan applications, homeless service provision and welfare referrals are accessed through the housing section and appropriate referrals made to other relevant agencies. Rents and debt management are also featured under this remit of service provision.

Community and Sport is a department that aims to help communities in Waterford City and County become vibrant and safe with an excellent quality of life and a sustainable, healthier future. These strong communities are important in developing Waterford into the future.

The department delivers on its objectives using a Community Plan for Waterford. This plan forms a critical element of a 6-year Local Economic and Community Plan for Waterford.

Waterford Fire Service maintains round the clock emergency cover to protect life and property. The Fire Service covers the administrative areas of Waterford City & County Council.

Waterford City & County Council, as the building control authority for Waterford, is responsible for the enforcement of the Building Control Acts 1990 and 2007 and Regulations made under those Acts. The building control system applies to the design and construction of new buildings, extensions and material alterations to, and certain changes of use of, existing buildings. The Building Control section promotes good practice in the design and construction of buildings and we do this by visiting and inspecting building sites.

Service Housing Community

Areas of Activity	Objectives 2021
Housing	<ul style="list-style-type: none">• Work to prevent and eliminate the need for homelessness.• Provide safe, good quality accommodation in accordance with the standards required for the people with greatest need• Support the delivery of additional housing units through the Housing Capital Programme, Repair and Leasing Scheme, RAS, HAP and Long Term Leasing.• Ensure high standard of safety and consistent acceptable quality in our housing stock through a planned maintenance programme to meet standards required.• Maximise rent collection and tackle historical arrears.• Promote and enhance Estate Management.• Ensure adequate provision for people with special needs including disability needs and older persons.• Deliver on objectives of the Traveller Accommodation Programme• Implementation of the Council's Climate Action Plan• Enforcement and compliance of the Housing (Standards) Regulations for rented accommodation

Key Actions for 2021:

1. Maintain or improve on 2020 homeless prevention levels.
2. Assess all HAP Place finder clients for support.
3. Support capital development under various funding mechanisms and improve supply across the various housing schemes.
4. Progress improvement works to existing LA housing stock on a planned phased basis.
5. Minimise response times/completion times to maintenance requests.
6. Minimise turnaround time for re occupancy.
7. Provide a robust and effective Assessment of Housing Need service
8. Provide an effective and efficient Housing Allocations process

9. Ensure high levels of Rent collection; proactively monitor and manage arrears
10. Engage with all existing residents groups in social housing estates and promote new residents groups.
11. Address all complaints of anti-social behaviour through pro-active tenancy management and in line with the Anti-Social Behaviour Policy.
12. Maximise the use of Housing Grants schemes to ensure meeting greatest needs by prioritising applications in accordance with priority scheme.
13. Work closely with other agencies on all issues related to Traveller Accommodation
14. Implementation of the Energy Efficiency Retrofitting Programme to improve the energy performance of LA housing stock to benefit those at risk of fuel poverty and improve the health and comfort of the occupants.
15. Enforcement and compliance of the Housing (Standards) Regulations for rented accommodation.

Community & Sport Service

Areas of Activity	Objectives 2021
Community & Sport	<ul style="list-style-type: none"> • Enable Waterford’s communities to fully participate in Waterford’s future development • Assist in implementing Waterford’s Local Economic & Community Plan (LECP) • Work to improve social stability by empowering communities to enhance their environment and create safer living environments • Increase participation in sport and physical activity and promote active communities • Work to minimise the impact of Covid 19 on communities, groups and individuals

Key Actions for 2021:

1. Through the LCDDC, work with SICAP and RDP implementers to ensure positive impact for Waterford communities
2. Carry out review of LECP in 2021
3. Support for community initiatives and schemes including the following: LCDDC; PPN; Comhairle na nÓg; Traveller Integration Group; Covid 19 initiatives; Migrant Forum and roll-out of the Migrant Strategy; Waterford Age Friendly Strategy; Healthy Waterford; Pride of Place; Waterford Sports Partnership.
4. Support the transition of the Joint Policing Committee to the Community Safety Partnership pilot scheme
5. Subject to Covid 19 restrictions, Increase user numbers for sports facilities (RSC, DSC, etc.) and maintain/improve facilities
6. Support the development of public amenities and community facilities

Implementation of Community and COVID-19 grants schemes

Emergency Services

Building Control Service

Areas of Activity	Objectives 2021
Advice	Provide advice when requested
Assessment	Process all applications within timeframe
Inspection	Conduct required inspections

Key Actions for 2021:

1. Maintain resources
2. Maintain management system
3. Migrate application assessments to online BCMS system
4. Establish and maintain inspection timetable

Civil Defence Service

Areas of Activity	Objectives 2021
Support Communities	Maximise level of support available to community based events
Support Emergency Agencies	Provide capacity for immediate response to calls for support from other emergency service providers

Key Actions for 2021:

1. Attract new volunteers
2. Practice and effect support
3. Conduct regular training and exercises
4. Participate in regional training exercises
5. Maintain close network cooperation between units
6. Maintain operational contact with other agencies

7. Continuation and adjustment of Covid-19 response

Emergency Planning Service

Areas of Activity	Objectives 2021
Planning	<ul style="list-style-type: none">• Test inter agency emergency response• Train key roles in emergency response• Improve communication links between on site and off site groups

Key Actions for 2021:

1. Participate in AGS lead live exercise
2. Review and improve Local Co-ordination centre equipment and facilities

Fire Service

Areas of Activity	Objectives 2021
Operations	<ul style="list-style-type: none">• Maintain and improve facilities and equipment• Maintain retained fire-service response capacity
Training	<ul style="list-style-type: none">• Provide most appropriate training

Key Actions for 2021:

1. Advance Kilmacthomas Fire Station project
2. Maintain recruitment panels for retained service for all stations
3. Continuous review of training needs

Fire Prevention Service

Areas of Activity	Objectives 2021
Promotion	Increase awareness of fire prevention
Inspection	Inspect premises on a risk based approach
Statutory Control	Fulfil obligations for provision of licensing and development control systems

Key Actions for 2021:

1. Increase liaison with community groups

2. Make contributions on all media platforms when appropriate
3. Commence new programme of inspection
4. Maintain systems to process applications effectively

Finance Directorate

The Finance Department of Waterford City & County Council manages the financial resources of the Council. We manage, control and record all income and expenditure. We also arrange borrowing and leases and control the investment of funds. It is responsible for the following;

- Accounts Payable, Procurement, Accounts Receivable, Financial Accounting & Systems, Insurance, Internal Audit
- Identification and collection of all Commercial Rates due to the Council
- Maximise Collections & recovery of Loans due to Council and & timely reporting to Central Credit Register

The Finance Department also has responsibility in the area of preparing financial documents, budgets and statements.

Finance Department

Areas of Activity	Objectives 2021
Accounts Payable, Procurement Accounts Receivable, Financial Accounting & Systems, Insurance, Internal Audit,	<ul style="list-style-type: none">● Prompt payment of suppliers in accordance with Council payment policy● Procedures to ensure Revenue compliance● Review integrity and security within the Purchase to Pay Cycle● Drive to enhance procurement compliance and practices across operational functions.● Strengthening miscellaneous Debtors department with new resources, training, structures & reporting mechanisms.● Maximise Income & Collections● Ensure Council's financial management system is working efficiently.● Preparation of statutory reports including Annual Finance Statements and Budget on a timely basis● Preparation of monthly reporting requirements and adherence to DHPLG's quarterly reporting requirements.● Preparation of ad-hoc reports for various governmental bodies, Council, and other external bodies.● Plan and monitor Council's cash flow.● Monitor and manage 2020 budget allocations for revenue and capital. Help drive efficiencies through incisive reporting.● Ensure Council has adequate insurance cover and claims handling is administered efficiently.● Implement a strategic Internal Audit Plan● Support the work of the Audit Committee

Key Actions for 2021:

1. Improve general debt collection performance across various income categories by enhancing management, staffing, reporting and implementing revised procedures.
2. Drive home the structural, policy and management enhancements of the Rates Department that has already been implemented but delayed due to COVID crises.
3. Manage cash flow efficiently, minimising interest costs.
4. Review integrity and security within the Purchase to Pay Cycle with potential systems modification and enhancements. (MS4, CRM, Interface).
5. Investigate enhanced budgetary control by capital project over the project life.
6. Explore possible enhancements to sales order system to potentially improve the control & efficiency of billing across the organisation.
7. Following approval of the audit plan, monitor its implementation. Review audit reports, findings and recommendations and management responses.

Rates

Areas of Activity	Objectives 2021
Identification and collection of all Commercial Rates due to the Council	<ul style="list-style-type: none"> • Increase collection of Rates during 2021. • Subsequent to COVID 19 crisis a re-focus on the new policy, procedures, management reviews and escalation strategies agreed for 20' but stalled due to crisis. • Improve customer engagement and focus on slow paying customers. • Keep abreast of progress with new legislation as it unfolds in 2021. • Completion of project to systematically identify new rateable premises. • Drive sector requirement for V.O. to improve capacity to process a higher volume of new premises quicker. • Target collection for 2021: 84% or higher

Housing Loans

Areas of Activity	Objectives 2021
Maximise Collections & recovery of Loans due to Council and & timely reporting to Central Credit	<ul style="list-style-type: none"> • Improve Housing Loan Collection % - Target 72% • Expedite solutions to legal impediments that came to light with regard to judgement mortgages.

Key Actions for 2021:

- Structured monitoring by periodic reviews of arrears and MARP solutions on individual cases.
- Process long term solutions such as
 1. Mortgage to rent.
 2. Re-structuring arrears
 3. Shared Ownership re-structuring.
 4. re-possession (as last option if MTR not possible)

Corporate, Culture, HR and IS Directorate

The Corporate Services department of Waterford City & County Council is responsible for:

- The successful operation of meetings of the City and County Council and SPCs.
- Organisation of civic and mayoral receptions
- Customer Services and Motor Tax
- Publication of supplements to the Register of Electors
- The Draft Register of Electors, and the edited version of the Register of Electors
- Ongoing implementation of the Irish Language Scheme
- Assessing, processing and payment of Higher Education Grants
- Protected Disclosures
- Health and Safety
- Archives and Record Management

Waterford has a rich vibrant culture and heritage and Waterford City and County Cultural Services support and share aspects of this rich resource. Our Archives, Arts, Conservation, Heritage, Oifigeach Gaeilge and Library Services work together and with local communities and organisations to support and promote our heritage and culture and to share this resource with locals and visitors alike.

The Human Resources Department deals with all aspects of Waterford City & County Council's human resource needs including:

- Human Resource Strategy
- Workforce Planning
- Recruitment and Selection
- Payroll and Superannuation
- Employee Training and Development
- Performance Management
- Leadership Development
- Equality & Diversity Management
- Work-Life Balance
- Industrial Relations & Employee Health
- Safety and Welfare
- Health and Wellbeing

Corporate Services

Corporate Services provides ongoing support to the Council’s Elected Members, Management team and the office of the Mayor. The section organises and services meetings of the Council such as the Plenary council meeting and three district meetings (Metropolitan, Dungarvan Lismore and Comeragh). Other services provided include: the production and maintenance of the Register of Electors, organisation of Mayoral and Civic Receptions, Corporate Procurement and Building Management.

Areas of Activity	Objectives 2021
Service to Elected Members	Provide an efficient and professional secretariat to the Council
Franchise and Elections	Ensure Register of Electors are produced in accordance with the statutory dates
Corporate Governance	Ensure compliance with all statutory requirements assigned to Corporate Services
Building Management	Ensure maintenance of all corporate buildings.

Key Actions for 2021:

Elected Members

1. Provision of advice, information and guidance to Elected Members
2. Ensure timely publication on the Councils website of the Agenda and agreed minutes of all council meetings.
3. Provide training and support to all councillors as required, additional support for new ways of remote working.

Franchise and Elections

1. Publish the Register of Electors 2021/2022 in accordance with the prescribed timeframes together with any additional Supplements as required.
2. Continue to keep the Register of Electors up to date.

Corporate Governance

1. Develop schedule of requirements to ensure compliance with all requirements.
2. Ensure corporate transparency and provision of accurate information on website.

Building Management

1. Ensure necessary checks carried out on all buildings.
2. Develop a Building Management System in conjunction with Property Management.
3. Develop programme of works for 2021 for building upgrades and preventative maintenance.
4. Improvement works to buildings to ensure compliance with Covid 19 requirements.

Customer Services and Motor Tax Office

Area of Activity	Objectives 2021
Customer Services	<ul style="list-style-type: none">• Continue to provide efficient and friendly frontline customer services with trained staff and an ethos of continuous improvement and customer satisfaction
Motor Tax Office	<ul style="list-style-type: none">• Ensure both Motor tax offices are operated efficiently and effectively and meet all legislative and financial monitoring requirements
Staff training and development	<ul style="list-style-type: none">• Ensure all staff are equipped with the necessary knowledge, skills and support to undertake the day to day work within Customer Services
Telecommunications	<ul style="list-style-type: none">• Maintain a functioning fixed line and mobile phone network which is available to the organisation.
Freedom of Information	<ul style="list-style-type: none">• Ensure compliance with the provisions of Freedom of Information legislation
Data Protection	<ul style="list-style-type: none">• Ensure compliance with the provisions of Data Protection and GDPR legislation

Key Actions for 2021:

1. Work with Business Improvement Unit to streamline policies and procedures in both CSD locations to ensure a consistent service offering across the Department.
2. Investigate participation in a pilot Integration and Adoption Pilot Project with the National Local Government Service Catalogue and Customer Services. Integrate the full Service Catalogue at the point of rollout

3. Review Customer Service and Motor Tax sections of Waterford City and County Council website to increase the likelihood of the customer sourcing information to meet their requirements
4. Assess findings and recommendations on motor tax compliance from LG Audit 2020 and implement across both Motor Tax Offices
5. Audit staffing training and development opportunities within Customer Services and Motor Tax Offices and prioritise training needs to ensure staff can perform their duties to the highest standards
6. Manage all mobile phones, mobile devices and telemetry in line with policy
7. Implement new build on VSDM Environment to enable Android device enrolment due to Google/Android Platform change in 2020 to incorporate Samsung KNOX
8. Ensure all practices and procedures adopted by WCCC continue to be compliant with Freedom of Information legislation and regulations and adopt best practice in relation to all requests
9. Ensure all practices, policies and procedures adopted by WCCC continue to be compliant with Data Protection legislation and adopt best practice in relation to all requests
10. Review and develop policies for body worn Cameras, CCTV, Covert Cameras, Dashcams and Drones in line with DPC CCTV audit

Health and Safety

Areas of Activity	Objectives 2021
Health and Safety	<ul style="list-style-type: none"> • Provide guidance on the implementation of COVID-19 requirements, • Provide support to all Sections in ensuring a safe working environment, systems of work and safe plant and equipment, • Ensure that the Senior Management Team have sufficient fact based data to constructively engage with their reports on continuously improving health and safety (H&S) performance, • Deliver user friendly H&S working systems and documentation, • Support the development and roll out of National procedures and systems, • Achieve a high standard of compliance with H&S legislation.

Key Actions for 2021:

1. Continue to develop a strong partnership with all sections to ensure compliance through the provision of advice and support
2. Review and update identified Safety Statements as per the Team Plan
3. Review the H&S training matrix in conjunction with HR

4. Promote communication of the Safety Management System through on-line portals, safety briefing and alerts
5. Implement and monitor the inspection schedule for 2020
6. Carry out vertical and horizontal internal audits in line with ISO 45001
7. Continue to work with all relevant third parties to support a good working relationship (Health and Safety Authority, LASOG, Irish Water).

Oifigeach Gaeilge

Areas of Activity	Objectives 2021
Promote and develop the use of the Irish language	<ul style="list-style-type: none"> • Support the implementation of the Council’s Scéim Teanga 2018-2021 • Offer Irish language training opportunities and support to staff • Support the implementation of Language Planning initiatives in the Gaeltacht & Dungarvan. • Organise and deliver events, activities and schemes that promote the Irish language in the public sphere

Key Actions for 2021

Corporate Service Provision

1. **Compliance** - Ensure and support compliance with Irish Language legislation and the Council’s Irish Language Scheme, particularly through the Customer Service Desks
2. **Complaints Management** – liaise with Language Commissioners Office, relevant staff and the public as necessary
3. **Awareness** - Awareness training for staff (particularly Section Heads and nominated ‘Irish Language Officers’) in relation to legal obligations – possibly develop online this year

4. **Language Skills** - continue to organise in-house Irish Language Classes to ensure up-skilling of staff – online for 2021, if possible
5. **Placenames Committee** – administer the workings of the Committee (online via Zoom) and liaise with Planning and Housing Sections as appropriate
6. **Planning issues in the Gaeltacht** – advise and support the Planning executive in the development and implementation of planning policies in the Gaeltacht, through the Development Plan, implementation of linguistic planning conditions etc.

Promotion & Community Support

1. **Festivals & Events** – Encourage, organise and support Irish language events and activities online as far as practicable, including during Seachtain na Gaeilge & Heritage Week and for other Festivals such as John Dwyer Trad Weekend and West Waterford Festival of Food. Examine practicalities of moving *Tionól na nDéise* lecture series online.
2. **Language Planning** – continue to work as a member of the local steering group, *Dún Garbhán le Gaeilge* towards the development and implementation of a Language Plan for Dungarvan as a Gaeltacht Service Town.
3. **Cultural Group/Creative Ireland** - work on projects and events for commemorative celebrations and as part of the Creative Ireland programme of events and activities, including the development of a website for the *Schools' Placenames Project*, in conjunction with the Archivist, Heritage and Arts Officers.
4. **Gaeltacht Scholarships** - on hold this year because of the pandemic.

An Ghaeltacht

1. **Comhlucht Forbartha na nDéise** – continue as Secretary of the Board of the Gaeltacht community development company
2. **Daonscoil na Mumhan** – continue as committee member of the Irish summer school, which normally takes place in Coláiste na Rinne in August
3. Provide advice and support to other Gaeltacht community groups, where applicable.

[Archives and Records Management](#)

Areas of Activity	Objectives 2021
Archives	<ul style="list-style-type: none"> • Protect and preserve the archives of Waterford City and County • Improve public access to archives • Manage Digitisation programme for archives • Improve Services to Family History Researchers • Continue to deliver programme of events for Decade of Centenaries • Improve educational resources for schools in Waterford • Develop Oral History Collection and resources • Collaborate and contribute to events and programmes for

	Waterford and wider community
Records Management	<ul style="list-style-type: none"> • Provide secure storage for non-current records • Implement Records Management Policy • Develop Electronic Records Strategy • Support Waterford City and County Council in meeting its legal and administrative obligations

Key Actions for 2021:

1. Monitor and improve storage conditions in Archives Stores and identify archives requiring conservation work and develop priority list for conservation work.
2. Draft new Archives and Records Management Development Plan
3. Collaborate with Library Service on digitising programme – prioritising photographic, map and newspaper collections.
4. Work towards contributing digitised collections to Digital Repository Ireland and Europeana to broaden public access to Waterford’s rich archival heritage
5. Answer public queries in a timely manner
6. Release an updated “Sources for Family History in Waterford”
7. Commemorations Programme: new website to make available all projects, talks and exhibitions online; programme of online talks, new publications and resources on Waterford in the Decade of Centenaries
8. Continue collaboration with Library Service and Creative Waterford on the provision of the Diverse Waterford Oral History Project
9. Continue to collaborate with Oifigeach Gaeilge Port Láirge, Arts Office and the Coiste Logainmneacha on the provision of the Waterford Placenames Project
10. Collaborate with Information Technology Team to develop robust electronic records strategy.
11. Work with all staff to improve records management procedures
12. Continue to work with the LGMA on updating the National Retention Policy for Local Authority Records in Ireland.

Culture

Areas of Activity	Objectives 2021
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Library	<ul style="list-style-type: none"> • To offer everyone in Waterford access to a library service that supports the development of reading, learning, culture, and society as a whole. • To deliver high quality online services including events, learning opportunities and book services. • To deliver the actions outlined in “Our Public Libraries 2022” the national public library strategy and “Your Library, Your Space, Your Future” Waterford’s Library Development Plan 2017 – 2022. • To adapt to changing developments and new technologies and provide relevant services to all. • To continue to enhance, improve and develop library building stock and resource local community • Provide and develop inclusive services in our branches.
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Key Actions for 2021:

1. Implement the objectives of the national strategy and the local library development plan through a robust series of programmes and activities under the Right to Read, the Work Matters and the Healthy Ireland programmes.
2. Complete installation of digital services throughout the branch network.
3. Develop, create , provide and promote free access to online services including:
 - a. events,eLearning, ebooks, emagazines and access to Waterford’s high quality, local history digital collection via website and social media outlets.
4. Work in partnership with service providers to provide ICT learning opportunities to a range of user groups (including library staff) to enable upskilling in ICT.
5. Develop partnerships nationally, locally and within WCCC to deliver the #Keep Well Campaign and in particular, the Switching Off/Being Creative and Digital Connectivity and Access to learning elements.
6. Continue to develop strong partnerships with all sections of the community through national events and activities such as Creative Ireland, Cruinniu na nÓg, Bealtaine, Summer Stars, Childrens’ Book Festival, Heritage Week, Seachtain na Gaeilge, Waterford Writers Festival, Europe Direct, etc.
7. Open and officially launch My Open Library in Lismore branch.
8. Expand the Age Friendly Library Service to Carrickphierish branch.
9. Develop a Dyslexia Service model to be rolled out to other library services across the country.
10. Launch the new Sensory access services in Dungarvan and Central Libraries.
11. Continue to respond to grant availability to enhance the services and reach of Waterford Library branches.
12. Continue to prioritise communication and branding and build on the current successful programme of marketing of the library service by using a range of platforms including:

website, media, social media and events. Continue to engage with the national marketing campaign, and to utilise opportunities for promotion online and in the media.

13. Ensure that the highest possible standards in the delivery and operation of library spaces and services within the Covid 19 context.

Areas of Activity	Objectives 2021
Waterford Cultural Quarter	<ul style="list-style-type: none"> • Develop the WCQ as a vibrant, creative, supportive, sustainable community for residents and creative business, and a cultural destination, which showcases the best of South East Ireland. • Implement the objectives and actions of “Waterford Cultural Quarter Strategic Plan 2021-2025” • Enhance the O’Connell Street area through buildings developments, animation, creative activity, branding, public realm & place making through a range of collaborative methods. • Support the development of the O’Connell street area by providing opportunities for creators, residents, businesses, visitors and others to live, work and play in its environs.

Key Actions for 2021:

1. Tender for works to be carried out at 16/18 Barker Place (WCQ Hub) for use as a base for community education, library outreach and creativity.
2. Develop 7/8 Thomas Street ground and 1st floor to become an arts and creative hub (WCQ Art House) which supports a range of creative organizations and industries
3. Work with WCCC Architects Department to examine preparation of planning for a Public Realm improvement scheme for Waterford Cultural Quarter.
4. Support development of the WCQ Market to allow for casual trading.
5. Roll out street furniture open calls to creative community
6. Put WCQ place making *expression of interest* in place to provide for animation and ownership of public spaces with collaboration and public engagement at its centre.
7. Propose a WCQ steering committee member to join the City Centre Management Group, Winterval Committee and other decision making bodies to advocate for the WCQ involvement in city based expenditure on programming and other activities
8. Devise and implement a robust Marketing Plan for Waterford Cultural Quarter that will serve as a strategic roadmap for WCQ communications and branding for Phase II (2021-2025)
9. Begin creation a databank of information using WCCC and other resources, e.g. CSO, small areas, migrant data etc to support the work of WCQ.
10. Consider governance structures including roles of WCCC, WCQ Steering committee and other stakeholders for future effectiveness of WCQ.

11. Support research to be carried out by WIT into various aspects of WCQ development including innovation, research and design.
12. Continue to support festivals and events to take place, taking cognisance of Covid 19 restriction levels.

Areas of Activity	Objectives 2021
Creative Ireland Programme (Waterford)	To coordinate an excellent Creative Ireland Programme in Waterford which achieves the aims of Waterford City and County Council's Creative Communities Programme 2017-2022.

Key Actions for 2021:

1. Strategically coordinate the Creativity and Culture Team in Waterford City and County Council to devise a programme of activity and events which support the Creative Communities aspect of the Creative Ireland Programme.
2. Manage, promote and implement a mechanism for applications to participate in Waterford's Creative Communities Programme
3. Organise and manage Cruinniú na nÓg 2021 ensuring the "Voice of the Child" is actively included.
4. Carry out marketing and communications in relation to the Creative Ireland Waterford Programme ensuring that the brand is carried throughout all public platforms.
5. Facilitate and implement correct reporting procedures to the national coordinating team.

Areas of Activity	Objectives 2021
Arts Services	<ul style="list-style-type: none"> • In the light of the Covid crises to develop new ways to both communicate to our traditional participants and audiences as well as to increase access to and public engagement with the arts in Waterford particularly those for whom access to the arts is difficult and to promote diversity within the arts. • To develop a new Arts Plan for Waterford commencing in 2022 • To deliver actions outlined in the Arts Council Framework and Waterford's Arts Strategy 2016-2021 • To promote, raise awareness and grow audiences for the unique asset that is the Waterford Art Collection • To collaborate with artists and those engaged in the wider cultural and creative network in Waterford in order to provide the highest quality of arts provision across the City and County • To engage in new digital processes and encourage and facilitate artists with these processes.

Key Actions for 2021:

1. In conjunction with service suppliers and in consultation with artists develop new processes for communication as well as for delivery of Arts products.
2. Tender for researcher and developer for new Arts Plan.
3. Organise and rollout the 2nd exhibition and possible official opening of the Waterford Gallery of Art with official branding, promotional materials and ancillary services in place
4. Process and administer the annual Arts Practice, Venues and Festivals Grants for 2021.
5. Process and administer the ArtLLinks programme and other awards/bursaries for 2021
6. Organise curation and installation of exhibitions showcasing the collection in both WGOA & OMHAC, Dungarvan to include associated educational programmes, tours, etc.
7. Investigate potential studio spaces to support artists in both City and County
8. Rollout Rural Arts Programmes
9. Rollout Out Film Support Programme
10. Produce a Visual Arts Policy and a Dance Arts Policy for Waterford
11. Work collaboratively with partners including the Arts Council, the Dept. of Arts, etc. the ETB, Visual Arts Ireland, Music Generation and WCQ as well as other Depts. in WCCC such as libraries, IT and the Creative Ireland team to maximise the potential of activities, events and programmes throughout the year
12. Promote and participate in national and local events such as Culture Night, Bealtaine, Poetry Day Ireland, Literary festivals and awards and other events that raise the profile of the arts and support artists.
13. Continue with specific arts programmes such as for Health, Youth, Education, Theatre, Literature, Traditional Arts etc.

Human Resources

To recruit, retain and support a competent workforce to deliver organisational priorities and act as the key driver for organisational management development and change.

Areas of Activity	Objectives 2021
Recruitment	<ul style="list-style-type: none">• In line with the HR People Strategy, implement the local government communications campaign.• To attract and recruit staff with the appropriate knowledge, skills and competencies specified for the post in line with the Council's <i>Recruitment and Selection Policy</i>• To ensure that the right staff are in the right place at the right time to deliver corporate priorities.• To ensure compliance with employment, equality, data protection and privacy legislation in relation to all HR matters
Employment Welfare & Occupational Health	<ul style="list-style-type: none">• To create a fair, supportive and healthy working environment.
Industrial Relations	<ul style="list-style-type: none">• To maintain harmonious working relationships between

	management, employees and Trade Unions
Staff Training and Development	<ul style="list-style-type: none"> • Create a culture of continuous learning and development in the organisation. • Deliver staff training that prioritises key organisational needs and additional needs recognised through the PMDS process, whilst continuing to prioritise manual Health & Safety training in accordance with the developed training matrix.
Develop and Implement Workplace Policies	<ul style="list-style-type: none"> • To review HR policies on an on-going basis based to incorporate changes in national policies, legislation and organisational change.
Performance Management	<ul style="list-style-type: none"> • To utilise the sectoral Performance Management Development System to support and improve performance at individual, team and organisational levels.

Key Actions for 2021

1. Ensure organisation design and structure is appropriate for the delivery of corporate strategic goals and objectives within approved posts and available budget
2. Identify skill/competency requirements/training needs to deliver on existing and future services.
3. Facilitate regular meetings with Trade Unions to ensure stable industrial relations environment.
4. Review HR policies on an on-going basis to incorporate evolving changes in national policies, legislation and organisational needs.
5. Further develop a Health & Wellbeing framework that incorporates staff welfare, proactive health awareness campaigns and resilience programmes in collaboration with staff, WSP, Healthy Waterford and the Health & Safety Team.

Information Technology

Areas of Activity	Objectives 2021
Information Technology	To ensure the Council has in place modern and efficient technological, information and communication systems capable of meeting its business needs and the needs of our customers.

Key Actions for 2021

Strategies

1. Develop an ICT Strategy 2021-2025 to underpin the Council's Corporate Plan
2. Finalise Digital Strategy for Waterford as required under the National Broadband Rollout Plan

Infrastructure

3. Maintain reliable and secure infrastructure to support the Council's business activities
4. Have adequate plans in place for Disaster Recovery and Business Continuity
5. commission server and storage infrastructure and plan for future upgrades of other critical devices

Broadband

6. Complete rollout of Wifi4Eu project
7. Launch and promote Broadband connection Points
8. Support NBI with the rollout of Broadband in Waterford

Cyber Security

9. Implement a comprehensive cyber security programme

User support

10. Continue to provide high levels of end user support for staff
11. Efficiently manage all hardware and software assets and upgrade where required

Systems Development & Innovation

12. In line with Action 10 of Our Public Service 2020 and the Council's Corporate Plan, implement a structured programme of innovative projects to meet the needs of the business and enhance public service value
13. Continue to make best use of GIS and Mapping Technologies to support high quality service delivery and inform decision making
14. Work with internal business areas to continually enhance the quality of datasets used across the organisation
15. Assess possibility of publishing Open Data in line with the National Open Data Strategy

Records and Data Management

16. In conjunction with the Council's Archivist/Records Manager scope out the future strategy for management of Council data given background of Government's Cloud Computing Advice Note

Training

17. Develop a comprehensive training programme for IT staff to ensure continuing professional development to keep pace with new and emerging technologies and to deal with growing cyber threat landscape.
18. Work with the HR Department to ensure necessary training is implemented for all staff regarding cyber security, data protection and use of technology

Appendix 1

CCMA LA Services Framework for Future Covid-19 Pandemic Response

Local Authority Sector

Services operational in line with H&S requirements and relevant SOGs as of 7 January 2021 - Additional Measures

Where Practicable and Effective to do so Work MUST be carried out from Home

Sector	Category (Business/workers/services)	Level 1	Level 2	Level 3	Level 4	Level 5 & Additional Measures	Comments
Water	Water Capital	Y	Y	Y	Y	Y	In-line with IW.
	Water Maintenance	Y	Y	Y	Y	Y	In-line with IW.
	IW water supplies	Y	Y	Y	Y	Y	Including sampling/analysis. In-line with IW.
	Wastewater	Y	Y	Y	Y	Y	Including sampling/analysis. In-line with IW.
	Group Schemes	Y	Y	Y	Y	Y	Including sampling/analysis.
Environment	Parks & outdoor spaces and associated car parks / facilities	Y	Y	Y	Y	Y*	Excluding upkeep and maintenance except for emergency repair
	Playgrounds / MUGAs / etc (including outdoor gyms)	Y	Y	Y	Y	Y	
	Landscape Maintenance	Y	Y	Y	Y	N*	*Unless related to essential construction/roads activities.
	Vets	Y	Y	Y	Y	Y	
	Horse Control	Y	Y	Y	Y	Y*	*On callout basis.
	Dog Control	Y	Y	Y	Y	Y*	*On callout basis.
	Heritage Services	Y	Y	Y	Y	N	
	Environmental Awareness	Y	Y	Y	N	N	
	Environmental Regulation	Y	Y	Y	Y	Y	
	Burial Grounds / Mass fatalities	Y	Y	Y	Y	Y	
	Waste Collection / disposal	Y	Y	Y	Y	Y	
	Water Quality WFD RBMP	Y	Y	Y	Y	Y	
	Transfrontier Shipments	Y	Y	Y	Y	Y	
	Allotments	Y	Y	Y	Y	Y	
Roads	Maintenance	Y	Y	Y	Y	Y*	*Critical Maintenance and repair only such as Winter Mtce and / or Road Safety Issues
	Reconstruction	Y	Y	Y	Y	N*	*Repair, maintenance and construction of critical transport infrastructure
	Surface Restoration	Y	Y	Y	Y	N*	*Repair, maintenance and construction of critical transport infrastructure
	Emergency Callouts	Y	Y	Y	Y	Y	
	Traffic (parking enforcement)	Y	Y	Y	Y	Y	
	Public Lighting / Traffic management	Y	Y	Y	Y	Y	
Floods / Harbours	Flood Defence Capital	Y	Y	Y	Y	Y	
	Flood Defence	Y	Y	Y	Y	N*	*Emergency Works Only
	Piers and Harbours	Y	Y	Y	Y	N*	*Emergency Works Only
Housing	Anti-social behaviour	Y	Y	Y	Y	Y*	*Callout as required.
	HAP	Y	Y	Y	Y	Y	
	Voids / Prelets / Retrofits	Y	Y	Y	Y	Y*	*social housing projects, including voids, designated as essential sites by Local Authorities based on set criteria
	Loans (existing)	Y	Y	Y	Y	Y	
	Loans (new)	Y	Y	Y	Y	Y	
	Rents	Y	Y	Y	Y	Y*	*No House to House Collections
	Rental Inspections	Y*	Y*	Y*	N	N	*In accordance with updated existing SOGs.
	Maintenance and Supply	Y*	Y*	Y*	Y**	Y**	*In accordance with updated existing SOGs. **Emergency situations.
	Capital Projects	Y	Y	Y	Y	Y*	*social housing projects, including voids, designated as essential sites by Local Authorities based on set criteria
	Homeless	Y	Y	Y	Y	Y	
	Travellers	Y	Y	Y	Y	Y	
	Applications / Allocations	Y	Y	Y	Y*	Y*	*Where allocations can proceed safely.
	RAS / Leasing	Y	Y	Y	Y	Y*	*Emergency situations.
	DPGs (Disabled Persons Grants)	Y*	Y*	Y*	Y*	Y*	*housing adaptation grants where the homeowner is agreeable to adaptations being undertaken in their home
Estate Management	Y	Y	Y	Y*	N	*Emergency situations.	
Social Workers	Y	Y	Y	Y	Y*	*Vulnerable groups.	
LIHAF and SSF	Y	Y	Y	Y	Y*	*social housing projects, including voids, designated as essential sites by Local Authorities based on set criteria	
General	Construction Works					N*	*With the exception of emergency works, critical transport projects and social housing projects
	Site inspections / house visits / other calls - non statutory	Y*	Y*	Y*	N	N	*In accordance with updated existing SOGs.
Community	Sports / Leisure - Outdoor: Golf Clubs / playing fields / outdoor tennis courts	Y	Y	Y	Y	N	*No indoor or outdoor exercise group activities, including golf and tennis, should take place.
	Sports / Leisure (Enclosed Facilities - Swimming Pools/Leisure Centres/Gyms)	Y	Y	Y	Y	N	Gyms, leisure centres and swimming pools must close from close of business on 31 December.
	Rural Development	Y	Y	Y	Y	N*	*For community engagement events.

Local Authority Sector

Services operational in line with H&S requirements and relevant SOGs as of 7 January 2021 - Additional Measures

Where Practicable and Effective to do so Work MUST be carried out from Home

Sector	Category (Business/workers/services)	Level 1	Level 2	Level 3	Level 4	Level 5 & Additional Measures	Comments
	Community Call / Wellbeing / Keep Well	Y	Y	Y	Y	Y	
	Beach Guards	Y	Y	Y	Y	Y	In the bathing season.
	SICAP (Social Inclusion & Community Activation Prog.)	Y	Y	Y	Y	N*	*For community engagement events.
Emergency Services	Fire	Y	Y	Y	Y	Y	
	Civil Defence	Y	Y	Y	Y	Y	
	Building Control	Y	Y	Y	Y	Y	
Economic Dev.	Tourism / Promotion	Y	Y	Y	Y	Y*	*Promotion and planning.
	Retail & Business Supports	Y	Y	Y	Y	Y*	*In-line with Government directive.
	URDF / RRDF / Public Realm Projects (Planning & Design)	Y	Y	Y	Y	Y	
	URDF / RRDF / Public Realm Projects (construction phase)	Y	Y	Y	Y	N	
	LEOs	Y	Y	Y	Y	Y	
	Public Spaces	Y	Y	Y	Y	Y*	*Planning, Design & Licensing of public spaces to accommodate social distancing.
Planning	Administration	Y	Y	Y	Y	Y	
	Enforcement	Y	Y	Y	Y	Y	
	Decisions	Y	Y	Y	Y	Y	
	Development Plan	Y	Y	Y	Y	Y	
Finance	Accounts Payable	Y	Y	Y	Y	Y	
	Accounts Receivable	Y	Y	Y	Y	Y	
	AFS (Annual Financial Statements)	Y	Y	Y	Y	Y	
	Budget review	Y	Y	Y	Y	Y	
	Financial Monitoring	Y	Y	Y	Y	Y	
Corporate	Customer Service	Y	Y	Y	Y	Y	
	Human Resources	Y	Y	Y	Y	Y	
	Payroll	Y	Y	Y	Y	Y	
	Communications	Y	Y	Y	Y	Y	
	Corporate Services	Y	Y	Y	Y	Y	
	Facilities Management	Y	Y	Y	Y	Y	
	Information Systems	Y	Y	Y	Y	Y	
	Property / Asset Management	Y	Y	Y	Y	Y*	*Where for essential and statutory programmes
	Procurement	Y	Y	Y	Y	Y	
	Legal Services	Y	Y	Y	Y	Y	
	Health and Safety	Y	Y	Y	Y	Y	
	Motor Tax	Y	Y	Y	Y	Y*	*Services available remotely or by appointment in exceptional circumstances at Level 5. Dual Public/Motor Tax counters allow for local specific arrangements.
	Public Counter	Y	Y	Y	Y	Y*	*An appointments based service will be in operation where necessary to reflect local arrangements for delivery of essential services. Offices are closed for walk-in services to support reduced mobility.
	Council Meetings	Y	Y	Y*	Y*	Y*	*SI issued and standing orders for each LA to reflect local scenario
Culture	Arts (indoors)	Y	Y	N*	N	N	* The recording of performances without an audience for the purposes of broadcasting such performances on the internet, radio, tv etc is allowed
	Arts (outdoor)	Y	Y	Y*	Y*	N	*Max of 15.
	Arts (online)	Y	Y	Y	Y	Y	
	Library Services	Y	Y	Y*	Y**	Y**	*Browsing, e-services, and call and collect **Online services only.
	Library Branches	Y	Y	Y*	N	N	*Browsing, e-services, and call and collect - no seating or events
	Museums	Y	Y	Y*	N	N	* Can open with protective measures in place. Guided Tours not permitted
	Galleries	Y	Y	Y*	N	N	* Can open with protective measures in place. Guided Tours not permitted