

Waterford LEADER Partnership Cig

Annual Report 2018



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Executive Summary

Waterford LEADER Partnership CLG. (WLP) was formed in 1991 as one of the four rural-based Partnership companies under the national Programme for Economic and Social Progress (PESP). WLP offers economic, social and cultural services to small businesses, community groups and individuals. The Board of WLP is made up of voluntary members from community and voluntary sector, social partners, environmental interests, local government and state bodies.

Vision

Our vision is to help create Communities that are economically, socially, culturally and environmentally sustainable in which all people can reach their full potential.

Objectives

- The development of infrastructure necessary for employment and sustainable living in Rural Waterford.
- To promote Business and Tourism through investment.
- To establish viable enterprises that utilize both the natural resources of the area and or embrace new technology that are wealth and job creating;
- To promote and source funding towards Culture/Language, Heritage, and Training that promotes local talent and new thinking to deal with contract working.
- To work contractually with Statutory and other investors to establish a variety of investment sources;

Goals

- *To identify and compete for sources of funding which help to achieve the company objectives.*
- *To develop a solid linkage with the Credit Union movement and other potential lenders in terms of matched finance and investment in sustainable projects.*
- *Vibrant Villages: A programme to facilitate the growth of 15 sustainable villages within the county*
- *Engines of Growth: The development of a focused strategy for the economic development of selected areas (e.g. Blackwater Valley) where communities and local business work together on an integrated plan to create new wealth, making the rural area a more attractive place to visit or live in.*
- *Sectoral initiatives: Through Community Training, Facilitation and Scenario Planning, Set up county wide organisations /structures that are ready and willing to work quickly at community level with national programmes so that the communities have action ready strategies ready to avail of State and EU Funding opportunities as they arise.*

Contracts

WLP is contracted in the main by the Departments of State to operate and implement programmes on their behalf. We continue to receive Philanthropic Support from the Tomar Trust.

The main funders are:

- Dept. Rural and Community Development
- Dept. of Employment and Social Protection
- Dept. of Agriculture
- SOFAB
- Tomar Trust
- Waterford City & County Council
- Dept. of Justice

WLP operates the following programmes on contract;

- The LEADER Programme 2014 – 2020
- The Local Employment Service
- Tus
- Rural Social Scheme
- Social Farming
- Rural Regeneration Stage 2
- Community Sponsorship Programme

E.U. Programme Development W.L.P. in preparing its Vision, Objectives and Goals set as one of its principal goals the identification, competing for and sourcing of both E.U., and Philanthropic funds to underpin the company's primary objectives to action activities to sustain rural Waterford.

WLP has created the Position of E.U. Development Officer, and the Officer has become involved in a number of E.U. Applications both for the Local Councils, and also for WLP. This officer will work on contract for Local Authorities, LDC's and indeed private organisations if the opportunity arises. This position is currently focused on the Rural Regeneration Programme Stage 11 for the Blackwater Valley. As part of that application, the Valley is also aiming to be a sustainable energy community.

Ancillary Activities

WLP is also involved in contract work for the Dept of Justice on the Refugee Integration Programme which replicates the Canadian model where a Local Community adopts a refugee family into their community and supports the new families integration into the Community.

The Company's effort to attract Philanthropic investment in Community Projects matching LEADER investment is progressing in a positive fashion. Over the last year €600,000 has been committed by Philanthropy to Co. Waterford.

Governance

The Board of WLP has reviewed and maintained their compliance with the Governance Code in 2018. The company is fully compliant with the Governance Code. The Company's Annual Accounts are posted on the Website and are SORP Compliant.

The Board are now preparing for the updated Governance Code required for larger Charities in 2020.

The Board follows good practice in terms of Board Rotation, and openness and transparency at Board and company level.

Chairman's Report

As Chairman of Waterford LEADER Partnership Clg., my focus over the coming years is to build on the positive elements of the legacy of my predecessors with the assistance and guidance of my fellow Board Members, and the support of our Staff.

Irish Society has and continues to undergo massive change, and no more so Rural Areas with the increasing urbanisation of our population into large urban centres such as Dublin, Waterford, Cork, and Galway. Being involved in the Food Industry over many years, I accept that change is a constant and evolution is the norm, and evolving and adapting to change will be my focus over the term of my office. I intend to ensure that the services and work that WLP Clg undertake is future proofed and beneficial to all rural dwellers, with a focus on a living rural society both inside and outside the farm gate.

Our mission as WLP is to build on our expertise as champions & facilitators of Rural Development and I with our Board intend to deliver this.

Micheál Cosgrove, Chairman,

Waterford Leader Partnership C L G.

C.E.O.'s Report

2018 has seen positive progression in each area of the Company. WLP, both at Board and Staff level are delivering positive results in each operational programme, providing services, advice and accessing investment for Communities and Businesses in County Waterford by implementing the WLP Strategy approved by the Board that is focused on programmes that fund Rural Development Activities.

For clients of WLP and the Programmes it operates on contract, 2018 has seen a focus on collaboration with Philanthropy, particularly Tomar Trust, Waterford City and County Council, DRCD, DEASP, the HSE, Dept. of Justice and the Gardai in ensuring investment in Rural Regeneration initiatives.

LEADER saw the allocation of €1.2m to Rural Projects on behalf of the LCDC. Tus has assisted 165 unemployed people and supported over 86 Community Organisations acting as placement providers. The Local Employment Service had a placement rate of 29%. Social Farming has proven to be very successful and is moving beyond sampling stage. The big challenge in 2018 was to glean/gain proper contracts through the Health Providers/HSE. This has still proved elusive, but engagement with Regional HSE Committees is now starting to bear fruit.

New in 2018 was the successful application for Stage 11 of the Rural Regeneration Development Fund where WLP Clg is the lead Partner in the development of the Blackwater Economic Development Zone. The Stage 1 application has to be submitted early August 2019. WLP Clg are also involved with Dept of Justice in the Community Sponsorship Programme where a Canadian model for integrating refugees into local communities whereby the Community becomes a sponsor for the Family rather than the current Direct Provision system.

The Board has taken the decision to continue the focus on Rural Regeneration in 2019, with the Copper Coast been the next area of development. This will be done in Partnership with the Department of RCD, WCCC, and Philanthropy. WLP Clg will target the creation of the Copper Coast Economic Development Zone.

The Board will review its policies & procedures in the latter half of 2019 in order to ensure continued full compliance with the upgraded Governance Code for 2020.

The Audit Committee and the Financial Controller have guided the Company to a small reserve after the significant disruption of recent years. The focus on Strategy and Governance has led to a shift in Culture bringing the Company to a place of been very proactive, but in a focused manner. A positive open and dynamic culture is vital, as to quote the Management Philosopher Charles Handy, *“A company ought to be a community, a community that you belong to, like a village,” “Nobody owns a village. You are a member and you have rights. Shareholders will become financiers, and they will get rewarded according to the risk they assume, but they’re not to be called owners.”*

LEADER

Waterford Local Community Development Committee is the LAG for the new LEADER Programme and has engaged WLP as the Implementing Partner. Waterford City & County Council are the Financial Partner for the Programme. By the end of 2018, WLP Clg had assisted the LCDC to allocate €3.0m or over 50% of the project funds through a targeted call process. Most of the allocated monies will be paid out in 2019.

At the end of 2018, an early process review of the LEADER Programme implemented by WLP Clg was carried out, and a synopsis of the conclusions are included below:

The Programme

The Local Development Strategy (LDS) which covers rural Co. Waterford, but excludes the area covered by the original Waterford City boundary is available to view on WLP's website.

Conclusions of Review on Progress to Date

This report is of a rapid, high-level, early-cycle evaluation of the WLDS. It has examined the nature of the projects which have been supported to date; the processes involved in the application, evaluation and draw-down processes; and the proposed re-allocation of funding between Local Objectives.

That nature and timing of this evaluation must be borne in mind. It is not an audit; it did not seek to carry out a full review of all files and processes of the WLP and the LCDC. Its review was of the principal features of the process and included interviews with a sample of project promoters.

Overall, the evaluation has found that the implementation of the WLDS is being carried out in a satisfactory manner; the approach to project identification and selection is appropriate and the WLP and the LCDC are both carrying out their roles appropriately. The numbers of projects coming forward is giving rise to a significant number of eligible projects under most headings, though some headings do give rise to some concern. The overall profile of projects is acceptable with the exception of their geographic distribution which appears to be somewhat excessively concentrated in one Municipal District.

The levels of drawdown appear to be satisfactory when account is taken of the date of approval and the need to provide time to project promoters to bring implementation to a point where drawdown is appropriate.

A number of project areas have not proved successful and it is proposed to re-allocate funding from those areas. The re-allocation proposed seems reasonable though other allocations might, of course, be identified. However, the on-the-ground knowledge of the WLP project officers is important in identifying the best use of resources, though not, of course, the only factor.

In general, it is not considered that any major actions are required, though a number of recommendations are made to assist in the implementation of the Strategy in the most effective way possible.

Recommendations

1. The potential difficulties for project promoters, particularly those from the private sector, in providing evidence of co-funding in advance of approval should be highlighted and reported to the Department.
2. The next round of EoI calls should emphasise
 - a. That this is the last round of calls under this programme
 - b. That not all eligible applications may receive funding
 - c. That the rate of funding may not be the maximum possible
3. Particular attempts should be made to promote the programme and the next call in the Comeragh and Waterford Metropolitan districts and emphasise that smaller as well as larger project proposals are welcome.
4. Consideration should be given to providing some geographic weighting for projects arising from the Comeragh and Waterford Metropolitan districts.
5. Consideration should be given to running specific workshops in procurement for applicants who have been deemed eligible under the EoI process to assist them in finalising their projects in a timely manner
6. Consideration should be given locally and nationally as to how the application process can be made simpler and less challenging for community and voluntary organisations and small businesses while retaining its robustness and transparency and/or
Consideration should be given to ways in which additional supports can be given to organisations from these sectors to negotiate the application process
7. The fact that an independent architect will be appointed by the funder and paid for by the promoter to certify draw-down claims should be highlighted early in the implementation process
8. Applicants under SA 5.1. should be asked to indicate how their proposed development will contribute to social inclusion and the actions which they will take in that regard.
9. The likelihood of the take-up of all funding allocated to the Rural Tourism Local Objectives should be considered and re-allocations made if a significant lack of take-up is anticipated
10. The proposed re-allocations of funding should be proceeded with as should the minor re-wordings proposed and the new SA 7.2.
11. All project files should be checked and any required documentation which is missing from any file should be provided for the record
12. In the light of the concerns expressed regarding the difficulties perceived by communities and smaller enterprises in completing the process and the possible barriers which this perception places in the way of applications being made by such bodies, consideration should be given to commissioning a piece of independent research to identify in more detail the nature of these perceptions, their sources and

causes and ways in which the process might be modified to address the perceived difficulties while retaining its rigour and transparency.

Implementation to date

To date the LEADER Programme implementation has continued to operate smoothly, due to;

- A good working relationship is being strengthened and maintained between the Waterford LCDC, WC&CC, and WLP Clg.
- All parties have been careful in the steps taken to operate the programme, and promote it to the wider public in County Waterford.
- The strategic linkage between the parties is real, and hence the actions taken are based on a sound foundation.

WLP Clg has actioned the points raised above for completion in 2019.

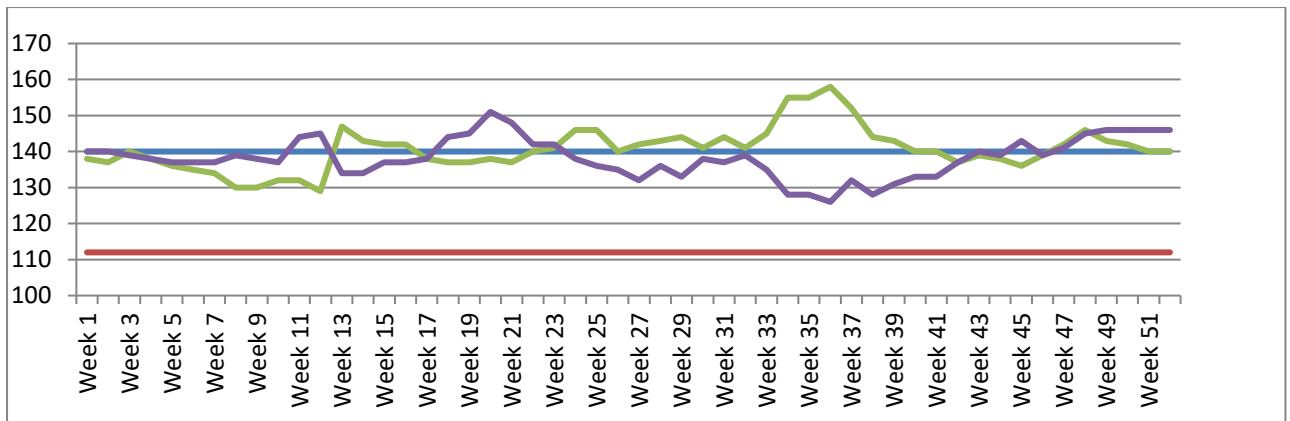
Tús

Participant Activity 2018

Tús is operated in county Waterford on behalf of the Department of Employment Affairs and Social Protection by Waterford LEADER Partnership (WLP) CLG. WLP currently have an allocation of 140 placements on the programme with 6 Supervisors. These placements are to afford those who are currently long-term unemployed the opportunity to gain suitable work experience. It also enables community organisations the opportunity to avail of skills and expertise to assist them in the delivery of their services at a local level.

Table (*Fig.1*) shows WLP's monthly activity and numbers of participants placed from January to December 2018 v 2017

Placement Activity 2018 v 2017

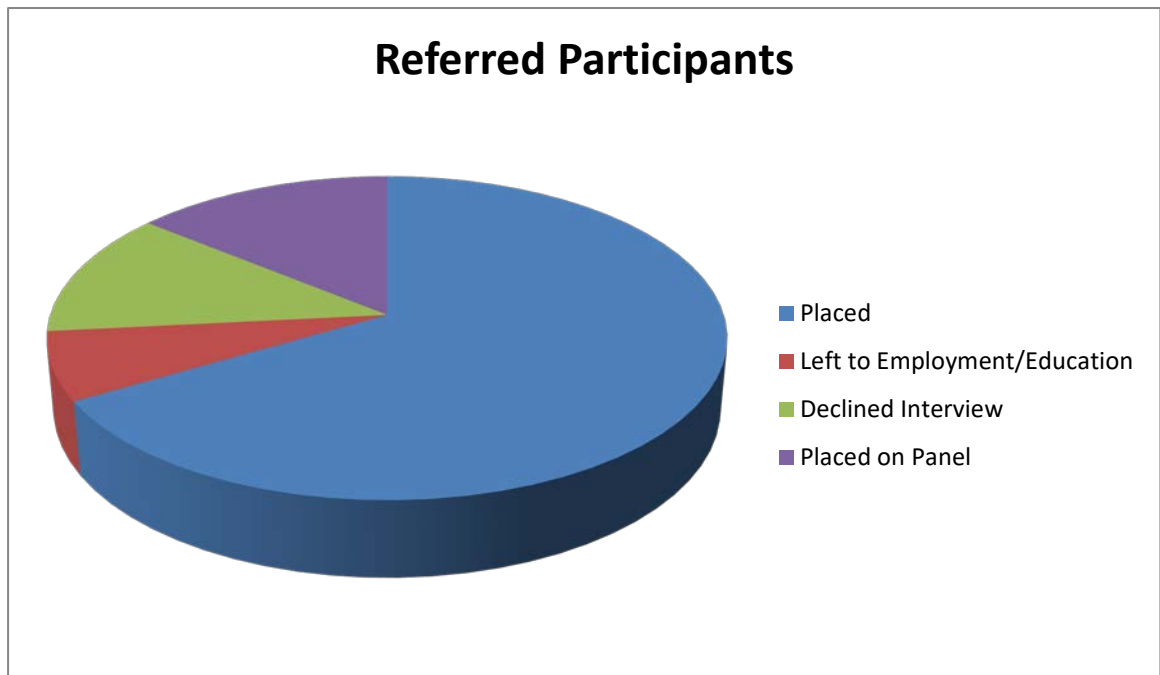


Blue Line: Allocation **Red Line:** Min. Requirement (80%) **Green Line:** 2017 **Purple Line:** 2018

(Fig. 1 – Placement Activity)

Participant Activity 2018

A total of 248 new clients were referred by DSP in 2018, a large number of these were afforded the opportunity to avail of positions on the scheme, along with those from the previous year’s panel. The remainder were placed on the panel to fill vacancies as they will arise. Of the 248 referred, 31 (12.5%) declined to be interviewed for various reasons. A total of 165 contracts were issued during the year with 17 participants leaving the scheme to take up employment (11) or to return to Education (6).

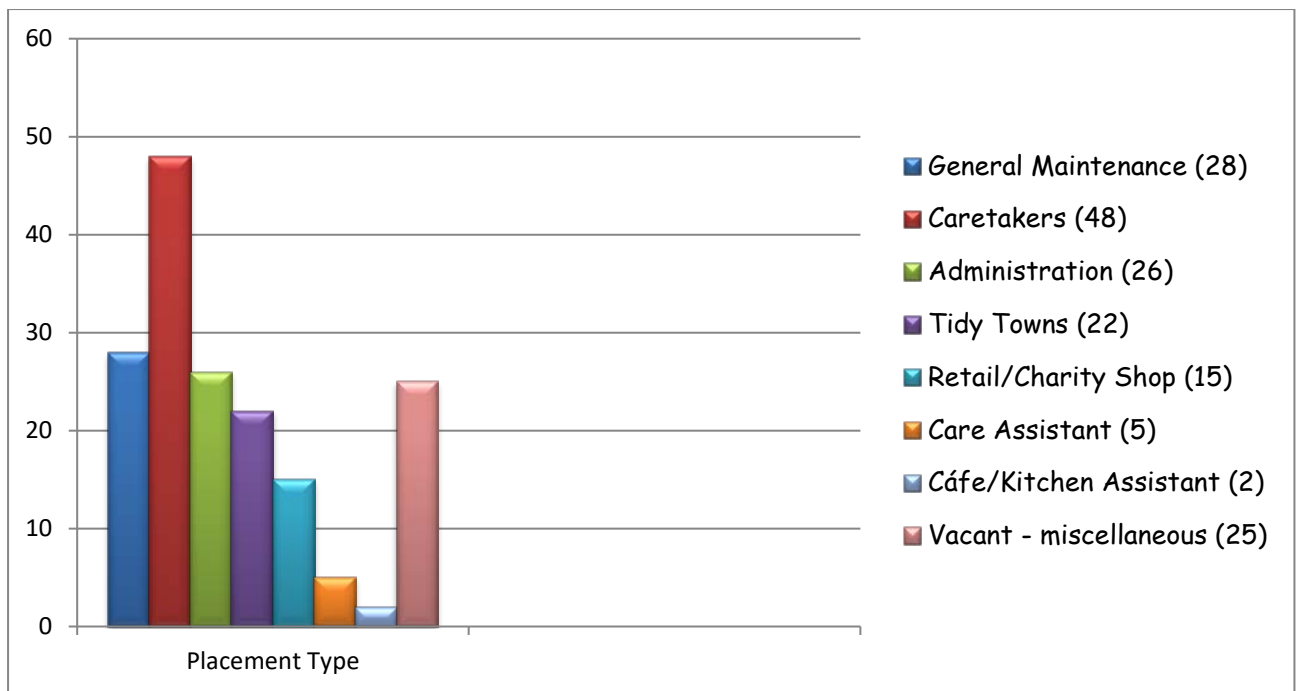


(Fig.2 – Participant Activity2018)

Placement Providers

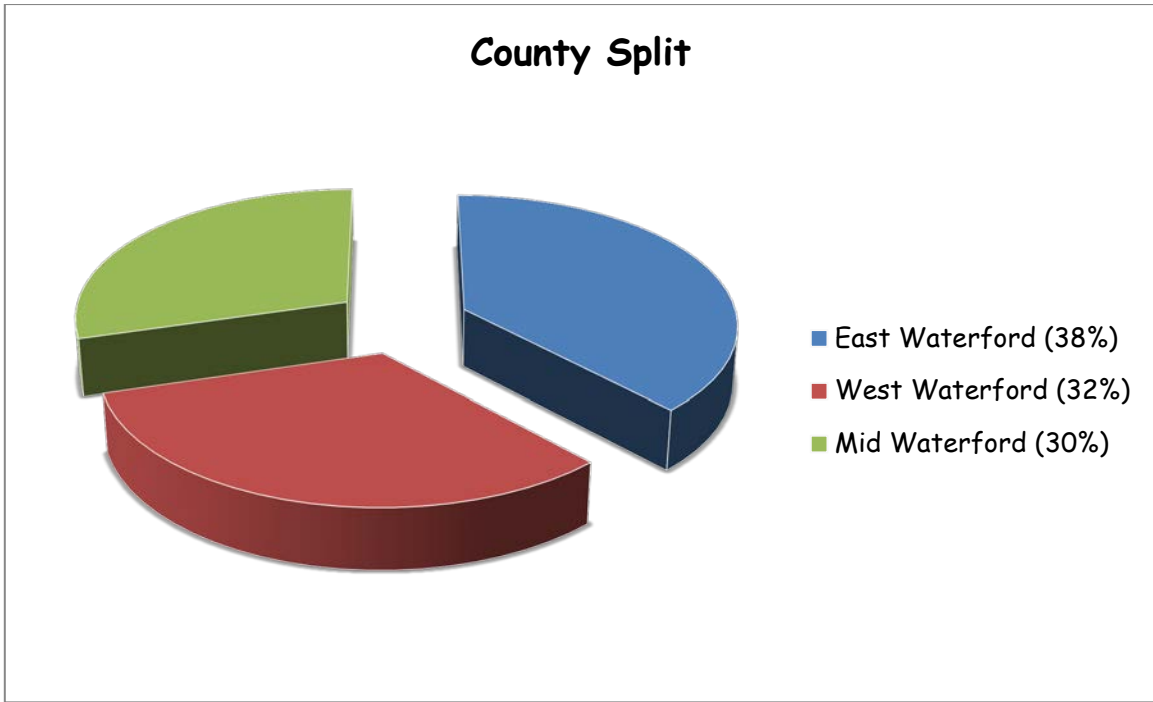
WLP currently facilitates 86+ Placement Providers with a total of 146 active participants. There are a further 25 vacancies which cannot be filled currently due to lack of suitable participants in more remote areas of the county. Roles vary as can be seen in *(Fig.3)* below.

All Placement Providers are supported by the programme supervisors throughout the year and advised on areas such as health & safety, work scheduling and planning. There was a total of €5,600 spent on the purchase of materials and equipment for Placement Providers throughout the year.

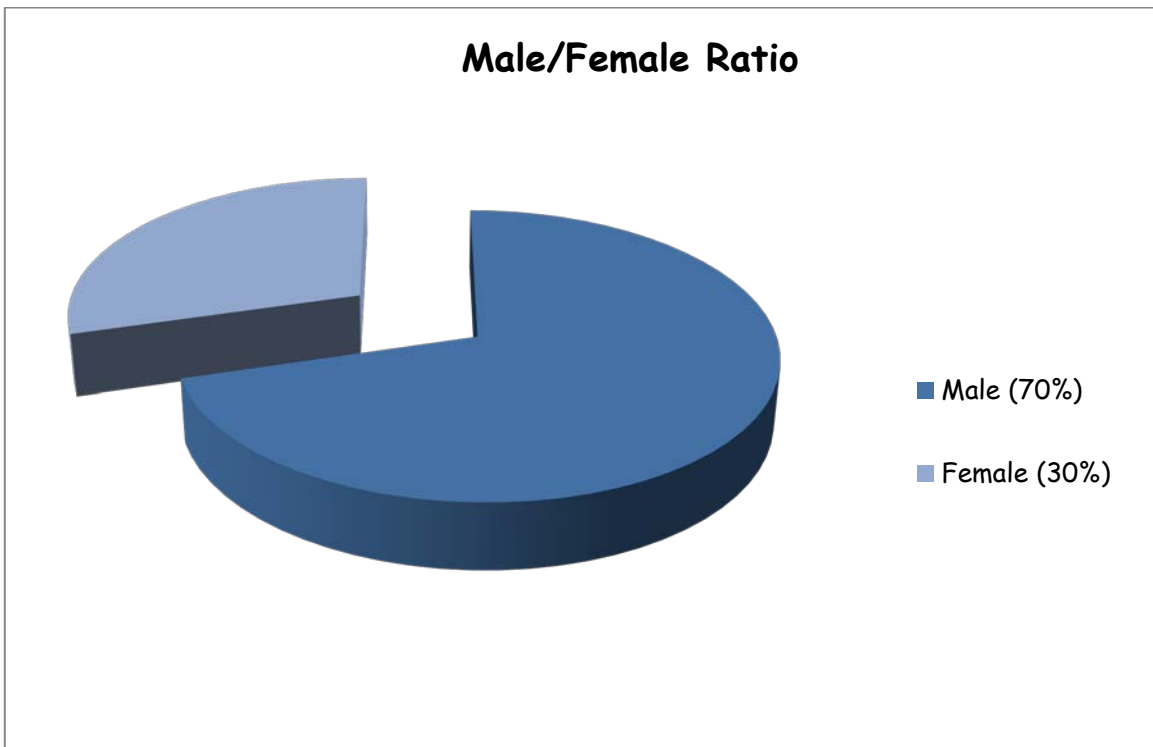


(Fig.3 – Placements Types)

Tús is delivered throughout the county and (Fig.4) & (Fig.5) overleaf detail the county split and male / female ratio of participants currently on the scheme.



(Fig. 4 – Placements – County Split)

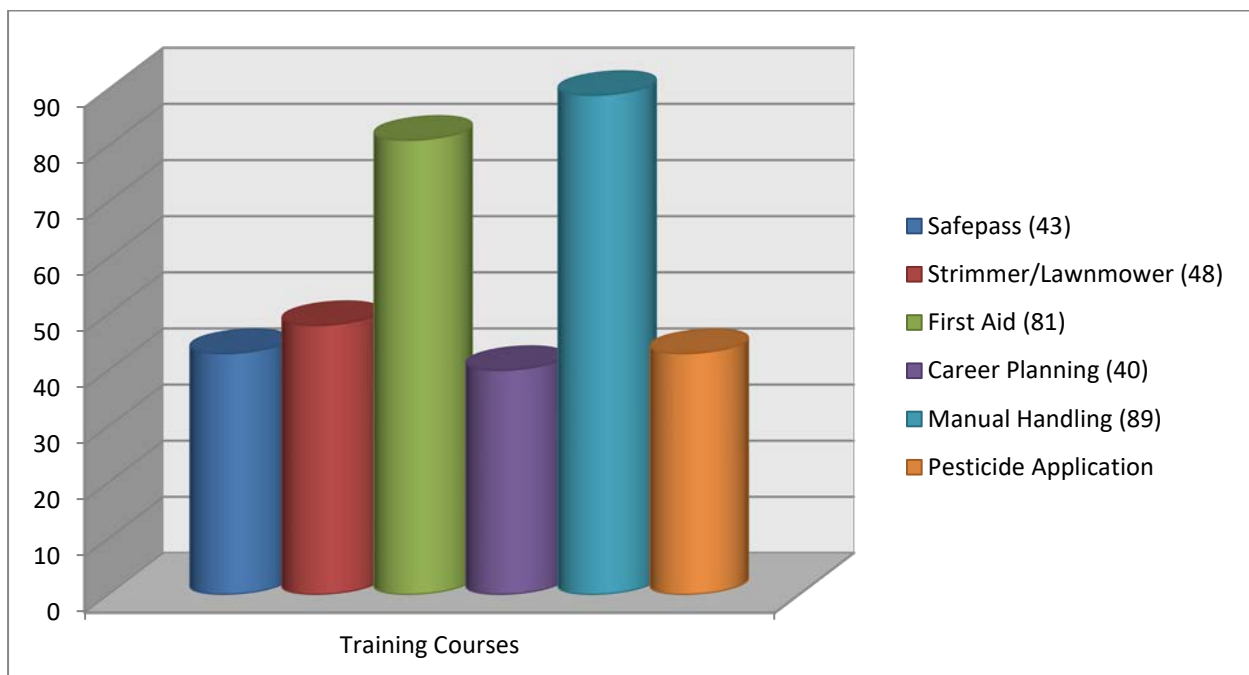


(Fig.5 – Placements – Male/Female Ratio)

Training Courses 2018

Participant Training:

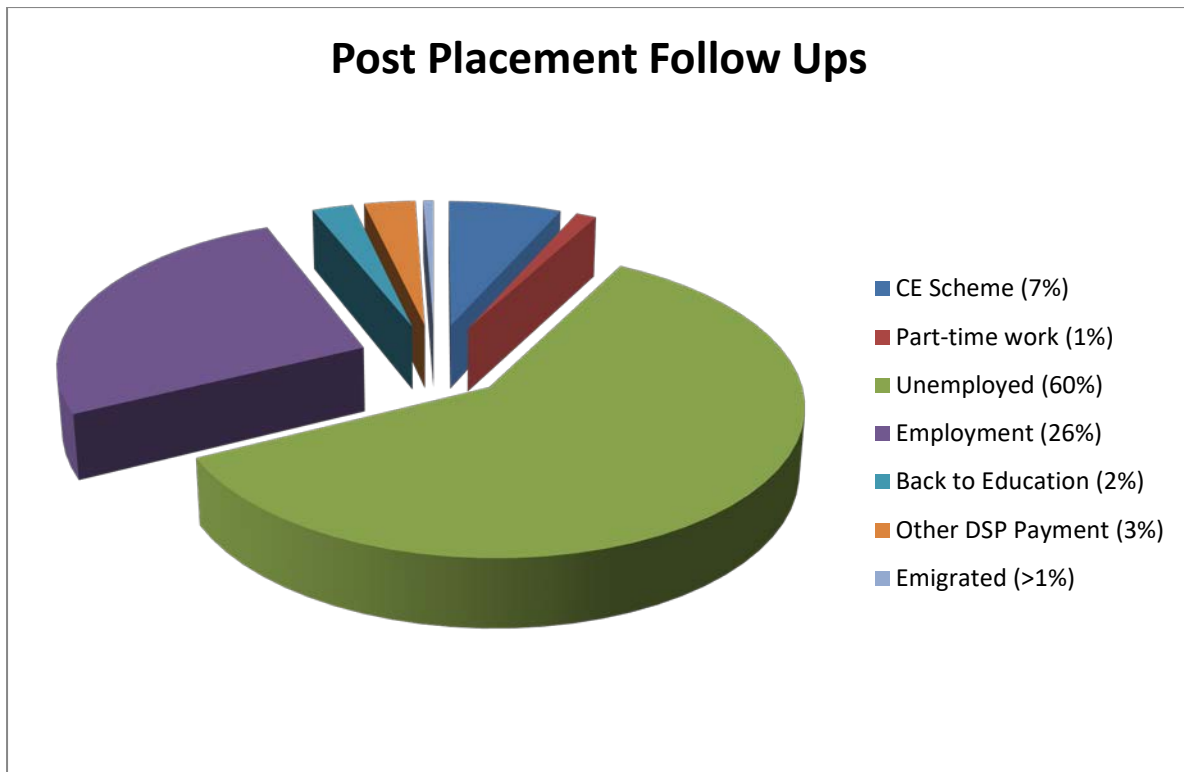
Alongside meaningful work experience WLP continues to deliver excellent training opportunities for those who participate on the Tús Programme. Training is offered with respect to the specific needs of the various roles within the scheme. A total 414 training spaces were made available during 2018 at a cost of €21,500 with an uptake of 344 giving an approximate 83% attendance rate. This training included Safepass, Strimmer/Lawnmower Courses, First Aid/Defibrillator, Career Planning, Hand Held Pesticide Application and Manual Handling as detailed in (Fig.6) below



(Fig.6 – Training Courses)

Post Placement Follow- Ups

WLP conduct post placement follow-ups with those who have participated on the Tús Programme in the previous year, these follow-ups take place six months and twelve months after their placement has ceased. Below (Fig.7) details the outcome of these follow-ups from June '17 – June '18



(Fig.7 – Post Plac

Local Employment Service

LES Programme Achievements & Highlights 2018

	2018	2017
Total New Client Registrations @ <u>31 December, 2018</u>	388	407
<i>* DEASP Activation Referrals</i>	346	338
<i>* Other Client Groups (Target: 40 Walk-in clients to be registered)</i>	42	69
Total Number of Clients on Caseload currently (@ 31 December, 2018)	213	224
<i>*DEASP Activation Clients</i>	198	201
<i>*Other Client Groups</i>	15	23
<i>- DEASP agree Capacity @ 120 Pathways to Work / Activation clients per Employment Guidance Officer</i>		

LES Job Placement Rate (Jobs: 30+ hrs & Self-Employment only)	26%	32%
<i>Calculated on the Activation Caseload Management (ACM) System:</i>	430	382
<i>- Number of Clients who were "Case-closed"</i>	113	122
<i>- Number of Clients Job-Placed (30+ hours per week)</i>	29%	34%
	11%	18%
*DEASP Activation Clients (367 Case-Closed / 106 Placements / 93% of Caseload)	164	121
*Other Client Groups (63 Case-Closed / 7 Placements / 7% of Caseload)	296	274
Number of clients progressed onto Part-time jobs; CE; TUS: Number of clients progressed onto Training programmes: (Mediator Fund; ETB; SICAP; E-college; WIT; UCC)	573	517
TOTAL Number of Placements & Progressions in 2018		
Total Number of Office Enquiries / Visits, 2018	4,062	4,321
<i>- Per Month</i>	338	360
<i>- Per Week</i>	81	86
LES Client Mediator Training Fund:		
<i>- Approved & Paid (33 applications) - Average payment made on behalf of clients - Training Evaluations ongoing - Ongoing referral to ETB / SOLAS programmes / Training requests made</i>	€239	€233

WLP CLG Website / LES page:		
- Average Number of hits on "Local Job Adverts" per month	2,693	2,675
- Average Number of hits on "Hints & Tips" (combined) per month	43	43
-Average Number of hits on "Employers" section per month	5	4
Other 2018 Highlights & Achievements:		
* LES Q Mark Quality Audit completed on 19th June, 2018		
** New Co Waterford LES Facebook page developed / managed by LES Admin team; Press Releases prepared by LES team and forwarded to local newspapers (promoting service/training options etc.)		
*** LES team participated in various Events, including DEASP briefing re. Contract / Operational matters (February, 2018); Mediator Forum Training Event (The Changing Role of Guidance within the Pathways to Work Activation Programme); GDPR Awareness Workshop.		

Rural Social Scheme

The Rural Social Scheme in County Waterford is small in comparison to those in the West of Ireland. WLP now has 15 places available on the RSS scheme in 2018. 14 places were filled for part of the year.

The focus of the scheme is focused on farmers or fishermen who are on Farm or Fish Assist, and who wish to contribute to their local community. It also gives the participant an opportunity to participate in the local community, as both these occupations involve a fair degree of social isolation.

The scheme is linked to Community Sponsors who take the participants in to work on the project the Community is implementing at that time. The projects vary from Community to Community, and the participants are matched to activities that they themselves would enjoy doing.

Currently the placements are located in the following areas:

Placement	Location	Type of Work
Waterford & Suir Valley Railway	Kilmeaden	Track Maintenance
Cunnigar Pitch & Putt	Dungarvan	Pitch & Facility Maintenance
Stradbally GAA	Stradbally	Pitch & Facility Maintenance
Cappoquin Rowing Club	Cappoquin	Facility Maintenance
Ballymacarbry Tidy Towns	Ballymacarbry	Village Maintenance
Ballysaggart Community Development	Ballysaggart	Hall & Village Maintenance
Respond Childcare	Clashmore	Childcare
Tramore Development trust	Tramore(1 st Half of 2018)	Grounds Maintenance
Ballyduff Upper GAA	Ballyduff Upper	Pitch & Facility Maintenance
Cappoquin Community Development Co.	Cappoquin	Hall Maintenance & Bookings
Church of Ireland	Lismore	Grounds Maintenance
Ardmore Tidy Towns	Ardmore	Village Maintenance
Lismore Golf Club	Lismore	Grounds Maintenance
CFnDeise	Ring, Dungaravan	Grounds Maintenance

Social Farming

WLP secured a contract with Leitrim Development Company(LDC) to develop a Social Farming Network & run a Social Farming Programme in the South East which commenced in 2017. This contract has been renewed into 2019. Social Farming is the practice of offering activity on family farms as a form of social support service. In Social Farming the farm remains a working farm at its core but invites people to participate in the day to day activities of the farm.

Social Farming provides people who use services with the opportunity for improved social inclusion, increased self-esteem and improved health and well-being.

From the Farmers perspective, it provides an opportunity for income diversification and multi functionality on the farm. It also creates the opportunity to reconnect farmers with their local communities through the opening up of their farms as part of the social support system of the community.

The farm is not a specialised treatment farm; rather it remains a typical working farm where people in need of support can benefit from participation in farm activities in a non- clinical environment.

We aim to support the development of Social Farming in the South East of Ireland including the areas of Carlow, East Cork, Kilkenny, Waterford, Wexford and South Tipperary.

This programme is financed by funding from LDC and the TOMAR Trust.

In 2018, the Company achieved on its placement targets, both in terms of attracting Farmers to provide the service, and placement days on farms.

Finances

WLP employs a fully qualified accountant as Financial Controller. The Audited Accounts are posted on the Company's Website, www.wlp.ie under the Governance section of the site, once they have been approved by the Board

WLP has engaged independent auditors JBW Consultants to prepare and audit the financial statements, and prepare & file the annual company's return for the CRO.

WLP's income is classified under two headings in the financial statements;

- Restricted Funding, which is funds provided to WLP that are designated for specific purposes & cannot be allocated for any other use. Ex. RDP project funds can only be used to pay claims received from promoters for specific projects.
- Un-restricted funding, amounts which are expendable at the discretion of the directors in furtherance of the objectives of WLP. Ex. Rental income received.

WLP has an active Audit Committee who met four times during 2018. Their main objectives in 2018 were;

- To review the annual financial statements, with the auditors and make a recommendation to the Board for their approval.
- To oversee all aspects of financial planning, management, assess internal financial controls and monitor risk management.
- To ensure that the Company attained break even position.
- Oversee the implementation of the Governance Code.

Plans for 2019

- Submit a successful Stage 1 Application for Rural Regeneration Funding for the Blackwater Valley
- Attain 85% Allocation in the LEADER Funds by the end of 2018
- Attain mainstream funding for the Social Farming initiative
- Retain the LES Contract for Rural Waterford
- Complete Transnational Projects
- Initiate a substantial Bio-diversity Initiative
- Continue to operate the existing initiatives professionally and effectively

Structure, Governance and Management

BOARD RESPONSIBILITIES

The Board has overall responsibility for WLP. The collective responsibility and authority of the Board should be safeguarded. Excessive influence on Board decision-making by individual members should be avoided, while allowing all Board Members the opportunity to fully contribute to Board deliberations. In applying its responsibilities the Board should be assisted by the CEO, Financial Controller and Administrator of WLP.

A. Values & Principles

The Board is responsible for safeguarding and promoting the values and principles at the heart of WLP by;

- Being familiar with the objects and values/ethos of the organisation
- Ensuring that WLP has an up to date mission statement and defined principles that underpin its operation
- Ensuring that they and the rest of WLP adhere to its values, both in terms of deciding priorities and how they are implemented.

B. Clarity of Direction

The Board must ensure that WLP has clear direction, plans, structure and resources for its present and future work, by;

- Ensuring that WLP has a clear, informed and up to date framework for the direction of the work in the form of a strategic plan
- Ensuring that WLP has the resources to meet its commitments; for example through funding agreements
- Ensuring that there are internal arrangements for managing the performance of staff

C. Accountability

The Board must ensure that WLP has policies and procedures in place to operate in a responsible and accountable manner, by;

- Ensuring that WLP has a clear and lawful structure for its governance and management; that it's run responsibly and according to the governing document; and that it complies with all relevant laws and requirements of regulatory bodies
- Ensuring that WLP creates and reviews procedures for managing risk, finances, staff, etc
- Ensuring that WLP invites scrutiny by, and accounts accurately to, funders, regulators, members and other stakeholders, for its activities and financial affairs.

D. Human Resources

The Board must seek to have and maintain good relationships with staff, by;

- Investing in ways of working that enhance communication and coordination with staff
- Making certain that arrangements for supporting and overseeing the activities of staff are in place and regularly reviewed
- Tackling concerns about the behavior or performance of staff with respect to, and in accordance with, proper procedures.

E. Liaison

The Board must establish and maintain links with key stakeholders and associated organisations, by;

- Ensuring that WLP has the required liaison with service users, members, funders, local and national government bodies
- Actively promoting the good reputation of WLP
- Providing WLP with information about opportunities and threats in the external environment, including appropriate feedback on the reputation of the organization

F. Teamwork

The Board must work as a team through good and bad times, by;

- Understanding their role, responsibilities and liabilities

- Investing in well-run meetings with helpful paperwork and proper recording
- Ensuring that new members are given a full induction and have any training necessary in supporting them to perform their role
- Respecting each other and having constructive arrangements for responding to disputes and complaints about each other.

Each individual director of WLP needs to;

- Maintain the confidentiality of Board Meetings
- Attend meetings regularly
- Review any documentation sent in advance of meetings
- Be prepared to make individual contributions
- Get involved in the work of subcommittees and working groups, as appropriate
- Ensure that they do not do anything that may damage the reputation of WLP
- Take their responsibilities seriously.

If a director does not comply with the responsibilities of the position then the Chair may seek to remove them from the Board.

G. Gift Policy

WLP has a no-gift policy. To avoid a conflict of interest, or the need for the Board to examine ethics of acceptance, WLP's Board does not accept gifts from any individual or organisation under any circumstances. WLP's Board practices & demonstrates equal treatment, unbiased professionalism and non-discriminatory actions in relation to all individuals or organisations.

Board members will accept no gifts of any kind that are offered by individuals or organisations, no matter the value. A 'gift' means any item including pens, hats, t-shirts, mugs, calendars, bags, key chains, portfolios, as well as items of greater value.

The no-gift policy includes food, beverages, meals or entertainment such as sporting events and any business courtesy offered such as a product discount or any other benefit.

Exempted from this policy are gifts such as pens, trade show bags & other items that are obtained by the Board as members of the public, at events such as conferences, training events, seminars & trade shows that are offered equally to all members of the public attending the event. Also exempt is food, beverages & moderately priced meals or tickets to local events that are supplied by & attended by current customers or suppliers in the interest of building positive supplier relationships. This moderately priced entertainment is provided as part of a 'working' meeting or session to benefit & advance positive working relationships.

If a Board member does receive a gift then the gift is returned to the vendor if feasible. If it is not feasible to return the gift then it should be raffled among the entire Board or donated to charity.

The system won't allow entry into the Policy Section to copy current company policy.

Reference and Administrative Details

Mr. Jimmy Taaffe, C.E.O.

Ms. Angeline Drennan, C.F.O. and Ass. C.E.O.

Ms. Denise Walsh, Administrator

Banks: A.I.B. Plc. And Babk of Ireland Plc., both of Grattan Square, Dungarvan

Accountants: John White, Church Street, Dungarvan

Solicitors: Joseph P. Gordon, The Burgery, Co. Waterford.