

Annual Service Delivery Plan 2022



Comhairle Cathrach & Contae Phort Láirge
Waterford City & County Council

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 2022 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:

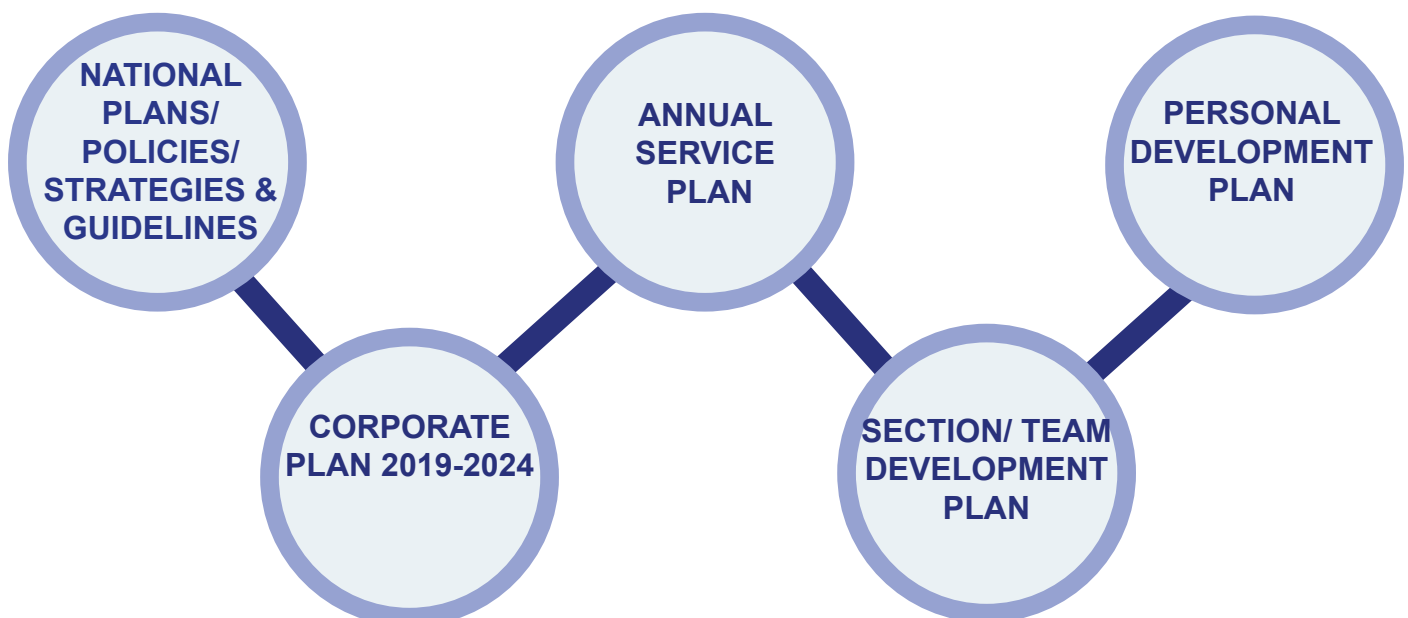
That Waterford is ambitious, progressive, and connected. A place where all our people enjoy life, well-being and opportunity at its heart.

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 core 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.

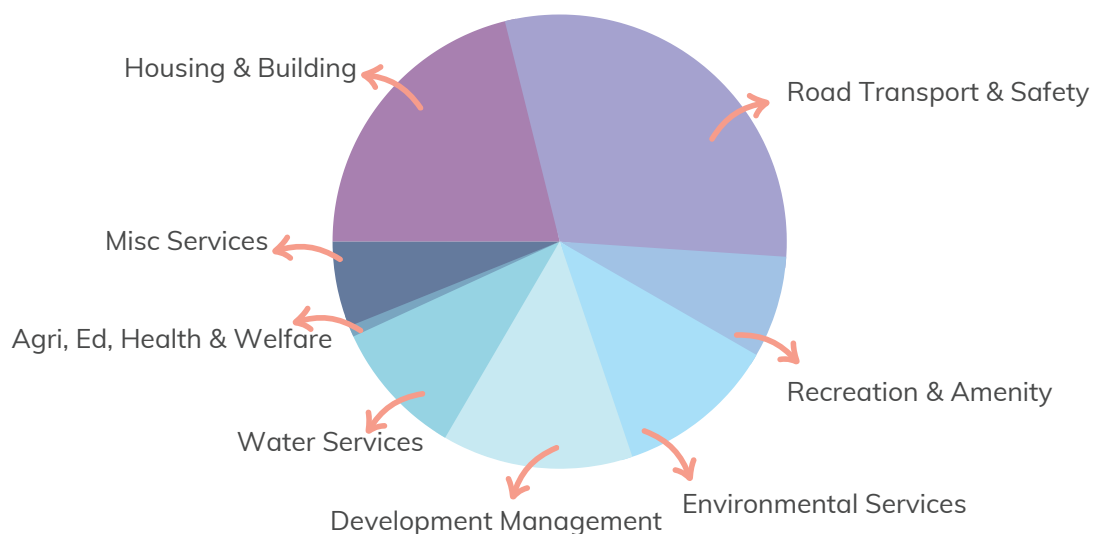


Analysis of Expenditure – 2022

The total estimated expenditure included in the Budget for 2022 amounts to €153,713.33. The following Table depicts Revenue expenditure by Service Division.

DIVISION	ADOPTED BUDGET 2022	% OF OVERALL BUDGET
HOUSING & BUILDING	€32,461,813	21%
ROAD TRANSPORT & SAFETY	€46,030,418	30%
WATER SERVICES	€11,141,683	7%
DEVELOPMENT MANGAGMENT	€17,678,810	11%
ENVIRONMENTAL SERVICES	€20,905,703	14%
RECREATION & AMENITY	€14,951,207	10%
AGRI, ED, HEALTH & WELFARE	€1,182,814	1%
MISC SERVICES	€9,360,886	6%
TOTAL	€153,713,333	100%

Pie Chart of
**% OF OVERALL EXPENDITURE
BY SERVICE DIVISION**

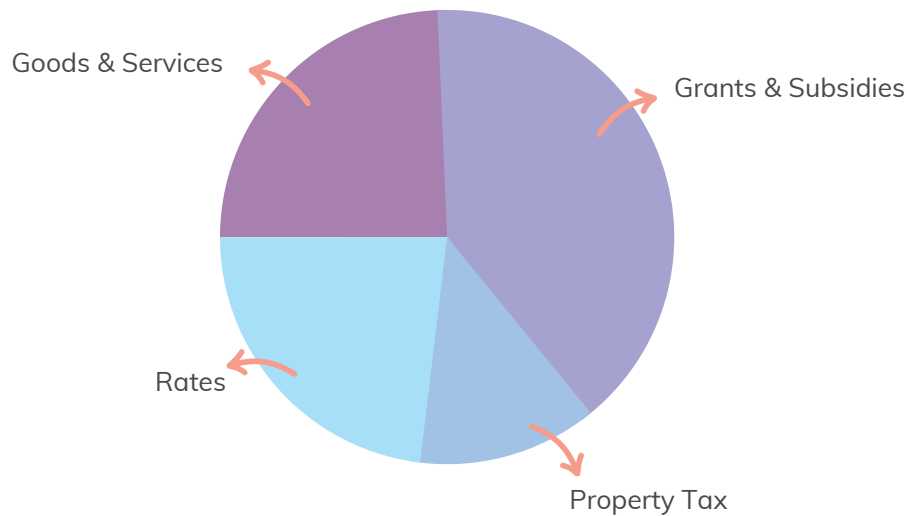


Analysis of Income – 2022

The total anticipated income included in the Budget for 2022 amounts to €153,713,333. The following Table depicts income by Service Division.

SOURCE	ADOPTED BUDGET 2022	% OF OVERALL BUDGET
GOODS & SERVICES	€37,387,357	24%
GRANTS & SUBSIDIES	€61,145,924	40%
PROPERTY TAX	€19,668,516	13%
RATES	€35,511,536	23%
TOTAL	€153,713,333	100%

Pie Chart of
% OF OVERALL INCOME BY SOURCE



Workforce 2022



392

Indoor Staff



377

Outdoor Staff



118

Firefighters

COVID-19 Resilience & Recovery 2021 The Path Ahead

COVID-19:

Throughout 2021 the COVID-19 pandemic has continued to have a huge impact on our society and obviously as a result on the operations of Local Authorities.

As the Country has moved in and out of different levels of restrictions because of the pandemic Local Authorities have adjusted their service level provision accordingly. Waterford City & County Council is no different in this regard, but we have maintained all critical services throughout 2021.

While restriction levels affected the ability to meet our customers in person, we have maintained all services by adjusting to remote provision of some services and indeed by supporting our customers and citizens in accessing our services remotely.

WCCC has successfully preserved and maintained the democratic mandate of our Elected Members through enhancing our remote meeting capabilities at Plenary and District levels. This has also been reflected in the functioning of our various committees (e.g. SPCs) through remote means as well.



Rialtas na hÉireann
Government of Ireland

The Overall Structure of WCCC is as follows:

CHIEF EXECUTIVE



Planning & Economic Development

Planning, Economic Development, Festivals, Local Enterprise Office, Rural Development, Museums.



Roads, Water & Environment

Roads, Water Services, Environment, Cleaning, Environmental Awareness, Dog Shelter



Housing, Community & Emergency Services

Housing, Community & Sport, Emergency Services



Finance

Accounts Payable, Accounts Receivable, Procurement



Corporate, Culture, HR & IS

Corporate Services, Library Services, Arts Office, Waterford Cultural Quarter, Health & Safety, Customer Services Desk & Motor Tax, IS, Oifig na Ghaeilge, Human Resources, Communications & Public Relations Unit.

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



Strategic Planning and Development.

Effective land use and investment planning enables us to make the best use of our resources and to co-ordinate the activities of the Council with outside agencies and the private sector for the benefit of our people, our economy and the environment in which we live and work.

Planning ensures that the right development happens in the right place at the right time by identifying what development is needed and where, and by controlling the location, amount and type of development by making decisions on planning applications.

The main instrument that we use to promote, regulate and control development is the Development Plan which is informed by national and regional planning strategies and the guidance provided by the Minister and the government. The Council is currently working to finalise a Development Plan for Waterford City and County for the period 2022-2028. This plan will be the main public statement of planning policies for your local community and will set out the land use, transportation, housing, economic, environmental and amenity objectives of the authority. This new development plan will consist of a written statement and a set of accompanying maps that give a graphic representation of how our city and county will evolve in a sustainable way over the next six-years, and beyond.

The main features of the planning system are:

- making Development Plans, Local Area Plans and other planning schemes
- the determination of planning applications
- monitoring and controlling of development activity
- planning enforcement

Objective 1: Provide a clear vision for the future of Waterford City and County by putting policies and objectives in place to promote, regulate and control development in the interest of our communities our economy and our environment.

Deliver a new Unitary Waterford City and County Development Plan which will set out a cohesive vision for the future of Waterford City and County.

Collaborate with Kilkenny County Council, the Southern Regional Assembly and other relevant stakeholders to establish a Waterford City PI2040 Delivery Board as well as the necessary supports to ensure implementation of the objectives of the Waterford Metropolitan Area Strategic Plan (MASP).

Work closely with all relevant stakeholders to identify appropriate climate adaptation and mitigation measures through the Waterford City and County Council Climate Change Adaptation Strategy.

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.

Initiate regular monitoring of all new development across the City and County as well as monitoring of residential and commercial vacancy rates.

Commence preparation of statutory Local Area Plans for Dungarvan/Ballinroad, Tramore and Portlaw.

Commence preparation of a new Development Contributions Scheme for the City and County.

Objective 2: Engage proactively in regeneration and economic development through active land management initiatives and focused investment in key enabling infrastructure.

Establish a multi-disciplinary working group to prepare a 'Waterford City and County Regeneration Strategy' to manage project identification, feasibility studies, detailed design and funding applications under the Urban Regeneration and Development Fund (URDF), the Rural Regeneration and Development Fund (RRDF), the Town and Village Renewal Scheme (TVRS), Town Centre First, Croí Cónaithe (Cities) Scheme and other relevant funding streams.

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.

Maintain an up-to-date register of Vacant and Derelict Sites.

Develop the necessary registers, maps and databases for implementation of the new Residential Zoned Land Tax.

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.

Objective 3: Guide and direct public and private investment, and the creative energies of the development sector, to ensure that we maximise the socio-economic benefits of such activity while protecting and enhancing our environment and quality of life.

Manage the efficient, consistent and transparent processing of all planning applications within statutory timeframes.

Process declarations and determinations in relation to social housing, planning exemptions, works to protected structures and planning compliance 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.

Put systems in place to manage Large-scale Residential Developments (LRDs).

Ensure that all compliance submissions are recorded, monitored and responded to within eight weeks of their receipt.

Continue to offer prospective prospective developers constructive guidance through structured pre-planning consultations and manage requests for pre-planning meetings in a timely fashion.

Put systems in place to ensure robust and transparent assessments of the Local Authority's own development projects and proposals.

Continue to standardise processes and IT systems to facilitate introduction of ePlanning.

Manage license applications for signage, communications infrastructure, street furniture, as well as large outdoor events such as concerts and festivals, within statutory timeframes.

Objective 4: Ensure compliance with planning legislation, conditions of planning permission and the policies and objectives of the local authority.

Provide a prompt and effective response to complaints received in relation to unauthorised development across the City and County.

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 and prosecute owners and occupiers of properties where the terms of such 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.

Commence full review of all quarries in the county to establish their current planning status and take appropriate action where necessary.

Continue to manage the short term letting of residential properties in the Waterford City Rent Pressure Zone.

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.

Objective 5: Protect and enhance the built and natural heritage of the City and County.

Convene the Heritage Forum to commence a full review the City and County Heritage Plan

Assess all applications for funding under the Built Heritage Investment Scheme (BHIS) and the Historic Structures Fund (HSF) in a timely manner.

Commence a comprehensive review of the Thatch House Survey of County Waterford

Deliver the Waterford City Walls Interpretation Strategy

Assess the need for new and/or revised Demesne Architectural Conservation Areas

Commence survey and mapping of biodiversity, wetlands and natural habitats

Collaborate with the Southern Regional Assembly (SRA) to develop a framework for Blue and Green Infrastructure (BGI) and Nature-based Solutions (NbS)

Commence an audit of all trees of special amenity value and Tree Preservation Orders



Economic Development.

Economic Development section manages tourism development and supports marketing and promotion of the city and county tourism assets. The section also works to ensure Waterford will lead the development of the South East region and ensures that primary centres are given the opportunity to develop and attract investment. The section also manages the funding of festivals and events to create animation and vibrancy of the city and county of Waterford, which ensures that as the Capital of the South East Waterford will be a vibrant and sustainable place for all its people who live, work, visit or invest here.

Tourism Promotion

Objective 1: Provide support to tourism stakeholders.

Assess tourism product offering and training needs post Covid 19

Objective 2: Promote Waterford as a world class destination in collaboration with Fáilte Ireland, Tourism Ireland and Visit Waterford in order to maximise opportunities for Waterford.

Work with Fáilte Ireland and Tourism Ireland to maximise opportunities for Waterford.

Support Visit Waterford to; implement the Tourism Marketing and Promotional Plan; And increase Network membership

Support and contribute to national tourism policy and programmes.

Objective 3: Develop our tourism and cultural offering to be a must include destination in the Ireland visitor experience.

Work with Food the Waterford Way to develop food tourism

Build the product offering of the Museums & Viking Heritage to increase Visitor numbers

Build the product offering of Mount Congreve House & Gardens to increase Visitor numbers

Create a 5 year plan for the redevelopment of the Waterford Garden Trail

Develop Blueway concept for Waterford

Identify appropriate funding opportunities and apply for same

Economic Development and Promotion

Objective 1: 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
Work closely with government to secure the required level of investment to deliver key infrastructure projects

Work closely with IDA & Enterprise Ireland to enable growth and investment

Support implementation of Climate Action Plan objectives

Objective 2: Invest in the development of our primary urban centres.

Development North Quays / Michael St.

Facilitating all investor queries and issues regarding establishing in Waterford City and County

Liaison with Ireland South East Development Office to promote the South East of Ireland

Promote the City and town centres and attract new investment

Festivals and Events

Objective 1: Support festivals as driver of economic development.

Provide financial assistance under festival and events grant scheme

Deliver festivals to maximise tourism benefit to Waterford

Ongoing advice and guidance to new and existing events

Maximise external sponsorship

Objective 2 Complete a Strategic assessment of Festival & Events.

Target areas which could sustain out of season events

Grow festivals and events to increase visitor numbers.



Local Enterprise Office.

The Local Enterprise Office (LEO Waterford) is tasked with developing and sustaining a positive enterprise ecosystem in Waterford that will, in particular, drive new added-value start-ups, the further growth of small and micro enterprises and enhance local economies.

Objective 1: Help foster in Waterford a strong local start-up support ecosystem. Encourage new business start-ups and the sustainable expansion of existing ones.

Implement the findings of the Waterford Start-up Ecosystem Study

Deliver appropriate entrepreneurship programmes such as the Student Enterprise programme and the National Enterprise Awards

Support regional Enterprise Development programmes and plans such as the South East Regional Enterprise Plan

Ensure that Waterford has an appropriate network of enterprise spaces for microenterprises and social enterprises, including enterprise centres, co-working spaces and remote working hubs

Objective 2: Partner in collaborative initiatives which improve the local environment for business start-ups and enterprise development.

Participate proactively in the delivery of Waterford City and County Council's Economic Development Strategy

Increase and improve engagement with WIT; WWETB; Arc Labs; SEAM; TSSG; PMBRC; Crystal Valley Tech; New Frontiers programme

Undertake partnership events with other local enterprise support agencies, particularly the other regional LEOs, Chambers of Commerce; SEBIC; Boxworks; Network Waterford; Waterford Area Partnership

Deliver a high quality Local Enterprise Week including a national Spotlight event.

Objective 3: Increase the level of innovation, technology-adoption and digitisation within LEO client firms and the wider SME sector.

Deliver the Digitalisation for Micro programme

Support LEO clients to access Enterprise Ireland Agile / R&D programmes and funding, including Innovation Partnerships and Innovation Vouchers

Deliver the Trading Online Voucher scheme

Objective 4: Accelerate the adoption and implementation of sustainable business practices among small and micro businesses.

Develop and deliver a quality training programme for the micro-enterprise sector with emphasis on Start Your Own Business, LEAN for Micro, Green for Micro, Financial Management, Digitalisation for Micro and Management Development

Ensure that a quality mentoring programme is delivered to client enterprises

Objective 5: Increase the export capability of suitable LEO client firms.

Identify a set of appropriate clients and deliver a programme aimed at supporting them on their export journey with a concentration on the Engineering sector and enterprises with high-growth potential in other sectors

Deliver a Pre-Export Development programme aimed at enterprises most likely to be in a position to actively consider export as a potential in the medium term

Objective 6: Ensure that local SMEs are given as much support as possible during and after the Covid-19 crisis.

Undertake an analysis of the negative impact of Covid-19 on Waterford enterprises and, in appropriate sectors, deliver a programme to counteract the impacts

Support small businesses to showcase their products and services with a special emphasis in 2022 on digital showcasing and on initiatives such as Look for Local, Shop Local etc

Objective 7: Ensure that Waterford SMEs are as competitive and productive as they can possibly be.

Deliver high quality intensive management development programmes

Deliver the Lean for Micro programme

Provide support for the development of the emerging LEAN Centre of Excellence in WIT

Objective 8: Develop and support sustainable local business networks and clusters.

Support the development of Kinetic Labs and the development of a Pharma network for the Waterford region

Support the work of Food, the Waterford Way

Support the development of Craft Collectives in Waterford

Lead the development and operation of a Waterford Micro Engineering network

Develop and support a network of enterprise centres, co-working spaces and remote working hubs

Objective 9: Advance the “Green” agenda within the SME sector.

Deliver the Green for Micro programme, maximising the participation levels of Waterford microenterprises

Collaborate with the Council’s Climate Change team to put in place a set of supports aimed at the decarbonisation of Waterford industry and enterprises



Rural Economic Development.

The Rural Economic Development Team is responsible for ensuring that Waterford has strong, vibrant rural communities and that its towns and villages are best positioned to take advantage of investment and funding opportunities that will ensure the sustainability and development of these communities.

Objective 1: Ensure that Waterford has a cohesive, integrated approach to rural development.

Prepare a Rural Development Strategy for Waterford that will be developed on a multi-agency basis, will be based on widespread stakeholder and community consultation and will dictate Waterford's rural development priorities for the next five years.

Prepare an annual implementation plan for each year of the Strategy's lifetime.

Carry out co-ordination of activity on a Municipal District basis, while reporting as appropriate to the Local Community Development Committee (LCDC)

Objective 2: Maximise Economic Development opportunities in rural Waterford.

Identify and prioritise economic development opportunities outlined in already undertaken Opportunity Studies and identify funding streams to advance same

Deliver further Opportunity Studies as appropriate.

Explore rural tourism opportunities and advance rural tourism projects. Collaborate with Fáilte Ireland, Visit Waterford, Waterford Leader Partnership and Munster Vales

Actively develop and support a network of rural enterprise centres and remote working hubs

Objective 3: Maximise investment and funding for rural Waterford.

Deliver projects which have received funding under the Rural Regeneration and Development Fund (RRDF), specifically Mount Congreve, Cappoquin and Dungarvan Digital Hub.

Prepare new funding applications for the RRDF and other schemes that will be based on the Rural Development Strategy, that will be collaborative in nature and that will be plan-led and project-driven

Maximise investment from the Town & Village Renewal Scheme (TVRS) and CLÁR

Carry-out research/ scoping exercises to explore opportunities and priority projects for funding consideration in the county's rural development zones, but concentrating in 2022 on the Comeraghs Uplands and the Copper Coast

Identify ad hoc funding opportunities from such as Fáilte Ireland, the EU (Interreg, Horizon Europe etc), LEADER, Climate Action, Connected Hubs, FLAG etc)

Objective 4: Collaborate with other agencies to ensure that rural communities are provided with the supports to ensure local participation, volunteerism and leadership which will, in turn, ensure that these communities are best positioned to actively sustain and develop themselves.

As part of the development of the Rural Development Strategy and the new Local Economic and Community Plan, create a Rural Development coordination group within the LCDC structure

Carry out Town & Village Health Checks as appropriate
Agree a number of SICAP priorities for rural communities

Objective 5: Ensure that rural Waterford has an appropriate network of recreational facilities and opportunities which can add significant value to the economic and social welfare of local communities.

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

Ensure ongoing development and promotion of Waterford Greenway. Ensure completion of Greenway feasibility studies for Dungarvan to Mallow and Waterford to Tramore as well as the connection from Waterford Greenway to the Suir Blueway

Finalise the Feasibility Study for the Blackwater Blueway

Progress the recreational elements of the Cappoquin Regeneration Plan and, in particular, the Glenshelane River Walk extension and the Railway Loop

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

Heritage Tourism.

Objective 1: Discharge all the legal and administrative obligations with regard to the archaeological and historic collections in our care and to protect and preserve the historical and architectural heritage of Waterford City.

Secure suitable office accommodation for the museum staff and storage facilities for both the museum shop and the museum itself.

Objective 2: Grow visitor number to the Museum through marketing and promotion, enhancing the visitor experience and direct selling to tour operators.

Continue to market Waterford's cultural heritage attractions both nationally and internationally by engaging in national and overseas marketing and promotional activities on a B2B basis to ensure a speedy post Covid recovery

Develop a wide range of specialist and bespoke tour offerings so as to increase visitor spend and appeal to the ever changing international tourism market.

Ensure that the 'Best Place to Live' accolade is included in all our promotional activities.

Work with the cafe/ restaurant licensee in the Bishop's Palace and other food and drinks providers in the Viking Triangle to ensure that the Viking Triangle becomes a coherent and well rounded destination of international standing.

Work with Failte Ireland to develop a Tourist Information facility in the Medieval Museum so that the tourism assets in both Waterford City and County can be promoted to as wide an audience as possible.

Communications

Objective 1: Promote the City & County of Waterford.

Promote Waterford City and County as the ideal location for investment to meet the objectives of Waterford 2040

Promote Waterford City as Ireland's Best Place to Live

Promote the city and town centres to attract new investment
Objective 2: Promote Waterford City and County Council services.

Enhance corporate identity

Create stand alone websites for St. Patrick's Day and Centenary of Commemorations

Objective 3: Develop new exhibitions that will appeal to local, national and international audiences.

Develop a year-long series of cultural heritage events that through the use of social media and other marketing channels will have the capability to catalyse the growth of visitor numbers throughout the year.

Work with local hotels, Visit Waterford, House of Waterford Crystal, Christ Church Cathedral and Failte Ireland to develop 'special offer' promotions to incentivise overnight stays in Waterford.

Add to the attractions of the Viking Triangle by completing the work on the Irish Wake Experience and continue to promote the two new attractions added in 2021.

Up-grade the King of the Vikings Experience so that the technology employed in the experience remains at the cutting edge and can be operational on a year round basis.

Include Christ Church Cathedral in the Epic Walking Tour of the Viking and ensure that Waterford Treasures continues to have access to Greyfriars Monument for the purposes of the walking tour.

Identify both public and private sector funding opportunities so that the museum's offerings are of the highest standing and the financial burden on the Council is reduced.

Transition Waterford Council's main website to new CMS.

Objective 3: Improve Customer Comms.

Distribute timely informative content to the media

Respond to all media queries in a timely manner

Extend use of public consultation platforms

Objective 4: Enhance Social media Comms.

Continue to prioritise communication and branding via digital and social media, PR and advertising

Objective 5: Enhance internal Comms.

Improve internal communications via existing digital platforms

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.

Objective 1: National, Regional and Local Road Network - maintain infrastructure and sustain asset value.

Prepare and deliver the 2022 Road Works Programme for adoption by each of the District Councils

Deliver Capital Projects schemes through detailed design, procurement, construction in line with TII budgets and requirements.

Implement and deliver the public footpath repair and upgrade plan.

Maintain bridges and carry out repairs in accordance with available funding.

Maintain routes during severe weather events.

Objective 2: Public Lighting -Maintain existing network to the highest possible standards through effective management of our public lighting maintenance contract.

Maintain existing network to the highest possible standards through effective management of our recently awarded new public lighting maintenance contract.

Deliver National LED Retrofit Programme of 15,000 public lighting standards by mid 2023.

Objective 3: Traffic Management & Parking - 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.

Work in conjunction with the Active Travel Team to deliver high quality walking and cycling facilities to encourage more people to switch to active travel.

Roll out and implement the “cashless parking” app throughout the County.

Objective 4: Road Safety & Improvements – promote and educate in accordance with national policy.

Roll out of RSA “Wrecked Programme” for young adults via schools.

Continue to work with Schools to provide bicycle training.

Improve and promote active travel alternative modes of transport in conjunction with the Active Travel Team and Safe Routes to School Programme.

Review and adopt speed limit bye-laws.

Objective 5 : Piers and Harbours - operate and maintain within budget and secure national funding for improvement works.

Deliver structural improvement works as approved by the Department of Agriculture, Food and the Marine.

Review Pier/Harbour management and operations in line with the requirements of the Harbour Bye-Laws.



Water Services.

Objective 1: Deliver Water Services in accordance with SLA agreement with Irish Water

Manage the Irish Water Service Level Agreement and Annual Service Plan in accordance with the agreed performance levels and budget.

Engage and cooperate with Government policy for the transformation to a National, Publicly owned, regulated water services Utility.

Objective 2: Maintain Public Conveniences

Ensure that all public toilet facilities are maintained to an acceptable standard of cleanliness and presentation.

Objective 3: Administration of Group and Private water Installations

Delivery of Group and Private Water Schemes in a timely and efficient manner.

Objective 4: Water Quality, Air and Noise Pollution

Support the retention of Blue Flag and Green Coast status on beaches.

Carry out farm inspections and pollution complaints

Objective 5: Improve Communications

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.

Objective 6: Adhere to Health & Safety Policy

Comply with National and Local Covid -19 protocols and requirements

Ensure the safety health and welfare of all staff through the provision of a Health and Safety Management System.

Objective 7: Financial, Budget monitoring and procurement.

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.

Objective 8: Staff Development and Training

Ensure that all staff are properly trained to carry out their roles effectively.



Environment Department.

The Environment Department is responsible for Waste Management and Enforcement; Air and Noise Pollution; the presentation of the major urban centres of Waterford City, Tramore and Dungarvan; Climate Action; maintenance and upkeep of Cemeteries; Veterinary Services. Water Quality is managed by Water Services but is dealt with under this section.

Objective 1: Landfill Operation and Aftercare - Manage former municipal and historic landfill sites in accordance with the EPA licence conditions.

Work programme to ensure compliance with licence conditions for Dungarvan, Tramore and Kilbarry

Installation of an additional groundwater monitoring well in Dungarvan

Upgrading the groundwater monitoring in Kilbarry

Complete site options report for former tannery site at Portlaw
Work with EPA and DCCA to secure funding to implement works and aftercare plan at Bawnard, Clonmel

Objective 2: Recovery and Recycling Facilities - Operate and maintain Civic Amenity and Bring Bank Network.

Review operation of Civic Amenity Sites at Dungarvan and Kilbarry in line with national CAS review

Seek opportunities for new sites for bring centres and extend range of acceptable materials

Objective 3: Waste Collection Services - Manage internal waste arising from offices, depots, litter, street cleaning, parks, open spaces, housing, roads, fly-tipping and clean-ups.

Ensure all internal waste is collected, segregated as appropriate and disposed of correctly.

Objective 4: Litter Management - Provide a litter control service and 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

Improve on IBAL and Tidy Towns results

Objective 5: Environmental Awareness - Provide a public education and awareness service to promote best environmental practice, increase awareness of and compliance with environmental law.

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

Engage with Southern Waste Region waste reduction and litter prevention initiatives

Objective 6: Waste Regulations, Monitoring and Enforcement - Ensure compliance with EU Directives and National Regulations on Waste.

Licensing and inspection of permitted waste facilities
Draft and agree RMCEI Plan by February 2022

Implement anti-illegal dumping initiatives and anti-dog fouling initiatives including the roll out of local community initiatives.

Engage with Waste Enforcement Regional Lead Authority and Multi-Agency Co-operation / Enforcement Meetings

Working to achieve the national waste priorities for 2022
Complaints Investigation – respond to and action waste and related complaints received from the public

Objective 7: Waste Management Planning - Implementation of the current Southern Region Waste Management Plan.

Identify and prioritise relevant objectives for implementation in conjunction with the Southern Region

Objective 8 : Presentation of Major Urban Centres - 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
Mechanical and manual sweeping of the urban roads & streets

on a regular schedule with priority given to City / Town Centres and main approach routes

Litter bin servicing & installation of new compactor bins

Maintenance of street furniture and public realm areas including Graffiti removal

Grass cutting, tree & shrub maintenance, floral and decorative planting displays and weed control

Identify and implement landscaping and open spaces improvement projects

Incorporate a pollination programme into grass cutting and other maintenance programmes

Implement a structured Tree Management and tree planting programme

Maintain the public playgrounds in all areas including weekly inspection

Objective 9: Climate Action - 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, across the broad range of functions of the local authority to achieve the national climate ambition.

Implement climate change adaptation and mitigation 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.

Draft the Waterford Climate Action Plan

Increase the number of electric/hybrid vehicles in Council fleet

Install public EV charging points under the SEAI programme

Development of Waterford City Decarbonisation Plan

Prepare and submit an expression of interest for the EU Mission for 100 Climate Neutral and Smart Cities

Collaborate with Cork County Council on the retrofitting of WCCC's public lights with LED lighting.

Objective 10: Energy Management - Develop good energy management practice for the Council's operations and provide support to the community and businesses in energy efficiency

Continue energy management of WCCC gas and electricity accounts.

Collaborate with 3 Counties Energy Agency in the implementation of energy management initiatives and community energy related projects.

Design and project manage installation of mechanical and electrical services to LA Buildings, with maximisation of energy efficiency and renewable energy technology installations and commence a process for the removal of fossil fuel heating from WCCC buildings by 2025.

Prepare Energy Certs for all Council buildings above 250sqm

Submit WCCC energy efficiency targets and reporting requirements

Objective 11: Water Quality, Air and Noise Pollution - To protect Public Health and to improve and maintain water and air quality, and provide a service to deal with noise pollution complaints

Manage and monitor Bathing Areas to include Blue Flag and Green Coast schemes

Carry out investigative sampling and implement appropriate pollution control measures

Work with LAWPRO in the implementation of the WFD objectives and preparatory work for the 3rd cycle of the WFD programme.

Prepare and implement a local authority specific Waters Management Plan

Support the work of the SE Region Water Environment and Waste Management Steering Group

Assist in the roll out of the EPA Ambient Air Monitoring Programme and monitor the results from same.

Monitor implementation of smoky coal ban

Enforcement of solvents, deco-paints and petroleum vapours Regulations

Respond to and investigate noise complaints

Objective 12: Provide and operate cemeteries - Operate and maintain the cemeteries to a high standard with respect to presentation, record management and customer care.

Complete the mapping and management plan for St. Declan's Cemetery, Tramore.

Carry out repairs to front boundary wall at St. Declan's Cemetery, Tramore

Assess boundary wall at St. Otteran's Cemetery and carry out repairs.

Upgrade staff welfare facilities at St. Otteran's Cemetery.

Prepare and adopt burial grounds policy document.

Objective 13: Veterinary Services - 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.

Inspect and supervise operations at abattoirs and meat processing plants and report to the FSAI as required

Provide a Dog Warden patrol service, operate and maintain the Dog Pound and administer the Dog Licensing System

Provide a horse control service to deal with stray horses



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.



Housing Services.

Housing Services work to provide every household in Waterford City and County the opportunity to have safe, affordable, suitable and good quality accommodation available in a tenure which meets their needs, in as far as is possible. Housing services is working to deliver social and affordable homes in Waterford and has ambitious delivery targets across all areas of housing delivery and schemes including RAS, HAP, Approved Housing Bodies (AHB's), Repair and Lease (RLS), Part V and new social housing units.

Objective 1: Supporting home ownership and increased affordability.

To ensure the delivery of Affordable and Cost Rental housing for purchase or rent directly by the housing delivery team and in co-operation with AHBs and the LDA.

To expand Part V requirements from 10% to 20% and to apply requirements to affordable as well as social housing.

To implement the new Local Authority Home Loan scheme and operate the scheme in tandem with the existing Rebuilding Ireland Home Loan Scheme.

Objective 2: Eradicating homelessness, increased social housing delivery and supporting social inclusion.

Work to prevent and eliminate the need for homelessness and implement the actions as outlined in the "Housing First" national implementation plan.

Support the delivery of additional housing units through the Housing Capital Programme, Repair and Leasing Scheme, RAS and HAP and cooperation with AHBs.

Promote and enhance Estate Management while implementing a robust system of tenancy management.

Ensure adequate provision for people with special needs including disability needs and older persons.

Deliver on the objectives of the National Housing Strategy for Disabled People 2022 – 2027 and ensure effective delivery through the local Housing Disability Steering Group.

Deliver on the housing related objectives in the Age Friendly Strategy through the Home Environment subcommittee and continued liaison with the work of the Housing Technical Advisor.

Deliver on objectives of the Traveller Accommodation Programme.

Continue to maintain or improve on 2022 homeless prevention levels and ensure delivery of targets as identified in the "Housing First" national implementation plan.

Engage with all existing residents' groups in social housing estates and promote new residents' groups.

Address all complaints of anti-social behaviour through pro-active tenancy management and in line with the Anti-Social Behaviour Policy.

Maximise the use of Housing Grants schemes to ensure meeting greatest needs by prioritising applications in accordance with priority scheme.

Work closely with other agencies on all issues related to Traveller Accommodation.

Provide a robust and effective Assessment of Housing Need service

Provide an effective and efficient Housing Allocations process

Ensure high levels of Rent collection; proactively monitor and manage arrears

Objective 3: Increased new social housing supply.

Implement the targets as outlined in the 2022 Housing Delivery Action plan which details the output for social and affordable housing across Waterford City and County across all delivery channels.

Delivery of WCCC social housing capital projects and work with AHB's to bring forward other capital projects.

Continued implementation of Repair & Lease and Buy & Renew schemes to deliver social housing and to address long-term vacancy across city and county.

Implementation of new affordable housing scheme and target projects for delivery.

Objective 4: Addressing vacancy and use of existing stock.

Ensure high standard of safety and consistent acceptable quality in our housing stock through a planned maintenance programme to meet standards required.

Implementation of the Council's Climate Action Plan

Enforcement and compliance of the Housing (Standards) Regulations for rented accommodation

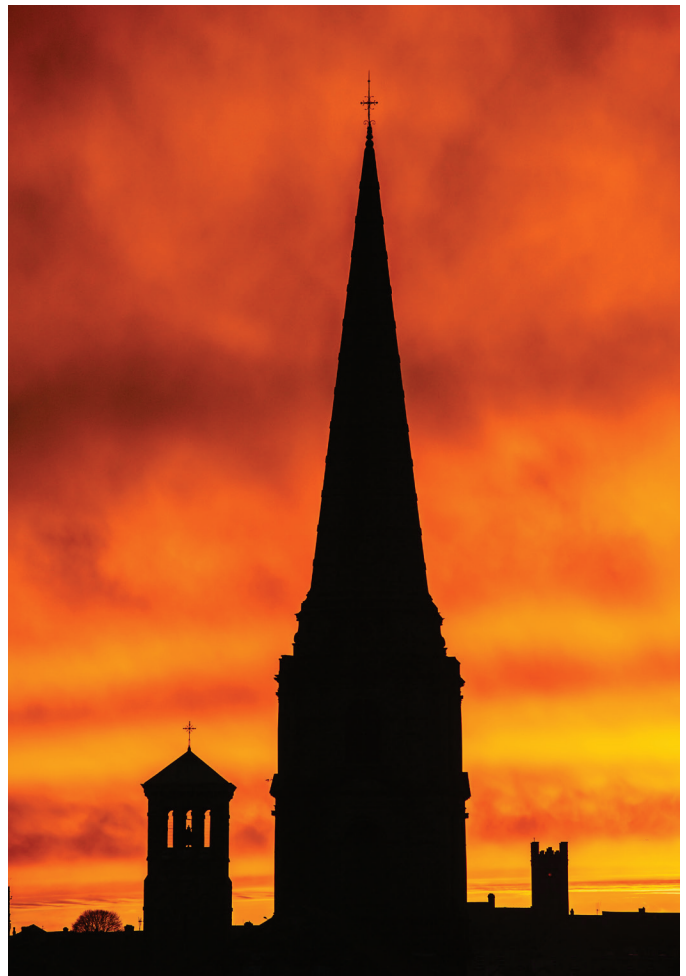
Progress improvement works to existing LA housing stock on a planned phased basis.

Minimise response times/completion times to maintenance requests.

Minimise turnaround time for re occupancy.

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.

Enforcement and compliance of the Housing (Standards) Regulations for rented accommodation.



Community & Sport Service

Community

Objective 1: Enable Waterford's communities to fully participate in Waterford's future development.

Through the LCDC, work with SICAP and RDP implementers to ensure positive impact for Waterford communities.

Objective 2: Enable Waterford's communities to fully participate in Waterford's future development.

Have new Local Economic & Community Plan in place by end 2022.

Objective 3: Work to improve social stability by empowering communities to enhance their environment and create safer living environments.

Support for community initiatives and schemes including the following: LCDC; PPN; Comhairle na nÓg; Traveller Interagency Group; Covid 19 initiatives; Migrant Forum and implementation of the Migrant Strategy; Waterford Age Friendly Strategy; Healthy Waterford and Healthy Communities; Pride of Place; Waterford Sports Partnership.

Objective 4: Maximise the positive impact of the Rural Development Programme (RDP) on rural businesses and communities.

Support the Local Community Safety Partnership, particularly in relation to developing a Strategic Plan.

Objective 5: Ensure an ethos of Sustainability underpins all actions and programmes carried out in 2022.

Implementation of Community grants schemes

Sport

Objective 1: To Increase participation in sport and physical activity and promote active communities and support communities, groups and clubs impacted by Covid 19 to return to normal activities.

Support the development of sports and community facilities

Subject to Covid 19 restrictions, increase user numbers for Council sports facilities (RSC, DSC, etc.) and maintain/improve facilities

Emergency Services

Building Control Services

Objective 1: Provide advice when requested, Process all applications within timeframe, Conduct required inspections.

Maintain resources

Maintain management system

Migrate application assessments to online BCMS system

Maintain inspection programme

Civil Defence Service

Objective 1: Maximise level of support available to community based events and Provide capacity for immediate response to calls for support from other emergency service providers.

Attract new volunteers

Practice and effect support

Conduct regular training and exercises

Participate in regional training exercises

Maintain close network cooperation between units

Maintain operational contact with other agencies

Continuation and adjustment of Covid-19 response

Emergency Planning Service

Objective 1: Test inter agency emergency response, To Train key roles in emergency response and Improve communication links between on site and off site groups.

Participate in AGS lead live exercise

Review and improve Local Co-ordination centre equipment and facilities

Fire Service

Objective 1: Maintain and improve facilities and equipment, To maintain retained fire-service response capacity and provide most appropriate training

Advance Kilmacthomas Fire Station project

Maintain recruitment panels for retained service for all stations

Continuous review of training needs

Fire Prevention Service

Objective 1: Increase awareness of fire prevention, To Inspect premises on a risk based approach and fulfill obligations for provision of licensing and development control systems.

Increase liaison with community groups

Make contributions on all media platforms when appropriate

Commence new programme of inspection

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

Finance Department is comprised of sub-sections including Financial & Management Accounting, Accounting & Systems, Accounts payable, Accounts receivable, Internal Audit, and includes the procurement and Insurance activities within its structure. Finance department is responsible for the management of the budgetary process, the production of the Annual Financial Statements, the preparation of many Departmental returns, the payment to suppliers in a controlled and timely manner, collection of receivables due to the council, drives enhanced controls and reporting across the organisation, is engaged in Ad hoc analysis and budgetary control with sections and promotes good and compliant procurement practice.

Account payable & Purchase to pay cycle

Objective 1: Prompt payment of suppliers in accordance with Council payment policy, while ensuring controls & approvals are maintained to highest standard.

Prompt payment of suppliers in accordance with Council payment policy.

Further development & enhancement of the Purchase to Pay system & possible implementation of a contract module which will improve integration of systems.

Rationalisation and specialisation of the purchasing process across functions.

Drive to enhance procurement compliance and practices across operational functions by providing training to all specialists across the organisation.

Accounts receivable

Objective 1: Continued to drive to improve collection rates for rates and Loans income and across all other income streams within remit of Finance.

Maximise Income & Collections across all income streams

Strengthening miscellaneous Debtors department through recent staff changes, training & regular reporting mechanisms.

Rates: re-focus on the new policy, procedures, management reviews and escalation strategies as COVID crisis unwinds.

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 more quickly.

Rates: Target collection for 2022: 86%

Improve Housing Loan Collection % - Target 72%

Continued drive to move Loan accounts in arrears to more sustainable solutions as provided through MARP process.

Find solutions to legal impediments that came to light regarding judgement mortgages on housing loans.

System Development

Objective 1: Continue on-going improvements to our systems & controls.

Implementation of MS7. (Updated FMS)

Further development & enhancement of the Purchase to Pay system & possible implementation of a contract module.

Rationalisation and specialisation of users of the Purchasing system.

Procurement

Objective 1: Drive enhanced compliance across the Organisation.

Develop new Corporate Procurement Plan to 2022- 2024

Drive to enhance procurement compliance and practices across operational functions

Roll-out training to include Purchase to Pay process and related use of MS7.

Adoption of green public policies & procedures

Accounting & Treasury

Objective 1: Produce Budget, AFS, & other Monthly / Quarterly reporting requirements in a timely and accurate manner.

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 2022 budget allocations for revenue and capital.

Support the work of the Audit Committee

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 and the three District meetings, Metropolitan, Dungarvan Lismore and Comeragh and supports the mandate of the elected members. Other services provided include: the production and maintenance of the Register of Electors, organisation of Mayoral and Civic Receptions, Corporate procurement, and Building Management.

Objective 1: Elected Members- Provide and efficient and professional secretariat to the Council.

Provision of advice, information, and guidance to the elected members.

Ensure timely publication on the Council's website of the agenda and agreed minutes of all council meetings

Provide the Chief Executive's report to members monthly, outlining information and reports on key council activities.

Support roll out of the 2022 Training and Development Plan to all elected members.

Provide continual support to the elected members in running of remote meetings.

Ensure support and roll out of new expenses regime for the elected members.

Development of new councillor CRM system in conjunction with roll out of councillor portal.

Examine options for deligation of functions from plenary to District Level.

Objective 2: Franchise and Elections- Ensure Register of Electors are produced in accordance with the statutory dates.

Publish the Register of Electors 2022/2023 in accordance with the prescribed timeframes, together with and additional supplements as required.

Ensure ongoing maintenance of the Register.

Review requirement and need for new Polling Scheme.

Modernisation of Electoral Roll

Objective 3: Corporate Governance- Ensure compliance with all statutory requirements assigned to Corporate Services

Ensure corporate transparency and provision of accurate information on the website.

Review corporate procurement requirements for 2022.

Ensure responses to Freedom of Information requests in a timely manner.

Objective 4: Facilities Management- Ensure maintenance of corporate buildings

Ensure necessary regulatory and health and safety checks are carried out on all buildings.

Develop a programme of works for 2022 for building upgrades and preventative maintenance.

Develop a programme of Capital works for 2022.

Investigate software to manage building management system for facilities and property management.

Customer Services and Motor Tax Office.

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 and the three District meetings, Metropolitan, Dungarvan Lismore and Comeragh and supports the mandate of the elected members. Other services provided include: the production and maintenance of the Register of Electors, organisation of Mayoral and Civic Receptions, Corporate procurement, and Building Management.

Objective 1: Customer Services & Motor Tax.

Continue to provide efficient and friendly frontline customer services with trained staff and an ethos of continuous improvement and customer satisfaction and ensure both Motor tax offices are operated efficiently and effectively and meet all legislative and financial monitoring requirements

Continue to review policies and procedures regularly to ensure a consistent service offering across the Customer Service & Motor Tax Department

Review Customer Service and Motor Tax sections of Waterford City and County Council website to ensure provision of accurate information

Continue to promote staff 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

Assess findings and recommendations on motor tax compliance from LG Audit 2021 and implement across both Motor Tax Offices

Objective 2 : Telecommunications.

Maintain a functioning fixed line and mobile phone network which is available to the organisation

Manage all mobile phones, mobile devices and telemetry in line with policy and develop the Mobile Phone and Data Devices fleet to ensure viability into the future

Review Mobile Phone and Cellular Devices Policy and procedures to ensure best practice

Objective 3 : Freedom of Information & Data Protection.

Ensure compliance with the provisions of Freedom of Information legislation, Data Protection and GDPR legislation

Ensure all practices and procedures adopted by WCCC continue to be compliant with Freedom of Information, Data Protection and GDPR legislation and regulations and adopt best practice in relation to all requests

Develop a staff training programme to ensure timely and accurate response to requests

Develop and promote an awareness campaign across the organisation

Review Waterford City and County Council website to ensure provision of accurate information

Objective 4 : Accessibility.

Ensure compliance with the provisions of the Disability Act 2005

Ensure all practices, policies and procedures adopted by WCCC continue to be compliant with Disability legislation (Disability Act 2005) and adopt best practice in relation to all requests

Provision of advice, information and guidance

Review Waterford City and County Council website to ensure provision of accurate information



Oifigeach Gaeilge.

Oifigeach Gaeilge role is to promote and develop the use of the Irish language. They support the implementation of the Council's Scéim Teanga 2021-2024, offer Irish language training opportunities and support to staff, support the implementation of Language Planning initiatives in the Gaeltacht & Dungarvan, and Organise and deliver events, activities and schemes that promote the Irish language in the public sphere.

Objective 1: Corporate Service Provision.

Compliance - Ensure and support compliance with Irish Language legislation and the Council's Irish Language Scheme, particularly through the Customer Service Desks

Complaints Management – liaise with Language Commissioners Office, relevant staff and the public as necessary

Awareness - Awareness training for staff (particularly Section Heads and nominated 'Irish Language Officers') in relation to legal obligations

Language Skills - continue to facilitate staff to attend online Irish Language Classes to ensure up-skilling

Placenames Committee – administer the workings of the Committee (online via Zoom) and liaise with Planning and Housing Sections and An Post as appropriate

Planning issues in the Gaeltacht – advise and support the Planning executive in the development and implementation of planning policies in the Gaeltacht; through the drafting of the Development Plan; the implementation of linguistic planning conditions; through the inter-departmental Working Group on Gaeltacht Planning matters etc.

Objective 2: Promotion & Community Support

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, West Waterford Festival of Food & Ar Ais le Chéile at Winterval. Examine practicalities of moving Tionól na nDéise lecture series online.

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.

Cultural Group/Creative Ireland – continue to 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.

Gaeltacht Scholarships – most likely on hold again in 2022 because of the pandemic. Awaiting confirmation of this.

Objective 3: An Ghaeltacht.

Comhlucht Forbartha na nDéise – continue as Secretary of the Board of the Gaeltacht community development company

Daonscoil na Mumhan – continue as committee member of the Irish summer school, which normally takes place in Coláiste na Rinne in August

Provide advice and support to other Gaeltacht community groups, where applicable



Archives and Records Management.

ARCHIVES

Objective 1: Protect and preserve the archives of Waterford City and County.

Monitor and improve storage conditions in Archives Stores.

Identify archives requiring conservation work and develop priority list for conservation work.

Complete draft new Archives and Records Management Development Plan.

Objective 2: Improve Public Access to Archives.

Answer public queries in a timely manner

Facilitate researchers access to archives through appointment

Continue to upload collection level descriptions on the Irish Archives Resource www.iar.ie

Objective 3: Manage Digitisation Programme for Archives.

Collaborate with Library Service on digitising programme – prioritising photographic, map and newspaper collections.

Contribute further digitised collections to Digital Repository Ireland and Europeana to broaden public access to Waterford's rich archival heritage

Objective 4: Improve Services to Family History Researchers.

Release updated "Sources for Family History in Waterford"

Objective 5: Continue to deliver programme of events for Decade of Centenaries.

Support a programme of events and publications for the Decade of Centenaries 2012-2023 with a particular focus on the commemoration of the Siege of Waterford of July 1922.

Objective 6: Improve Educational Resources for Schools in Waterford.

Continue to collaborate with Oifigeach Gaeilge Port Láirge, Arts Office and the Coiste Logainmneacha on the provision of the Waterford Placenames Project

Develop Schools Booklet as part of the Commemoration Programme 2022.

Objective 7: Develop Oral History Collection through Diverse Waterford website and resources.

Continue collaboration with Library Service and Creative

Waterford on the provision of the Diverse Waterford Oral History Project

Update website on Diverse Waterford Oral History Project

Support additional interviews as part of the project

Objective 8: Collaborate and contribute to events and programmes for Waterford and wider community.

Contribute to Seachtain na Gaeilge; Bealtaine; Heritage Week; Archives Awareness Campaign

RECORDS MANAGEMENT

Objective 1: Provide secure storage for non-current records.

Collaborate with Information Systems Team to develop long term electronic records storage

Re-organise Records Centre storage facility to improve storage capacity

Objective 2: Implement Records Management Policy.

Work with all staff to improve records management procedures

Add National Retention Policy recommendations to completed file indices for all departments

Work with staff to implement retention recommendations for records

Work with staff to ensure confidential shredding of records due for destruction

Objective 3: Develop Electronic Records Strategy

Work with the Digital Repository of Ireland on Guidelines for Electronic Recordkeeping

Work with Information Systems Team on developing an electronic records strategy for Waterford City and County Council

Objective 4: Support Waterford City and County Council in meeting its legal and administrative obligations.

Continue to work with the LGMA on updating the National Retention Policy for Local Authority Records in Ireland

Work with staff to implement retention recommendations to ensure records due for destruction are securely shredded and that records requiring retention are transferred to the Records Centre for storage

Cultural Services Department.

Library Service

Objective 1: To offer everyone in Waterford access to a library service that supports the development of reading, learning, culture, and society as a whole.

Develop a new Library Development Plan for Waterford Libraries under LGMA guidelines for publication in 2023.

Promote Library membership to all members of Society County wide.

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.

Use our unique place in our communities to collaborate in projects in raising awareness of Climate Change.

Objective 2: To deliver high quality online services including events, learning opportunities and book services.

Develop, create, provide and promote free access to online services including: events, eLearning, ebooks, emagazines and access to Waterford's high quality, local history digital collection via website and social media outlets.

Objective 3: 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.

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.

Implement a new Library Management System across all 13 locations by the national deadline of 22nd March 2022.

Increase access to our library service through opening and officially launching My Open Library in Lismore branch.

Explore potential for additional MOL location.

Explore potential for mobile library service.

Objective 4: To adapt to changing developments and new technologies and provide relevant services to all.

Complete installation of digital services throughout the branch network.

Launch the new Sensory access services in Dungarvan, Central, Tramore and Lismore Libraries. (These are the Tovertefel).

Work in partnership with service providers to provide ICT learning opportunities to a range of user groups (including library staff) to enable up skilling in ICT.

Collaborate with other agencies to support access to digital devices to address the digital divide



Objective 5: To continue to enhance, improve and develop library building stock and resource local libraries as focus points of the community.

Complete refurbishment of Central Library.

Continue with our buildings upgrade programme to ensure that our branches are fit for purpose and attractive and welcoming spaces for all.

Continue to respond to grant availability to enhance the services and reach of Waterford Library branches.

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

Complete and officially open the Sensory Garden at Carrickphierish Library

Objective 6: Provide and develop inclusive services in our branches.

Develop the Dyslexia Pilot Service model to be rolled out to three further Waterford library branches.

Expand the Age Friendly Library Service to Carrickphierish branch.

Continue to develop strong partnerships with all sections of the community through national events and activities such as Climate Action, CreativeIreland, Cruinniu na nÓg, Bealtaine, Summer Stars, Childrens' Book Festival, Heritage Week, Seachtain na Gaeilge, Waterford Writers Festival, Europe

Direct, etc.

Waterford Cultural Quarter

Objective 1: Implement the objectives and actions of "Waterford Cultural Quarter Strategic Plan 2021-2025" by developing the WCQ as a vibrant, creative, supportive, sustainable community for residents and business, and as a cultural destination.

Work with WIT and other stakeholders to implement governance structures for future effectiveness of WCQ.

Set-up WCQ sub-committee to examine strategic objectives in light of EU funding calls and propose funding applications.

Continue place-making expressions of interest in place to provide for animation and ownership of public spaces with collaboration and public engagement at its centre

Objective 2: Enhance the O'Connell Street area through animation, creative activity, branding, public realm & place making through a range of collaborative methods and with the support of URDF funded building developments.



Work with WCCC Architects Department to develop URDF projects in the O'Connell Street area including 16/18 Barker Place (WCQ Place) for use as a base as a cultural hub, for community education, library outreach and creativity and 7 Thomas Street (WCQ Art House) to become an arts and creative hub which supports a range of creative organizations and industries.

Continue to support festivals and events to take place, taking cognisance of public health policy.

Continue to carry out marketing and promotion activities to promote WCQ as a destination, particularly in support of the hospitality sector.

Objective 3: Support the development of the WCQ by providing opportunities for creators, residents, businesses, visitors and others to live, work and play in its environs.

Support development of Phase 2 of the WCQ Market to allow for casual trading of crafts and food products.

Promote local cultural heritage including online assets such as the Quaker Trail and CQ Films projects.

Support ACT Waterford creative climate action in the O'Connell Street area.

Collaborate with WCCC staff on funding applications of relevance and to implement schemes including outdoor dining and city centre animation such as City of Light via Fáilte Ireland.

Creative Waterford.

Objective 1: 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.

Strategically implement the Creativity and Culture Strategy of Waterford City and County Council to devise a programme of activity and events which support the Creative Communities aspect of the Creative Ireland Programme.

Prepare a Creative Waterford draft strategy 2023-2027 with the Creative and Culture Team under the guidance of the national CI Programme.

Organise and manage grant calls and activities including CruinniúnánÓg, Open Call, WCCC projects & additional projects.

Implement ACT Waterford Creative Climate Action project with stakeholders and community.

Carry out marketing and communications in relation to the Creative Ireland Waterford Programme ensuring that the brand is carried throughout all public platforms.

Facilitate and implement correct reporting procedures to the national coordinating team.

Arts Service

Objective 1: To develop a new Arts Plan for Waterford.

Commence consultations and processes for development of a new Strategic Arts Plan for Waterford City and County.

Produce a Dance Arts Policy for Waterford.

Produce a Youth and Young People Arts Policy.

Objective 2: To engage with nationally funded supports for the arts and artists e.g. Live Performance Support Schemes.

Work with artists, events managers and others to organise events and activities that support artists under the various funding streams as they arise.

Work collaboratively with partners including the Arts Council, The Dept of Arts, etc., the ETB, Visual Arts Ireland, Music Generation as well as other departments in WCCC such as libraries, IT and Creative Ireland to maximise the potential of activities, events and programmes throughout the year.

Objective 3: To increase access to and public engagement with the arts in Waterford and to promote diversity within the arts and provide the highest quality of arts provision across the City and County through the annual arts programme.

Rollout Rural Arts Programmes.

Rollout Film Support Programmes.

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.

Continue with artform specific programmes such as Art in Health, Youth Arts, Theatre, Literature, Traditional Arts, etc.

Objective 4: To deliver actions outlined in the Arts Council Framework and to seek a Framework review.

Liaise with Arts Council in rollout of programmes under the Arts Framework and seek a review of the process.

Objective 5: To undertake focused work on the Waterford Art Collection and identify specific areas of priority for the Visual Arts Co-Ordinator.

Work with the newly appointed Visual Arts Co-Ordinator on the development of a Visual Arts Policy for Waterford.

Move the Waterford Art Collection to storage facilities.

Oversee the council owned galleries and exhibitions for 2022 and officially open WGOA.

Objective 6: To engage in new digital processes and encourage and facilitate artists with these processes.

Support innovation on specific processes.

Objective 7: To administer the grants and bursaries processes in full for the arts.

Process and administer the annual Arts Practice, Venues and Festivals Grants for 2022.

Process and administer the ArtLinks programme and other awards/bursaries for 2022.

Objective 8: To continue to meet the challenges of Covid by developing new ways to communicate with our participants and audiences.

Process and administer the annual Arts Practice, Venues and Festivals Grants for 2022.

Process and administer the ArtLinks programme and other awards/bursaries for 2022.



Human Resources, Payroll and Health & Safety.

Objective 1: Plan and Deliver our organisations workforce requirements.

Ensure organisation design and structure is appropriate for the delivery of corporate strategic goals and objectives by ensuring that the right staff are in the right place at the right time.

Attract and recruit staff with the appropriate knowledge, skills and competencies specified for the post.

Utilise the sectoral Performance Management Development System to support and improve performance at individual, team and organisation levels.

Objective 2: Be an Employer of Choice.

Implement a local government communications campaign to raise awareness of the diverse, impactful and valuable work of the local government sector as part of the wider public service.

Promote the career opportunities and the potential for development and progression offered by working in local government.

Develop candidate information booklets to include information on the organisation.

Implement Blended Work Policy

Objective 3: Create a culture of continuous learning and development.

Deliver staff training that priorities key organisational need and additional needs recognised through the PMDS process.

Inform staff of all training opportunities available to them.

Arrange meetings with Section Heads and staff to ascertain training and development requirements.

Objective 4: Promote positive Employee Relations and engagement.

Communicate and consult effectively with employees on key organisational activities and plans.

Maintain harmonious working relationships between management, employees and Trade Unions.

Objective 5: Create a fair, supportive and healthy working environment.

Ensure compliance with employment, equality, disability, data protection and privacy legislation in relation to all HR matters.

Provide staff training on IHREC Public Sector Duty, Disability Awareness, and Dignity at Work.

Implement the Health & Wellness policy that incorporates staff welfare, proactive health awareness campaigns and resilience programmes.

Provide health checks other statutory testing.

Prioritise manual Health & Safety training in accordance with updated training matrix.

Objective 6: Support and advise all Sections in ensuring a safe working environment, safe systems of work and safe plant and equipment.

Promote continuous improvement of the Safety Management System.

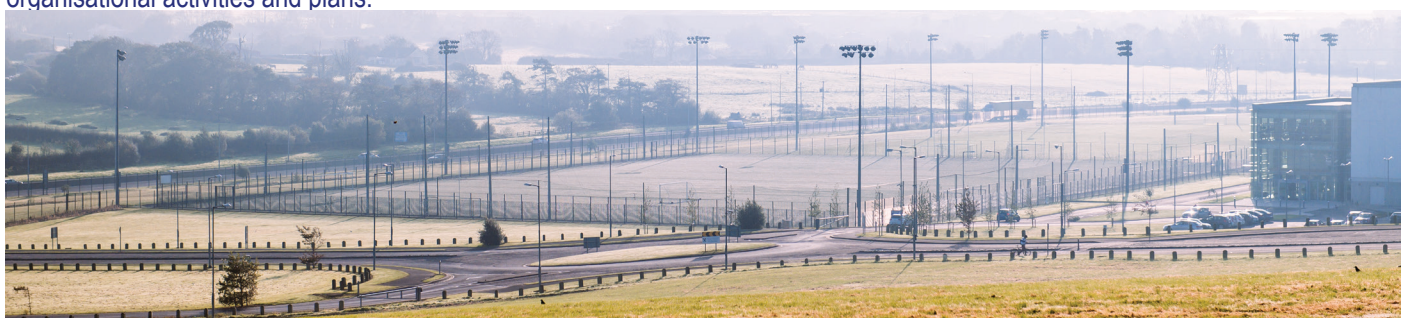
Provide information systems to optimise Health and Safety (H&S) processes.

Provide and review H&S working systems and documentation.

Implement and monitor the H&S inspection schedule.

Complete internal H&S audits.

Liaise and engage with relevant third parties



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.

Objective 1: IT Principles- Define High level statement of how IT is used in the organisation.

Define High level statement of how IT is used in the organisation.

Complete an ICT Strategy 2022-2025 to underpin the Council's Corporate Plan

Finalise Digital Strategy for Waterford as required under the National Broadband Rollout Plan.

Objective 2: IT Infrastructure- Develop, manage, and support IT systems and databases. Business process improvement . Continue to make best use of GIS and Mapping Technologies to support high quality service delivery and inform decision making.

Maintain reliable and secure infrastructure to support the Council's business activities

Have adequate plans in place for Disaster Recovery and Business Continuity

Commission server and storage infrastructure and plan for future upgrades of other critical devices

Upgrade of Firewalls

Maintain Communication systems

Refresh of Managed Print Services

Objective 3: Cyber Security & Risk- Implement a comprehensive cyber security programme.

Implement a comprehensive cyber security programme

Implement a SIEM solution

Communicate Cyber security awareness and policies.

Objective 4: USER Support- To support quality customer service through the innovative use of ICT.

Enhance the Customer Service Experience to staff and elected members

Efficiently manage all hardware and software assets and upgrade where required

Rollout of new Helpdesk system.

Asset tracking and monitoring

Pc upgrade programme

Office 365 migration project.

Objective 5: Records and Data Management- To ensure Organisation data is secure, organised, and accessible.

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

Migrate Data from Legacy systems to SaaS and reduce technical debt.

To support government Open Data Policies, interagency data sharing and metadata

Objective 6: Training- 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.

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

Work with the HR Department to ensure necessary training is implemented for all staff regarding cyber security, data protection and use of technology

Objective 7: IT Investment and Prioritisation- Identify priority area for IT investment.

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

Continue to make best use of the latest GIS, Mapping, and Data Integration Technologies to support high quality service delivery and to inform transparent decision making

Work with internal business areas to continually enhance the quality of datasets used across the organisation

Assess possibility of publishing Open Data in line with the National Open Data Strategy

Upgrade to latest version of ArcGIS Enterprise



Comhairle Cathrach & Contae Phort Láirge
Waterford City & County Council