

**Údarás Réigiúnach an Mhéan Iarthair
Mid-West Regional Authority
2004-2009**



**Five –Year Review of Major Initiatives and
Achievements**

June 2009

Introduction

Since its establishment in 1994, the Mid-West Regional Authority has been to the forefront in identifying and articulating the deficiencies, development needs and investment priorities of the region.

To achieve balanced regional development, regional and local authorities must be given real and meaningful roles in managing the investment programmes that focus on socio-economic regional development.

The breath and range of the activities that the Authority engages in is extensive. The major initiatives and achievements of this Authority during its term 2004-2009 are outlined in this Review.

I would like to express my thanks and appreciation to the members of the Authority, previous Cathaoirligh, members of the Authority's Operational Committees and various Regional Planning Guidelines Working Groups, the constituent local authorities, the EU institutions, government departments, public authorities, members of the media who cover our affairs and many other organisations for their assistance and co-operation over the five years.

During its term, Mid-West Regional Authority has worked to promote co-ordination and co-operation between local and public authorities and other organisations and to harness the energies of all in the best interests of the region. Through the 2004 Regional Planning Guidelines the Authority has provided the strategic planning and infrastructure provision framework for the region.

This Review provides just a snapshot of the many initiatives undertaken by the Mid West Regional Authority in the achievement of its legal mandate over the period 2004-2009.



***Cllr. Bernard Hanrahan
Cathaoirleach***



***Liam Conneally
Director***

Membership



Newly Elected Regional Authority, AGM, 26th July 2004

The following held office as members of the Mid West Regional Authority at the beginning of the five-year term 2004-2009:



Clare County Council

Cllr. Joe Carey (FG)
Cllr. Peter Considine (FF)
Cllr. John Crowe (FG)
Cllr. Bernard Hanrahan (FF)
Cllr. Michael Kelly (FF)
Cllr. Martin Lafferty (Non Party)
Cllr. Pat McMahon (FF)



Limerick City Council

Cllr. Maria Byrne (FG)
Cllr. Ger Fahy (FG)
Cllr. James Houlihan (Labour)
Cllr. Pat Kennedy (Non Party)
Cllr. Joe Leddin (Labour) (Committee of the Regions)*
Cllr. Lilly Wallace (Non Party)



Limerick County Council

Cllr. Eddie Creighton (PD)
Cllr. Leonard Enright (FF)
Cllr. Noel Gleeson (FF)
Cllr. James Houlihan (FG)
Cllr. Cormac Hurley (FG)
Cllr. Kieran O'Donnell (FG)
Cllr. Eddie Wade (FF)



North Tipperary County Council

Cllr. Tom Berkery (FG)
 Cllr. Willie Kennedy (Non Party)
 Cllr. Jim Ryan (Non Party)
 Cllr. Mattie Ryan (FF)
 Cllr. John Sheehy (FF)
 Cllr. Michael Smith (FF)

Committee of the Regions*

Cllr. Cathal Crowe (FF)

* (Cllr. Cathal Crowe replaced Cllr. Joe Leddin as the Committee of the Regions representative on the Regional Authority thereby increasing the Membership of the Regional Authority from 26 to 27).

Changes to Membership

During the lifetime of this Regional Authority a number of vacancies were filled as a result of Members resigning.

Year	Resigning Member	Newly Appointed Member
2006	Cllr. Joe Leddin	Cllr. John Cronin (FF)
2007	Deputy Kieran O'Donnell, T.D.	Cllr. Leo Walsh (FG)
2007	Deputy Joe Carey, T.D.	Cllr. Madeleine Taylor Quinn (FG)
2007	Cllr. Noel Gleeson	Cllr. Rose Brennan (PD)

Cathaoirleach:

The following held the office of Cathaoirleach of the Mid West Regional Authority during the period of 2004-2009:

Period	Cathaoirleach
2004-2005	Cllr. Martin Lafferty (Non Party)
2005-2006	Cllr. Mattie Ryan (FF)
2006-2007	Cllr. Eddie Wade (FF)
2007-2008	Cllr. Lilly Wallace (Non Party)
2008-2009	Cllr. Bernard Hanrahan (FF)



Attendees at the 2008 Annual Conference: Cllr. Mattie Ryan, Cllr. Denis Ryan, & MEP Brian Crowley, Liam Conneally, Regional Director & Tom Kirby, Former Regional Director

Designated Manager

Better Local Government - A Programme for Change and Circular Letter EL 9/97 dated 31st July 1997 provided for the designation of a County/City Manager in each region to be responsible for Local Authority relations with the Regional Authority and to improve co-ordination and linkages with Local Authorities.

The following have served as Designated Managers in the Mid West Region during the term of this Authority:

Period	Designated Manager
2003-2004	Mr. Edmund Gleeson, Limerick County Manager
2005-2006	Mr. Terry O'Niadh, North Tipperary County Manager
2007-2008	Mr. Alec Fleming, Clare County Manager
2009-2010	Mr. Tom Mackey, Limerick City Manager

Regional Profile

The Mid-West Region of Clare, Limerick and North Tipperary is one of eight statutory regions comprising of about 10% of the national country. The Region faces the Atlantic Sea Board with considerable maritime influences; the Shannon passes through the Mid-West forming a force in the character of the area. Much of the rural areas are grown in pasturelands with the Burren karst, Slieve Aughty and Ballyhoura uplands around the fringes of the Region.

The Mid-West Region is a relatively diverse entity, encompassing areas of strong urban growth particularly the Limerick/Ennis/Shannon triangle including the regional capital of Limerick City, Shannon Airport, Ennis Information Age Town and third-level education institutions in Limerick and Thurles.

The region has a population of 361,028 (2006) which accounts for approx. 8.62 per cent of the national population. Just over half of the regional population live in Limerick City and Environs, Shannon and Ennis, i.e. Zone One. Industry in the region is centred on the urban core of the Limerick/Shannon Gateway & Ennis Hub, where the industrial base is dominated by light industry such as electronics, instruments, metals and engineering. Food processing is particularly important in North Tipperary, where pharmaceuticals and healthcare also have a presence.



The region has a number of locations that are attractive to industry, including the Shannon Industrial Estate, the Shannon Free Trade Zone, Limerick University, and the National Technological Park located at Plassey, beside the University. Shannon Airport is a major gateway to Ireland's western seaboard with terminal traffic of 3.5 million passengers annually. The deep water of the Shannon Estuary rivals Dublin and Cork with over 8 million tonnes of cargo annually. Limerick, the regional capital city, is a vibrant, modern city and, combined with the rural hinterland, the region offers an excellent quality of life. The main 3rd level education providers in the Mid-West are Limerick University, Limerick Institute of Technology and Tipperary Institute (Thurles Campus).

Regional Authority Major Initiatives & Achievements 2004-2009

A summary of the key initiatives, projects and achievements that took place over this term of the Authority are presented here.

Community & Group Broadband Scheme (CGBS)

Between 2004-2006 the Regional Authority coordinated the roll-out of the scheme in the Mid-West Region in cooperation with the County & City coordinators of the Local Authorities. The Scheme, funded by the Department of Communications, Marine & Natural Resources, enabled the rollout of broadband access through the establishment of sustainable broadband services in towns, villages, rural hinterlands and underserved areas of larger towns on the basis of local/regional authority coordination and community driven initiatives. 26 Broadband Schemes were approved in the region

Shannon Broadband

In association with Shannon Development and the Local Authorities, the Regional Authority cooperated in the Shannon Broadband Consortium which saw the implementation of broadband in the Metropolitan Area Networks (MANs) and Regional Towns in the Mid-West region. Between 2004 and 2009 Shannon Broadband has completed the Limerick MAN and saw the installation of fibre optic broadband in the towns of Nenagh, Roscrea, Templemore, Newcastlewest, Abbeyfeale and Kilrush.

Regional Economic Strategy & Planning Guidelines

In accordance with the Planning and Development Act, 2000 the Mid-West Regional Authority in 2004 prepared Regional Economic Strategy & Planning Guidelines (RPGs) for the Mid West region. The Guidelines incorporate a regional socio-economic strategy and constitute a strategic framework for local authority development plans which include measures to implement the objectives of the Government's National Spatial Strategy as it relates to the Mid West region. The Regional Planning Guidelines provide strategic land use and transportation policy guidance to local authorities to ensure the proper and sustainable future development of the region for the next 20 years and are currently in the implementation phase.

The Guidelines are being implemented through a number of Regional Authority Sub-Groups:

Sub Group 1: Co-ordinated development of the RPGs Zone 1 area.

Sub Group 2: Develop a common approach to renewable energy.

Sub Group 3: Development of a Strategic Development Zone (SDZ) or the criteria through which such a zone should be developed.

Each Sub Group consists of representatives of the Regional Authority, Local Authorities, Government Departments, Shannon Development, Tipperary and Limerick/Clare Energy Agencies and other Development Agencies.

In accordance with Section 27 of the Planning and Development Act, 2000 the Regional Planning Guidelines must be reviewed at least every six years and therefore revised Guidelines must be in place by 2010. The Regional Planning Guidelines review process commenced in February 2009 and the Director's report on initial public and agency submissions was formally adopted by the Members at the May 2009 monthly meeting. New Draft Regional Economic Strategy & Planning Guidelines are currently being prepared for the October Regional Authority meeting. New RPGs are required to be in place before May 2010.

Tourism & Economic Development Plan

Mr. Martin Cullen, T.D., Minister for Transport, announced in 2005 his intention to develop a Tourism and Economic and Development Plan for Shannon following the negotiation of an agreement for Shannon International Airport in the context of the then proposed EU/US "Open Skies" agreement. Following this announcement and consultation with the Minister a working group was established under the auspices of the Mid West Regional Authority, to

prepare a Tourism and Economic Development Plan for inclusion into the Minister's "Open Skies" Plan.

The Working Group consisted of representatives from the Mid West Regional Authority, Clare County Council, Limerick City Council, Limerick County Council, North Tipperary County Council, Shannon Development, Shannon Airport Authority, IBEC Mid West, S.I.G.N.A.L., Department of Transport, Shannon Chamber of Commerce, American Chamber of Commerce, B.I.W.I., Tourism Ireland and Western Regions Tourism. Robin McKay, Aviation Regulation and International Relations Division, Department of Transport, acted as the point of contact with the Group and the Government Departments of Transport, Arts, Sport & Tourism and Enterprise, Trade & Employment. One of the key recommendations of the Plan was the establishment of a Custom and Border Protection facility at Shannon Airport. This facility is expected to be operational in July 2009.

Another key recommendation was the establishment of Tourism Promotional Fund which is currently being implemented by Fáilte Ireland. Other infrastructure recommendations of the Mid-West Plan have also been achieved.

The Plan was officially launched by Mr. Martin Cullen T. D., Minister for Transport on the 24th July 2006.

Submissions

The Regional Authority, since its establishment in 1994, has set out to be a strong voice for the region. It adopts a regional approach and focus's on strategic issues and concentrates on identifying and articulating the deficiencies and weaknesses of the region that inhibit its physical, social and economic development and focuses on remedies and solutions to any such deficiencies. During its term, this Authority's regional mandate has responded to a large number of public consultation processes and/or specific information requests and inter alia made submissions on behalf of the region:

- Preparation of National Development Plan 2007-2013
- 2020 Vision: Sustainable Travel & Transport (DoT)
- Government Green Paper for Local Government Reform (DEHLG)
- Sustainable Energy and Climate Change
- Next Generation Broadband (DCENR)
- Draft Flood Risk Submission to DEHLG
- Public Consultation on Draft Surface Water Regulations
- Micro Generation Exemptions
- EU Green Paper on Territorial Cohesion
- Limerick Regeneration Masterplans
- Limerick Taskforce

Deputations

The Authority has articulated concerns on regional infrastructure, education, health and tourism issues to Government and to the relevant public agencies and authorities. In March 2008, the Minister for Transport, Mr. Noel Dempsey T.D. addressed the Regional Authority on a range of regional transportation issues including the decision by Aer Lingus to withdraw its Shannon – Heathrow route. The Authority has also lobbied at national government and EU level for a more equitable distribution of EU funding so that the Mid-West region receives its fair share.

During its term, this Authority undertook formal deputations and joint meetings with:

- Deputation to Minister for Transport in 2005 (regional transport issues);
- Deputation to National Roads Authority in 2008 (N24);
- Meeting with a European Delegation from the European Parliament in February 2009 on Regional Transport and Planning.

Energy Balance & Climate Change Strategy

Climate change has been identified as one of the key challenges facing humanity in the 21st Century. National Governments and International Organisations have set Climate Change as a priority policy area and various international studies have been completed to determine the potential impact of climate change on life on earth and to propose solutions and measures.

It was in the context of the Irish Government's national climate change strategy and our country's commitment to the Kyoto Protocol that the MWRA decided to complete an assessment of energy related CO₂ emissions for the Mid West region which in turn lead to the completion of a Mid West Climate Change Strategy. The work was completed on behalf of the Regional Authority by the Tipperary Energy Agency and the Limerick/Clare Energy Agency

Minister Tony Killeen T.D. officially launched the Mid West Energy and Emissions Balance and Climate Change Strategy at MWRA annual conference on the 8th February 2008 in the Woodlands Hotel, Adare, Co. Limerick.

The main aim of the Climate Change Strategy for the Mid West region is to identify solutions to the challenges of reducing energy related emissions and to outline the actions that require to be taken to meet the requirements under the Kyoto Protocol. Estimates of the impact of these actions in terms of CO₂ reductions have been made and areas for future work identified. Within each study the following sections have been addressed:

- Energy Production and Supply.
- Transport.
- Built Environment.
- Industry and Commercial Services.
- Agriculture and Forestry.
- Waste.

In 2009, a Climate Change Strategy Implementation Action Plan has been prepared and is presently being implemented under the auspices of the RPG Implementation **Sub Group 2**.



Minister Tony Killeen, T.D., launching the Mid-West Energy Balance & Climate Change Strategy in Adare, February 2008 with Liam Conneally, Director & Cllr. Eddie Wade, Leas-Cathaoirleach

Mid-West Bio-energy Action Plan

The Mid West Regional Planning Guidelines identify renewable energy as a priority issue to be addressed at regional level. Thus, a Renewable Energy Implementation Sub Group was established and this Group (consisting of representatives from the Mid West Regional Authority, Local Authorities, Limerick/Clare Energy Agency, Tipperary Energy Agency, Shannon Development and the D.O.E.H. & L.G.) focuses on a number of key areas:

- Regional Bioenergy development
- Planning for renewables (including small scale)
- Regional Energy and Emissions Balance and Climate Change Strategy

- Liquid Biofuels - Pilot project in Local Authorities.

A Bio energy Sub-Committee of this Group was set up which consists of public and private energy sector representatives from the region. Based on a strategic assessment of the bio mass potential in the region the Group has determined that a specific Action Plan is required to support the future development of the bioenergy sector in the region.

As a result a study was commissioned to examine the development and promotion of solid biomass in the region. Sustainable Energy Ireland (SEI) provided part funding towards the cost of this study with the balance of the funding provided by MWRA and the Local Authorities in the region. The Study has been undertaken by Steve Luker Associates Ltd and Dare Ltd. and the Final Report is now completed.

N24 Prioritisation Study

In late 2007 the Authority participated in the preparation of a N24 Prioritisation Study, funded by contributions from the participating local authorities in the Mid-West and South-East regions, to advance the case being made for the various schemes proposed for the N24 National Primary road. A Project Steering Group which included representatives of the local authorities, including Limerick City and County Councils and the Mid-West Regional Authority was established to provide overall guidance and direction during preparation of the Study.

The Study, prepared by Buchanan's and published in June 2008 set about proving the case for the N24 route upgrade and called for the Bypasses of Tipperary, Carrick-on-Suir and Mooncoin. The Clonmel to Cahir (N8) Section was to be prioritised for construction in the post-2010 National Roads Programme. The N24 route upgrade is important to maintain proper road connectivity between Limerick/Foynes Ports and Waterford & Rosslare Ports.

The Atlantic Gateways & Corridor Frameworks

The 'Atlantic Gateways' project is a partnership project designed to promote more balanced regional development in the country. It involves a partnership between the Department of the Environment, Heritage & Local Government, the relevant Regional Authorities (and their constituent local authorities) and Shannon Development. The project is closely linked to the RPGs process. It is anticipated that the Minister for the Environment, Heritage and Local Government, Mr. John Gormley T.D. will launch the Atlantic Corridor Framework document in September 2009.

The 'Atlantic Gateways' report was published in September 2006 after extensive consultation and research. It outlines how the future development of four of Ireland's Atlantic cities – Cork, Limerick, Galway and Waterford (the 'Atlantic Gateway' cities) can be promoted, developed and co-ordinated in an integrated way in order to create a major national growth area with the potential to match and complement the scale and performance of Dublin and emulate the growth achieved by other international high-performing city regions.

In 2008, the preparation of Corridor Frameworks for the Limerick/Shannon - Galway and Limerick/Shannon - Cork corridors took place. This work was undertaken by the Mid West and West regional and local authorities and will be published in 2009.

Shannon Airport Marketing Consultative Committee

The Mid West Regional Authority provides the secretariat to the Shannon Airport Marketing Consultative Committee which was established by the Minister for Transport to offer advice to the Shannon Airport Authority on all marketing strategies for the development of traffic at Shannon Airport and to monitor and review such progress.

The Committee consists of representatives from the Mid West Regional Authority, Limerick Chamber of Commerce, Irish Hotels Federation, University of Limerick, Shannon Development, S.I.P.T.U., Clare County Council, Shannon Town Council and the Irish Travel Agents Association. The Committee supervises the marketing of Shannon Airport but it also looks at the regional contribution factors to a successful airport such as transport, tourism,

product, industry etc. and as such makes a valuable contribution to the preparation of the various tourism, industrial and transportation policies in the Mid West Region and the West of Ireland in general.

In April 2009, the SAMCC recently prepared a comprehensive submission to the draft Shannon Airport Marketing Strategy.

Watersports Project

Since 2004, the Regional Authority has been part of a European Network focusing on improving the Watersports Sector in the Atlantic Area of Europe. Between 2005-2007 the Regional Authority implemented a series of measures to promote and market watersports in the region. In January 2009 the Authority was successful in securing additional funding to further develop and promote watersports in the region. This follow-on initiative will see the Authority, in close cooperation with the watersports centres, tourism bodies and business sector develop a comprehensive online watersports portal, roll-out an energy conservation campaign for watersports centres and develop environmental training modules in association with the Irish Canoe Union and Irish Sailing Association.

CitizenFirst Project

Between 2004-2008, the Regional Authority was Lead Partner for the INTERREG IIIB North West Europe co-funded initiative, CitizenFirst. The CitizenFirst Project sought to reduce the digital divide that affects communities and citizens in the regions of Mid-West, Eindhoven, West Flanders and Cambridgeshire. In 2008 the project received a special award from the European Commission for its role in making eGovernment services more widely accessible and socially inclusive across the region.

Among the pilot Information and Communication Technology projects being rolled out across the region were an online dictionary of accessible cultural and recreational services, the promotion of assistive technologies in libraries and the provision of Public Internet Kiosks in Clare, Limerick and North Tipperary.

The Regional Authority appeared on the RTE Programme Pobal in November 2008, highlighting one of the successful eInclusion Pilots in Ennis where the CitizenFirst Project supported ICT equipment and training for older people.

Lough Derg Marketing Group

In 2005 the Lough Derg Marketing Strategy Group was established under the auspices of the Mid West Regional authority to (a) draw up a Marketing Plan for Lough Derg which would set the actions over a five year period and to (b) implement the Marketing Plan.

The Group comprises representatives from the Mid-West Regional Authority, Shannon Development, Waterways Ireland, Limerick City Council, North Tipperary, Limerick, Clare and Galway County Councils and Private Sector representatives from Shannon Castle Line, Lakeside Hotel and Lakeside Holiday Park.

The objectives of the Marketing Plan are:

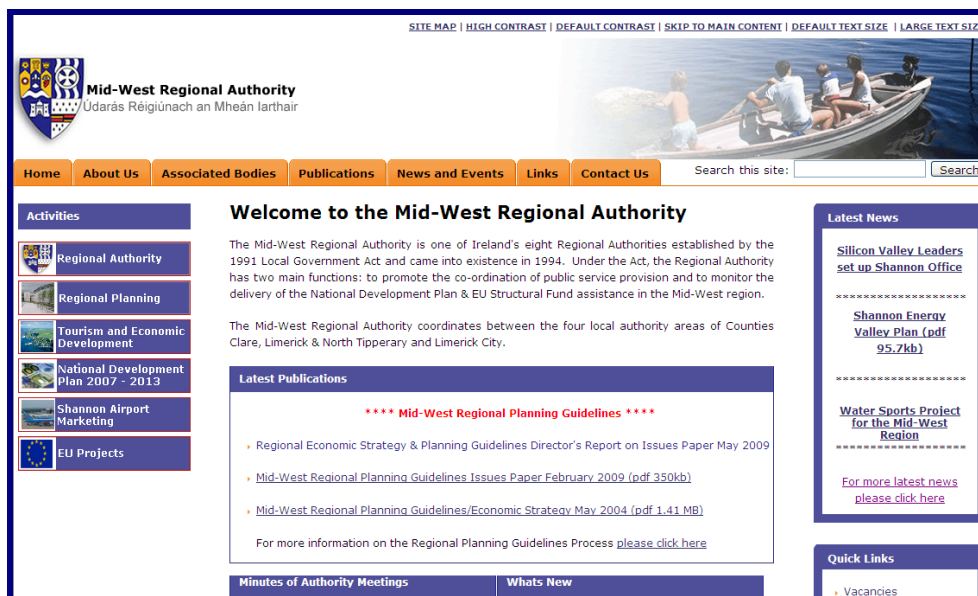
- To bring a coherent marketing focus to the Lough Derg Catchment Area.
- To parallel the proposed capital investment programme with an integrated marketing strategy.
- To establish the Lough Derg Brand nationally and internationally.
- The Marketing Plan is currently being implemented.



Marie Collins, Project Manager and Cllr. Bernard Hanrahan, Cathaoirleach accepting an eInclusion Award from Dr Gérard Comyn, European Commission, November 2008

Regional Authority Accessible Website

In September 2008 the Regional Authority launched its new Authority Website and was the first Regional Authority in Ireland to re-design its website using fully accessible features and principles. The Regional Authority engaged the NDA Centre for Inclusive Technology (CFIT), to ensure that the Authority Website, www.mwra.ie is accessible to all users. The Authority website is a one-stop shop for all latest news and regional authority activities.



Mid-West Regional Authority Accessible Website

Other EU Co-funded Initiatives

The Authority has a tradition of successful participation in EU projects involving inter-regional, cross-border and transnational co-operation and this continued during this Authority's term. During this period, the Authority was involved in projects part-funded through:

- EU INTERREG IIIB;
- EU INTERREG IIIC;
- EU 5th & 6th Framework Programme for Research and Development (FP5&6);
- EU Thematic Networks.

The Authority currently sits on the INTERREG IVB Northern Periphery Programme Monitoring Committee and actively promotes inter-regional cooperation & regional development through its programme of work and participation in European projects. Prior to this the Authority was a member of the INTERREG IIIB Atlantic Area Programme.

Monitoring the National Development Plan

The Regional Authority has the function to monitor and review the implementation of Programmes for which EU assistance is made available in the Mid-West. In this regard the Authority had a significant role in the implementation and monitoring of the delivery of the National Development Plan (NDP) and the Community Support Framework for Ireland (CSF) over the period 2000-2006 and in the current programme NDP period of 2007-2013. The Authority also has an important monitoring role on the EU ESF's Human Capital Investment Operational Programme (HCIOP).

Southern and Eastern Regional Assembly

The Mid West Regional Authority is represented at executive level on the Southern and Eastern Regional Assembly Operational Programme Monitoring Committee and the Planning and Infrastructure Sub Committee.

Senior Planners Group

The Senior Planners in the region meet under the auspices of the Mid West Regional Authority. The Group makes submissions on relevant government policy circulars and guidelines and raises issues of regional trans local authority boundary importance for the Mid West region.



Signing of MWASP Contract – May 2009

Mid-West Area Strategic Plan (MWASP)

MWASP will be a 20 year strategic planning and transportation strategy for the Mid-West Region, which will provide a framework for the integration of land use and transport planning for the region into the future. In May 2009 Limerick City, on behalf of the Mid West's Regional and Local Authorities signed an agreement with the international civil engineering consultancy, Mott MacDonald Pettit, to prepare the long-term framework for guiding future residential, commercial and industrial development in the Mid West region. This document will inform the RPGs review and the reviews of the City and County Development Plans in the Mid West region.

Mid-West Retail Strategy

The Regional Authority in cooperation with Limerick City (lead), Clare and Limerick County Councils are reviewing the 2003 Regional Retail Strategy and preparing a new retail strategy for the period 2008-2016, to reflect evidenced based current and forecasted retail growth patterns in the region. This document will inform the RPGs review and the reviews of the City and County Development Plans in the Mid West region.

Regional Housing Strategy

In the light of Limerick City Regeneration plans the Local Authorities in the region, namely Limerick City and County Councils and Clare County Council, in cooperation with the Regional Authority are preparing a Joint Mid West Regional Housing Strategy that will set out the region's future housing need and housing mix. This document will inform the RPGs review and the reviews of the City and County Development Plans in the Mid West region.

Atlantic Way

Established in 2005, the Atlantic Way has set out to establish strong alliances and co-operation between people and business in diverse locations, with the intention of creating a region of excellence for future economic and social growth along the Galway to Limerick/Shannon corridor. The voluntary organisation's membership includes leaders and decision-makers in business, education, community organisations, local/regional government, voluntary services and development based in the West and Mid-West of Ireland. The Director of the Authority, Mr. Liam Conneally currently facilitates the Connectivity/ Infrastructure Pillar.

Performance Management & Development System (PMDS)

Delivering Better Government identified performance management as the key to enhanced service delivery in the Irish Public Service. In 2008 the Authority commenced the introduction of a Performance Management and Development System for the organisation. PMDS is concerned with ensuring that strategic objectives of the Authority are translated into operational objectives for teams and individual employees throughout the organisation.

Conclusion

Regional Authorities have been in existence for over fifteen years now. The nature, range and scope of their activities have evolved significantly since their inception in 1994. This short Review provides a synopsis of the achievements of this Authority during its term 2004-2009.

During this period, the Authority applied itself with enthusiasm and vigour to fulfilling its statutory role and in strenuously promoting the interests of the Mid West Region.

The Authority has received excellent support and co-operation from all the local and public authorities and other organisations in the region, and it looks forward to a strengthening and development of these relationships in the years ahead.

A special thanks also to all previous members and staff that assisted the Regional Authority in carrying out its functions during this period.

More detailed information on any of the initiatives outlined in this Review can be found on the Authority's website – www.mwra.ie – or by contacting a member of staff.



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