



# Annual Service Delivery Plan 2019



COMHAIRLE | CLARE  
CONTAE AN CHLÁIR | COUNTY COUNCIL  
LOCAL AUTHORITY OF THE YEAR

June 2019





Comhairle Contae an Chláir  
Clare County Council

# TABLE OF CONTENTS

Note from the Chief Executive	3
Annual Service Plan	4
Organisational Priorities 2019	5
Strategic Objectives for Management Team	12
Organisational Structure	13
Organisational Resources/Financial Landscape – Budget 2019	14
Finance and Support Services	15
Economic Development Directorate	21
Physical Development Directorate	33
Rural Development Directorate	51
Social Development Directorate	59





## NOTE FROM THE CHIEF EXECUTIVE

**To: Cathaoirleach and Members of Clare County Council**

**Re: Service Delivery Plan 2019**

I enclose for the consideration of the Cathaoirleach and Members of this Council, Clare County Council’s Service Delivery Plan for 2019.

The preparation and adoption of a Service Delivery Plan is provided for on a statutory basis in the Local Government Reform Act 2014. The Service Delivery Plan identifies the principal services to be provided by this Council to the public and is consistent with Budget 2019 which was adopted by Members in November 2018 and also aligns with the Corporate Plan 2014-2019. This Council notes the requirement to prepare Annual Service Delivery Plans which will act as a mechanism through which the Corporate Plan can be implemented and monitored.

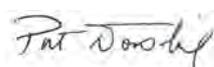
Clare County Council is a proactive organisation intending on serving the people of County Clare. The requirement for improved communications

and customer services, better citizen engagement and transparency is recognised and will continue to be a priority focus.

The ASP sets out the principal services this Council proposes to deliver by the end of December 2019 within existing constraints on funding and resources. This plan will be monitored by the Senior Management Team and progress on matters will be reported through the Clare County Council Monthly Management reports presented to Elected Members.

Clare County Council is at the heart of public service delivery in the County and takes a leadership role at national level in areas such as rural development and tourism. The Council, working with its communities, large and small, will continue to be innovative and responsive to the changing needs and expectations during 2019.

Le meas,



Mr. Pat Dowling  
**Chief Executive**

# ANNUAL SERVICE PLAN

The Annual Service Delivery Plan sets out the principal services which Clare County Council aims to provide to the public in the period to the end of 2019. In conjunction with the principal services, this plan sets out the organisational priorities for 2019, the priority objectives for 2018-2020, key actions for 2019 and service performance measurements. This plan is a reference point for the citizens of Clare for information on the services and performance measures for same that they can expect from this Council.

This plan for 2019 is prepared having full regard to Clare County Council's Corporate Plan 2015-2019, mission statement, core values and vision.

## MISSION STATEMENT

*“To enhance the quality of life in County Clare through leadership and partnership”*

## CORE VALUES

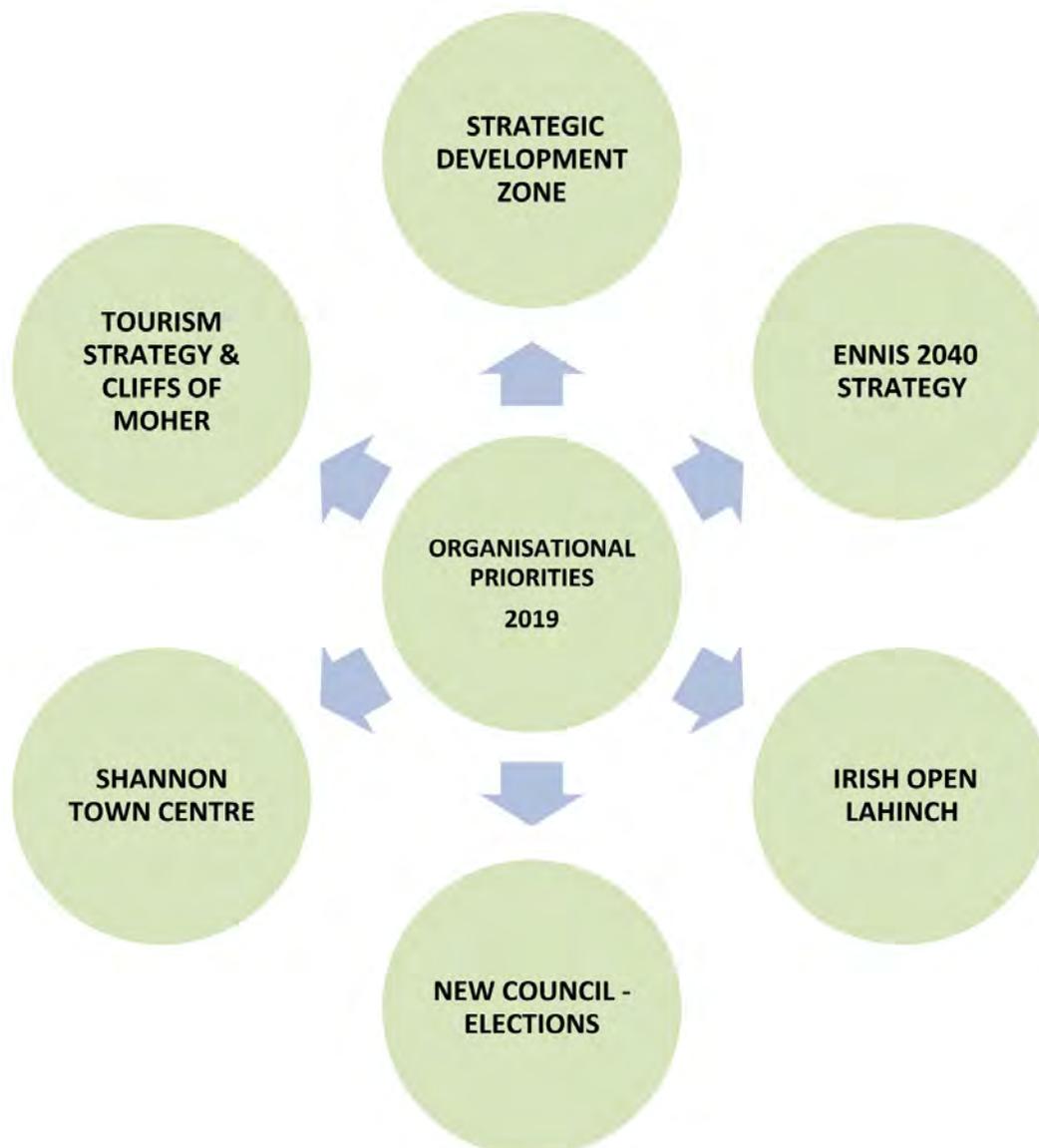
1. Community, Citizen and Customer focused
2. High standards of conduct and integrity
3. Accountable and responsive
4. Innovative and adoptive
5. Inclusive and respectful of human rights and quality for all
6. Respect for our heritage and environment
7. Pro-active leadership
8. Partnership and collaboration

## OUR VISION:

*A County where people want to sustainably live, work and visit because of its unique quality of life. An inclusive County of sustainable communities that have respect for their environment, a sense of awareness of place, a sense of shared purpose and a sense of civic pride.*

## ORGANISATIONAL PRIORITIES 2019

Clare County Council's Corporate Plan sets out the mission, corporate objectives and supporting strategies over the 5 year term of office of the Council. The ASP guided by those supporting strategies, sets out the principal service objectives and priorities for each individual year. These service objectives cascade into operational team plans and then objectives and actions of individual staff members through the PMDS process.



## ORGANISATIONAL PRIORITIES 2019

### STRATEGIC DEVELOPMENT ZONE

A Strategic Development Zone (SDZ) is a masterplan designation under the Planning Acts to facilitate development which is, in the opinion of the Government, of economic and social importance to the State. Clare County Council, as the relevant planning authority, working in partnership with the University of Limerick, have identified unique opportunities for a significant 'SDZ/enterprise hub' development centred on a green field site adjacent to the planned Limerick Northern Distributor Road known as the "University hinterland" in County Clare.

On 9th April 2018 the Elected members of Clare County Council resolved to make an SDZ application to Government. The SDZ is to be centred on a newly expanded UL Campus (the "South Clare/ UL Campus") and this SDZ designation would provide a number of planning certainty advantages and allow for delivery of the required developments in a timely fashion.

If successful, the project would contribute significant economic value to the local, mid-west region on a national and EU scale. The proposed developments, which would likely be completed on a phased basis, would attract not only students and academics to the site, but businesses and other organisations, forming a thriving urban area within an educational campus environment. Importantly, the SDZ has the potential to become a hub for research and development (R&D), innovation and tourism for the Mid-West region of Ireland. The SDZ application will be made to Government early in 2019 and will be accompanied by an expert report which examines the economic and social justification for the designation of a SDZ on the proposed lands and determine the viability of developing the Clare side of the UL Campus.

## ORGANISATIONAL PRIORITIES 2019

### ENNIS 2040 STRATEGY

The plan has been commissioned to develop the economic, social and physical potential of Ennis Town, as Clare's capital in the context of a new National Planning Framework (NPF) for Ireland to 2040 and a National Development Plan 2018-2027, which sets out the investment priorities that will underpin the successful implementation of the NPF over a ten year period, through a total investment estimated at €116 billion.

The production of a Spatial and Economic Plan for Ennis is also timely in terms of:

- the production of the Regional Spatial and Economic Strategy for the Southern Regional Assembly
- the opening of the M18 to Galway
- changes in the role of Shannon Group and Shannon Airport with the consequent changes in regional perspectives, linkages and spheres of influence
- the key assets and potential of the County including Tourism, Shannon Estuary, access to third level institutions and renewable energy
- the Vision for Ennis as set out in the Clare County Development Plan 2017-2023

Engaging with stakeholders, undertaking urban design, economic and transportation analysis and developing initial strategic recommendations to facilitate collaborative input from the community fosters confidence, development and investment in the final plan. It will have the potential to stimulate the local and regional economy, transform quality of life and enhance the environment for people living in the town.

Further information on the plan can be found in the Spatial and Economic Plan for Ennis 2040. Work on drafting the Ennis 2040 Spatial and Economic Strategy continues by the consultants Avison Young with a Steering Group/Working Group and transportation meetings held during Q1-Q3 2019.

# ORGANISATIONAL PRIORITIES 2019

## IRISH OPEN LAHINCH

Clare County Council, An Garda Síochána, The European Tour, Lahinch Golf Club and other stakeholders, including the local community, will be working closely to ensure that an appropriate and effective traffic management plan is put in place to cater for the increased volumes of traffic during the 2019 Dubai Duty Free Irish Open. Our experience from facilitating 400,000 people visiting Ennis for Fleadh Cheoil na hÉireann in 2016 and again in 2017 has demonstrated that a collaborative approach to traffic management is effective and minimises disruption for the local community.

The Dubai Duty Free Irish Open 2019  
**Experience More.**

LAHINCH GOLF CLUB  
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JULY 2019**

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Dubai Duty Free  
**IRISH OPEN**

LAHINCH  
GOLF CLUB

# ORGANISATIONAL PRIORITIES 2019

## LOCAL ELECTIONS

The Local Elections 2019 take place on 24th May 2019, with a total of 51 candidates contesting the election. A local electoral area boundary commission report was published in 2018 which resulted in changes to Clare County Council's local electoral area boundaries. Clare County Council now has five local electoral areas and four Municipal Districts. Members will be elected to the Municipal Districts as follows:

- Ennis – *7 Elected Members*
- Killaloe – *5 Elected Members*
- Shannon – *7 Elected Members*
- West Clare – *9 Elected Members*

Following the local elections the new Council will come into office with the Annual Meeting being held on the 14th day after polling day. At the Annual Meeting the Council will elect a Cathaoirleach and a Leas Cathaoirleach and make appointments to the various bodies and committees on which the local authority is represented. Each Municipal District will hold an Annual Meeting and elect a Cathaoirleach. Induction Training will be provided to all newly elected members.

New Strategic Policy Committees and a new SPC scheme will be established in accordance with the guidelines published by the Department in June 2014; to assist the council in the formation, development and review of Policy across the four policy areas as follows:

- Economic Development
- Physical Development
- Rural Development
- Social Development

A new Corporate Policy Group (CPG) will be formed consisting of the Cathaoirleach, of the Council, the chairpersons of each Strategic Policy Committee and, where the municipal district is not already represented by the chairperson of the municipal district of his/her nominee.

## ORGANISATIONAL PRIORITIES 2019

### SHANNON TOWN CENTRE

In 2019 Clare County Council will prepare a Shannon Town Centre Strategy which will deliver a high quality town centre masterplan for Shannon. The TC Plan will provide for a range of property solutions to cater for the expansion of services, retail and residential demands of a growing Shannon Town. A strong urban space and streetscape layout will result from the Plan.

Also a €1.3m project will see the enhancement and incorporation of the existing town park woodland and the adjacent Rineanna Park into a flagship Town Park for the people of Shannon. The Shannon Town Park project was first developed with public consultation to detailed masterplan level during the preparation of the Shannon Green Infrastructure Plan in 2013.

Works to date have involved site clearance and fill, service ducting, pond formation, footpath formation, and planting of large trees, whips and shrubs.

Clare County Council was allocated €455,000 in EU funding from the Southern Regional Assembly's Operational Programme 2014-2020 in early 2016 to support sustainable urban development in the Limerick-Shannon Gateway. Clare County Council will fund the balance of the overall cost of the project. The sanctioning authority for the Shannon Town Park project is the ERDF Auditing & Certifying Authority within the Department of Public Expenditure & Reform.

## ORGANISATIONAL PRIORITIES 2019

### TOURISM STRATEGY

Clare County Council, in association with Shannon Heritage is developing a ten-year Tourism Strategy for the County which will set the direction for tourism product development, marketing / promotion and public and private investment over the next ten years. The strategy will set out a clear strategic direction for tourism growth. The main objective is to highlight actionable recommendations which will guide and stimulate investment and development. This in turn can maximise the potential of tourism to deliver net economic benefit for the communities, within which it takes place, without negatively impacting the natural, social, cultural and environmental assets, which provide the cornerstone of the tourism product in Clare.

In addition, the strategy will aim to drive investment in the creation of extra overnight accommodation in the county, resulting in increased dwell times and spend per visitor, dispersion of existing tourism footfall and increased airline occupancy through Shannon Airport, from both domestic and overseas visitors. In highlighting specific markets, market segments and markets by nationality that Clare should target for growth and economic return, needs in both product & services will be identified that can drive this economic growth and create sustainable employment.

### CLIFFS OF MOHER

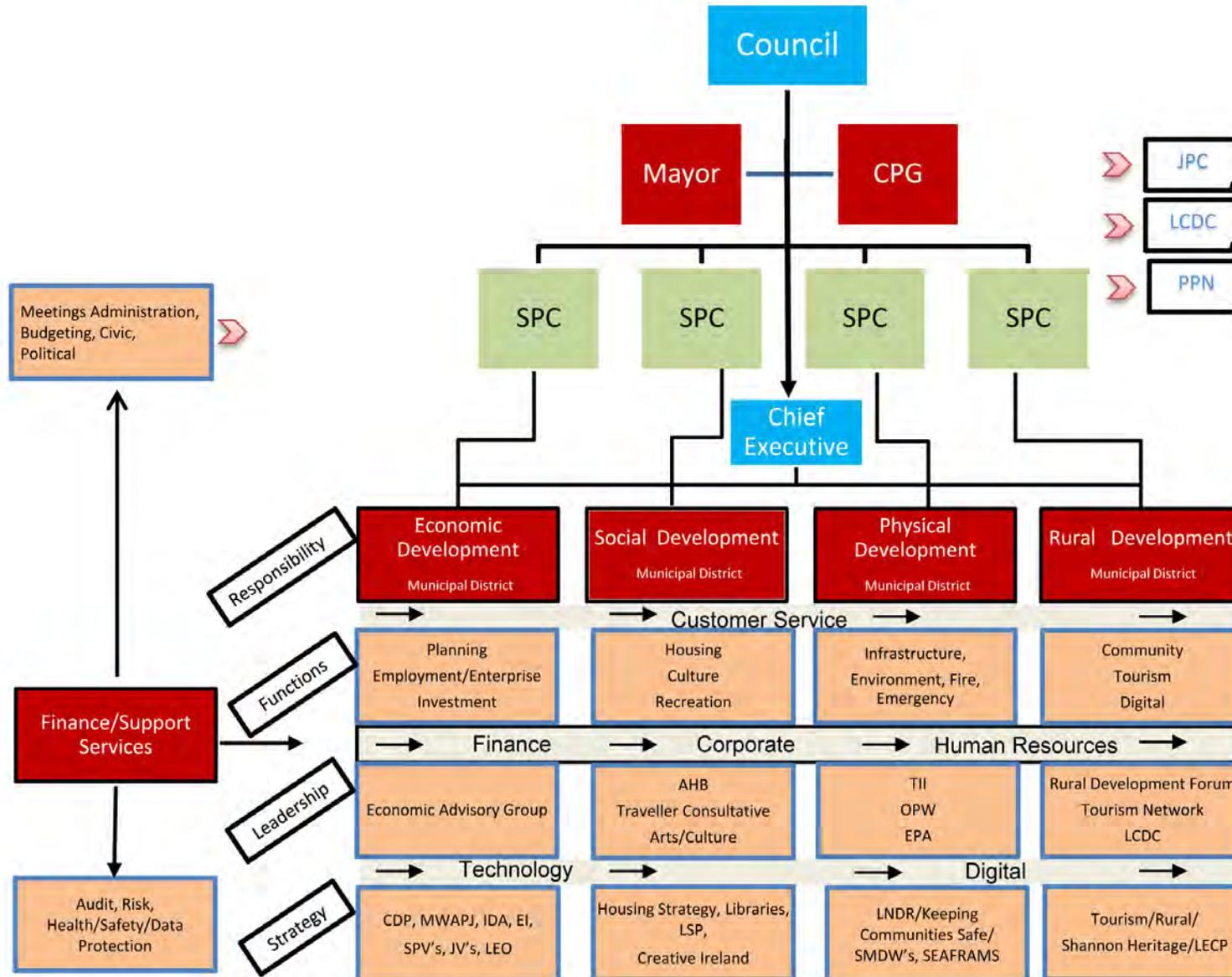
The Cliffs of Moher Visitor Experience is embarking on a 20 year strategy 2020-2040 that will set out the future for the world class experience. The strategy will examine the visitor attraction in its entirety including current infrastructural appraisal, access, mobility and will encapsulate the visitor journey from booking stage right through to post visit. It is expected that the strategy will inform future developments on sustainable visitor management, improvements to the physical infrastructure, delivering overnights and economic return to the wider county while maintaining a world class visitor experience for those visiting the internationally renowned iconic site. The timeline assigned to this project is 18 months from appointment of expert consultants.

# STRATEGIC OBJECTIVES FOR MANAGEMENT TEAM

<b>OBJECTIVES</b>	
<b>1.</b>	To work in partnership with our elected members at County and District level
<b>2.</b>	To consolidate the position of Clare County Council as a “go to Council” for our stakeholders
<b>3.</b>	To help our staff to build on their capacity to deliver excellence in our services through active workforce planning and a staff development programme
<b>4.</b>	To ensure the Council is at the heart of all public service initiatives in the County
<b>5.</b>	To ensure that all staff work together to achieve delivery of our priority objectives and actions

The Management Team will collaborate to deliver the Corporate Vision for County Clare through a team-based approach which will be embedded across the full extent of Clare County Council. Communication of management direction across and within Directorates will be underpinned by staff having clarity in their individual performance requirements. Each team within the Directorates will have a clear understanding of the actions required to deliver on the Council’s objectives at national, regional and County level.

# ORGANISATIONAL STRUCTURE



## ORGANISATIONAL RESOURCES/ FINANCIAL LANDSCAPE BUDGET 2019

The Council's Budget 2019 as presented provides for a total expenditure of €117.6m in relation to day to day services, an increase of €6m over the previous year. The Annual Budget provides for services and is set out as below –

SERVICE DIVISION	EXPENDITURE €	INCOME €	% OF BUDGET
Housing & Building	18,567,083	17,260,203	2.6%
Road Transport & Safety	30,659,829	21,623,241	18.3%
Water Services	12,515,553	12,012,106	1.0%
Development Management	17,613,429	9,993,082	15.4%
Environmental Services	14,599,422	2,147,891	25.2%
Recreation & Amenity	10,481,626	1,284,578	18.6%
Agriculture, Health Welfare & Education	787,967	410,386	0.8%
Miscellaneous Services	12,373,233	3,409,309	18.1%
<b>Total</b>	<b>117,598,141</b>	<b>68,140,796</b>	<b>100%</b>

A central objective of the budget for 2019 is the maintenance of existing levels of service, and as always this is a significant challenge. The organisation has changed and has been reshaped in 2018 in order to respond to the changing environment. Increased focus on housing services, the need to deliver on a number of capital projects, specific focus on business review and an increase in capital grant funding schemes are some of these challenges emerging.



## FINANCE AND SUPPORT SERVICES DIRECTORATE



**NOELEEN FITZGERALD**  
Acting Head of Finance,  
Corporate and Human Resources

## OBJECTIVES - FINANCE AND SUPPORT SERVICES

1. Develop annual team development plans detailing specific tasks and actions to be delivered within the objectives of the 2018-2020 Budgets
2. Underpin the Physical, Social, Economic & Rural Directorates strategic and operation plans with Finance, Human Resources and Corporate Services support
3. Support the completion of forward/planned maintenance programmes for both Housing and Roads infrastructure in order to influence funding opportunities
4. Support the Capital Project Management Office in project planning assessment and funding mechanisms (engagement with external loan and grant providers) to forward plan capital investment
5. Complete review of commercial rates on properties across the county in advance of Budget 2019 considerations to include Valuation Office revisions in advance of 2020 revaluation timeframe
6. Further develop staff learning and development initiatives to include mentoring, leadership, project management and induction
7. Develop a strategy for the implementation of General Data Protection Regulation (GDPR)
8. Co-ordinate the delivery of agreed Business Review priorities to include Service Catalogue and records management processes and embed a culture of continuous review and business improvement
9. Explore opportunities for consolidating activities and improved processes and procedures, to reduce costs and deliver efficiencies
10. Enhance communication with staff; elected Members and the public (focus on message management)
11. Embed a Health & Safety culture of continuous improvement in the organisation

The Finance and Support Services Directorate primarily delivers internal services to departments to support them in the delivery of services to customers in an efficient manner and implement best practice in corporate governance. The services which are provided directly to the public are set out in this Annual Service Plan.

## FINANCE

The Finance Department under the management of the Head of Finance has primary responsibility for a range of functions including financial accounting and reporting, commercial rates billing and collection, payments, the budget process, treasury management and other accounting and compliance activities.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Production of the Annual Financial Statement for the Council</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Financial Statements and quarterly reports produced in accordance with statutory requirements and timelines</li> </ul>
<ul style="list-style-type: none"> <li>- Coordination of the annual budget cycle</li> </ul>	<ul style="list-style-type: none"> <li>- Production of Council budget in line with statutory requirements and timelines</li> </ul>
<ul style="list-style-type: none"> <li>- Complete review of Commercial Rates on properties across the county in advance of Budget 2020 (- considerations to include Valuation Office revisions in advance of 2020 revaluation timeframe to maximise rateable valuation base)</li> <li>- Manage the collection of commercial rates income and achieve national targets set for 2019</li> </ul>	<ul style="list-style-type: none"> <li>- Robust Property database and system for updating Valuation Office database implemented</li> <li>- 2018 target exceeded</li> </ul>
<ul style="list-style-type: none"> <li>- Provide an efficient Non Principal Private Residence (NPPR) service</li> </ul>	<ul style="list-style-type: none"> <li>- Respond to customer queries within 5 working days</li> </ul>
<ul style="list-style-type: none"> <li>- Ensure all payments are made in an accurate and timely manner</li> <li>- E-invoicing – Compliance with European Directive 2014/55/EU date of April 2020. Fully cooperate and comply with project timelines outlined by the LGMA e-invoicing project lead</li> </ul>	<ul style="list-style-type: none"> <li>- Maximum number of payees by electronic funds transfers (EFT)</li> <li>- Compliance with prompt payment legislation</li> <li>- Compliance with European Directive 2014/55/EU date of April 2020</li> </ul>
<ul style="list-style-type: none"> <li>- Prepare a three year capital programme</li> </ul>	<ul style="list-style-type: none"> <li>- Update capital programme 2020-2023</li> </ul>

## MOTOR TAX

The Motor Tax Section has responsibility for dealing with motor tax applications from the motor tax offices in Ennis and Ennistymon. In addition the Municipal District office in Kilrush and Scariff facilitate the renewal of motor tax online. In 2019 the priority will be to continue to improve the level of service to the citizen, and promote usage of the online motor tax service as an efficient means of taxing a vehicle.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Provide an efficient postal and counter motor tax service</li> </ul>	<ul style="list-style-type: none"> <li>- Motor Tax section will seek to maintain – and where possible improve on – the 2018 performance level KPI 's</li> </ul>
<ul style="list-style-type: none"> <li>- Continue to promote usage of the on-line motor tax service as the most efficient means of taxing a vehicle</li> </ul>	<ul style="list-style-type: none"> <li>- The percentage of motor tax transactions which were dealt with online increasing</li> </ul>

## HUMAN RESOURCES

The services provided by the Human Resources Department include the provision of learning and development opportunities for staff, operation of the employee welfare programme, recruitment, superannuation, industrial relations management and workplace partnership.

The provision of Human Resources services are delivered in accordance with the Council's Workforce Plan, the National Human Resources Strategy and the National Agreements governing the sector. During 2019, the section will continue to implement the priorities within the Local Authority People Strategy.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Provide staff recruitment and assignment services</li> <li>- Evaluate Apprenticeship Programme</li> <li>- Roll Out 2019 Co-Op university placement</li> </ul>	<ul style="list-style-type: none"> <li>- Responsive and effective recruitment programme in place to support business needs</li> </ul>

## CORPORATE SERVICES

The Corporate Services Department consolidates a wide variety of centrally provided services including:

- customer services
- communications and public relations
- providing support services for the elected members
- servicing council meetings
- maintaining the register of electors
- dealing with freedom of information
- data protection
- procurement
- health and safety
- business review
- archives and records management
- facilities management.

A key focus in 2019 will be the Local Elections in May when a new council will be elected.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- To ensure the effective delivery and transparency of democratic processes within the Council</li> </ul>	<ul style="list-style-type: none"> <li>- All Council meetings serviced and statutory requirements adhered to</li> </ul>
<ul style="list-style-type: none"> <li>- To uphold the Customer Charter and deliver good customer service</li> </ul>	<ul style="list-style-type: none"> <li>- Aim to acknowledge all written correspondence within 5 working days and aim to provide a full response within 21 days</li> </ul>
<ul style="list-style-type: none"> <li>- To promote the use of the Irish language through the implementation of the Irish Language Scheme</li> </ul>	<ul style="list-style-type: none"> <li>- Comply with the Official Languages Act and improve the availability of services through the Irish language</li> </ul>
<ul style="list-style-type: none"> <li>- Manage the Annual Register of Electors</li> <li>- Complete Implementation Plan for Local Elections 2019 and New Council - Corporate Plan, Strategic Policy Scheme (SPC)</li> </ul>	<ul style="list-style-type: none"> <li>- Publish register in accordance with statutory dates</li> <li>- Local Elections completed in accordance with statutory requirements and new Corporate Plan and SPC Scheme adopted</li> </ul>

<ul style="list-style-type: none"> <li>- To achieve best practice and value for money in procurement</li> </ul>	<ul style="list-style-type: none"> <li>- Adopt a Corporate Procurement Plan and Policies and Procedures to ensure compliance with Public Procurement requirements</li> </ul>
<ul style="list-style-type: none"> <li>- To promote good governance through effective internal audit functions</li> </ul>	<ul style="list-style-type: none"> <li>- Assurance provided to Management Team/Audit Plan implemented/Audit Committee supported/Risk Registers in place</li> </ul>
<ul style="list-style-type: none"> <li>- To ensure that data and information held by the Council is protected and accessible</li> </ul>	<ul style="list-style-type: none"> <li>- All requests processed within required timeframes:</li> <li>- Freedom of Information Request- Acknowledge within 14 days. Decision issued with 4 weeks</li> <li>- Data Subject access request: provide data within 1 month</li> </ul>
<ul style="list-style-type: none"> <li>- To ensure effective internal and external communications and the promotion of Council activities</li> </ul>	<ul style="list-style-type: none"> <li>- Develop appropriate communications and Public Relations services</li> <li>- Increase the use of social media and the social media reach</li> </ul>
<ul style="list-style-type: none"> <li>- To enable continuous improvement in the delivery of services</li> </ul>	<ul style="list-style-type: none"> <li>- Improved service design at MD level</li> </ul>



## **ECONOMIC DEVELOPMENT DIRECTORATE**



**LIAM CONNEALLY**  
Director of Economic Development

## PRIORITY ACTIONS 2018-2020

### OBJECTIVES – ECONOMIC DEVELOPMENT

1.	Prepare and adopt the Ennis 2040 Socio-Economic Plan with a specific focus on developing Ennis as a strong Enterprise and Retail destination and revitalisation of unused properties/sites.
2.	Seek the designation of a Strategic Development Zone (SDZ) for the South Clare Economic Corridor and prepare a Masterplan for same including the re-opening of the Errina Canal.
3.	Ensure that Shannon Town and International Airport is a driver of regional prosperity by harnessing its strategic location and access on the Atlantic Corridor in addition to its employment base and other competitive advantages. This will include the development of a socio-economic plan for Shannon Town Centre and Shannon Town Park.
4.	Progress the work of the Clare Economic Forum through broad stakeholder engagement incorporating input to the Regional Economic and Spatial Strategy (RSES), with a focus on implementation of the National Planning Framework – Ireland 2040, the Clare County Development Plan 2017-2023 and the Local Economic and Community Plan (LECP).
5.	Engage and build relationships with key economic agencies, Government Departments, the IDA and Enterprise Ireland (IE) and all stakeholders to drive and maximise the economic activity in County Clare and along the Atlantic Economic Corridor (AEC).
6.	Prepare an integrated Property Management Plan to include the establishment of a property management unit and associated systems to meet the corporate, business and operational needs of the Council and to prepare for future economic development opportunities.
7.	Prepare and adopt the Ennis Socio-Economic Plan with a specific focus on developing Ennis as a strong Enterprise and Retail destination and revitalization of unused properties/sites.
8.	Develop a recognizable economic “brand” for Clare which encapsulates, symbol, imagery, consistent messaging and relevant information, delivered in high quality through multi-channel distribution formats.
9.	Advance the Clare elements of the Strategic Integrated Framework Plan (SIFP) for the Shannon Estuary, with specific focus on Moneypoint and Cahercon.

10.	Develop a local economic plan to address the imminent closure of Roche, Clarecastle.
11.	Support the further development of higher education facilities in County Clare and collaborate with third level institutions in the provision of a knowledge and innovation-based economy for the county and region, including off-campus research and development. Positively pursue and facilitate the development of a third level campus, incorporating an enterprise element in Ennis.
12.	Finalise the Doolin Pier and Visitor Services Building and Masterplan.
13.	Prepare a County Clare Brexit position paper.
14.	Progress the development of Data Centres in County Clare.
15.	Develop annual team development plans detailing specific tasks and actions to be delivered within the objectives of the Annual Budgets, 2018-2020.
16.	Implement the Clare County Development Plan 2017-2023.
17.	Enhance the built environment of towns and villages and unfinished housing developments throughout the county in collaboration with local communities, through a number of urban design, green infrastructure, heritage and conservation- led development.
18.	Collaborate with the Shannon Group in supporting global connectivity and commercial property solutions throughout County Clare.

### **The strategic functions of the Economic Development Directorate are;**

- to provide for the Economic Development of Clare
- to provide for the proper Planning and Sustainable Development of the County, including the protection of the natural and built heritage and amenity of County Clare
- the promotion of enterprise and economic development
- Property Management

Essentially this function provides high quality economic development and planning services to citizens and stakeholders within and outside of County Clare.

## ENTERPRISE AND ECONOMIC DEVELOPMENT

The principle service of Enterprise and Economic Development is to provide short, medium and long term strategic planning for the County and to provide for planning certainty for potential investors in Clare and to protect the natural and built heritage of Clare.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Complete and implement the Ennis 2040 Economic and Spatial Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Identify, acquire and develop strategic development sites in Ennis to kick-start the local economy</li> </ul>
<ul style="list-style-type: none"> <li>- Prepare and submit the South Clare/ UL SDZ application</li> </ul>	<ul style="list-style-type: none"> <li>- Work with UL and the Department to deliver the SDZ</li> </ul>
<ul style="list-style-type: none"> <li>- Support the Ennis Data Centre delivery</li> </ul>	<ul style="list-style-type: none"> <li>- Work with the Data Centre proponents to deliver the Ennis DC Project</li> </ul>
<ul style="list-style-type: none"> <li>- Co-ordinate the SIFP Steering Group including Estuary Marketing and Promotion</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the number of pre-planning enquiries and planning applications granted for commercial development</li> </ul>
<ul style="list-style-type: none"> <li>- Promote start-up and indigenous enterprise to locate in Clare</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the quantum of enterprise zoned lands in the Council's statutory plans</li> </ul>
<ul style="list-style-type: none"> <li>- Complete the Shannon Town Centre strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Adopt the Shannon Town Centre strategy in the Shannon LAP</li> </ul>

# PLANNING

## FORWARD PLANNING

PRINCIPLE SERVICE	OBJECTIVES – KEY ACTIONS FOR 2019	SERVICE PERFORMANCE INDICATOR
<ul style="list-style-type: none"> <li>- To ensure that there are statutory land use plans in place for County Clare and contribute to the Regional (RSES) and National Planning Framework (NPF)</li> </ul>	<ul style="list-style-type: none"> <li>- To undertake public consultation and vary The Clare County Development Plan 2017-2023 to incorporate regional and national policy. To input into the Regional Economic and Spatial Strategy, and other national and regional plans and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>- Facilitate public participation and community involvement. Meet all statutory requirements with regard to plan making functions. Advocate for County Clare and input into National and Regional plan making. Prepare submissions on National guidelines as the opportunities present</li> </ul>
<ul style="list-style-type: none"> <li>- Complete Ennis 2040 Spatial and Economic Plan</li> </ul>	<ul style="list-style-type: none"> <li>- In conjunction with the appointed Consultants, carry out public consultation on the Draft Ennis 2040 Plan. Input as required into the final drafting. Implement the Finalised Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Ennis 2040 Spatial and Economic Plan to be finalised and implemented</li> </ul>
<ul style="list-style-type: none"> <li>- Commence the Shannon Town Centre Streetscape Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Appoint consultants, engage with stakeholders and complete the strategy preparation</li> </ul>	<ul style="list-style-type: none"> <li>- Commence plan making stage</li> </ul>
<ul style="list-style-type: none"> <li>- Advance the Clare elements of the Strategic Integrated Framework Plan (SIFP) for the Shannon Estuary, with specific focus on Moneypoint and Cahercon</li> </ul>	<ul style="list-style-type: none"> <li>- Identify strategic economic development projects in the estuary</li> <li>- Prepare and examine a capital appraisal/business case for Cahercon House acquisition and redevelopment as a maritime training centre.</li> <li>- Examine the case for the installation of tidal test device in Cahercon</li> <li>- Engage with ESB on role and future of Moneypoint</li> </ul>	

<ul style="list-style-type: none"> <li>- Enhance the built environment of towns and villages and unfinished housing developments throughout the County in collaboration with local communities, through a number of urban design, green infrastructure, heritage and conservation led-development</li> </ul>	<ul style="list-style-type: none"> <li>- Complete the six village study as part of the Council's overall Urban and Village Renewal Strategy</li> <li>- Complete the delivery/ project management of Shannon Town Park project</li> <li>- Engage with property owners regarding of the potential of their properties on Parnell Street, Ennis</li> <li>- Co-ordinate the Ballyalla Lake enhancement plan</li> <li>- Implement Vacant Site Levy legislation and populate the vacant site register</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise the six village study plans</li> <li>- Complete construction works and open Shannon Town Park to the public</li> <li>- Assist Barefield Tidy Towns to finalise the Ballyallia Enhancement Plan</li> <li>- Manage the Vacant Site Register</li> </ul>
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## HERITAGE AND CONSERVATION

PRINCIPLE SERVICE	OBJECTIVES – KEY ACTIONS FOR 2019	SERVICE PERFORMANCE INDICATOR
<ul style="list-style-type: none"> <li>- Improve, preserve and enhance the environment in the interests of present and future generations through promoting, protecting and harnessing the potential of the natural, built heritage and biodiversity of County Clare</li> </ul>	<ul style="list-style-type: none"> <li>- Implement the objectives of the Clare Heritage Plan 2017-2023 and the Clare Biodiversity Action Plan 2017-2023. Maintain the Record of Protected Structures and meet statutory requirements with regard to Protected Structures</li> </ul>	<ul style="list-style-type: none"> <li>- Access funding to implement objectives of plans. Record of Protected Structures in place and statutory timelines being met. Promotion material produced</li> </ul>
<ul style="list-style-type: none"> <li>- On foot of the Historic Town Initiative 2019, funding allocation for the Terret Lodge in Kilrush – deliver a Heritage and Genealogy Centre</li> </ul>	<ul style="list-style-type: none"> <li>- Appoint a design team and contractor. Engage with Kilrush Amenity Trust, adjoining landowners. Oversee construction</li> </ul>	<ul style="list-style-type: none"> <li>- Land to be transferred to Clare County Council from adjoining landowners. Funding to be drawn down in November 2019. Building to be available for occupation</li> </ul>

## RESOLUTION OF UNFINISHED HOUSING DEVELOPMENT

PRINCIPLE SERVICE	OBJECTIVES – KEY ACTIONS FOR 2019	SERVICE PERFORMANCE INDICATOR
<ul style="list-style-type: none"> <li>- To resolve outstanding issues on unfinished estates in accordance with legislation and government policy</li> </ul>	<ul style="list-style-type: none"> <li>- To resolve outstanding issues on unfinished estates in accordance with legislation and government policy where possible</li> </ul>	<ul style="list-style-type: none"> <li>- To reduce the list of unfinished housing developments (UFHD) subject to funding available</li> </ul>

## TAKING IN CHARGE OF ESTATES

PRINCIPLE SERVICE	OBJECTIVES – KEY ACTIONS FOR 2019	SERVICE PERFORMANCE INDICATOR
<ul style="list-style-type: none"> <li>- Taking in charge is a request to have certain services taken in charge when a development is completed to the satisfaction of the local authority</li> </ul>	<ul style="list-style-type: none"> <li>- To continue to progress the Taking in Charge of residential estates through active engagement with Developers, Receivers and Bondholders through the progression of Site Resolution Plans, application of available funding</li> </ul>	<ul style="list-style-type: none"> <li>- To initiate the statutory process on 20 estates in 2019 in accordance with the Taking in Charge Policy, the provisions of the Planning Act and available funding</li> </ul>

<b>ENFORCEMENT</b>		
<b>PRINCIPLE SERVICE</b>	<b>OBJECTIVES – KEY ACTIONS FOR 2019</b>	<b>SERVICE PERFORMANCE INDICATOR</b>
<ul style="list-style-type: none"> <li>- To ensure compliance with Planning Permission and investigate and respond to complaints</li> </ul>	<ul style="list-style-type: none"> <li>- To monitor compliance with planning conditions and planning legislation with a view to resolving unauthorised development issues and initiate enforcement proceedings as necessary</li> </ul>	<ul style="list-style-type: none"> <li>- Enforcement Action undertaken within statutory timeframes. Database of Enforcement files and documents from 2010 onwards in place</li> </ul>
<ul style="list-style-type: none"> <li>- Collect outstanding development contributions</li> </ul>	<ul style="list-style-type: none"> <li>- To commence the preparation of a new Clare Development Contribution Scheme 2017-2023 which will enhance the system of Debt Collection</li> </ul>	<ul style="list-style-type: none"> <li>- Draft scheme in place by December in accordance with Planning Acts</li> </ul>

<b>DEVELOPMENT MANAGEMENT</b>		
<b>PRINCIPLE SERVICE</b>	<b>OBJECTIVES – KEY ACTIONS FOR 2019</b>	<b>SERVICE PERFORMANCE INDICATOR</b>
<ul style="list-style-type: none"> <li>- To assess and make decisions on Planning Applications and provide a planning information service to the citizens of the County. Provide a quality service, focused on the needs of our customers and citizens</li> </ul>	<ul style="list-style-type: none"> <li>- To ensure decisions are made in a consistent, fair and transparent manner in line with statutory obligations and in accordance with the County Development Plan and National Policy</li> </ul>	<ul style="list-style-type: none"> <li>- Decisions issued in a timely manner and within statutory timeframe. Provide a quality service, focused on the needs of our customers and citizens</li> </ul>

## PROPERTY MANAGEMENT

### PROPERTY MANAGEMENT

PRINCIPLE SERVICE	OBJECTIVES – KEY ACTIONS FOR 2019	SERVICE PERFORMANCE INDICATOR
<ul style="list-style-type: none"> <li>- Prepare an integrated Property Management Plan to include the establishment of a property management unit and associated systems to meet the corporate, business and operational needs of the Council and to prepare for future economic development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Establish Property Management Unit in line with NOAC recommendations</li> <li>- Implement work programme of Property Management Unit</li> <li>- Develop a Property Interests Register for the Council in line with the recommendations of the Local Government Auditor and the National Oversight and Audit Commission (NOAC)</li> <li>- Prepare a property strategy and protocols for Clare County Council to meet objectives of ensuring economic or optimal use of property that we own, have an asset portfolio to meet our needs and to manage the risks and maximise the opportunities for all properties</li> <li>- Develop and maintain properties to meet the corporate, business and operational needs of the Council and consider disposal of non-economic properties</li> </ul>	<ul style="list-style-type: none"> <li>- Staffing to be sought in 2019</li> <li>- Work programme to be approved</li> <li>- Work to commence on same in conjunction with IT Department</li> <li>- Protocols to be approved</li> <li>- Five properties to be developed/upgraded in 2019</li> </ul>

	<ul style="list-style-type: none"> <li>- Progress site acquisition for new school projects for County Clare in partnership with the Department of Education and LCETB for Ennis, Kilrush and Shannon</li> <li>- Progress site assembly for selected opportunity sites as determined by Ennis 2040 Economic Strategy. Support the implementation of Ennis 2040</li> </ul>	<ul style="list-style-type: none"> <li>- Proposals to be well advanced for all three towns</li> <li>- Requirements to be agreed and plan to be in place</li> </ul>
<ul style="list-style-type: none"> <li>- Support the further development of higher education facilities in County Clare and collaborate with third level institutions in the provision of a knowledge and innovation-based economy for the county and region, including off-campus and development</li> </ul>	<ul style="list-style-type: none"> <li>- Advance the construction and refurbishment works for the Quin Road Campus (in collaboration with University of Limerick) and the LIT-Ennis Campus on Bindon Street</li> <li>- Engage with the higher education bodies and work with them to deliver more third level facilities in County Clare</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of works on both properties and lease agreements to be in place</li> </ul>

## LOCAL ENTERPRISE OFFICE (LEO)

The strategic role of the Local Enterprise Office Clare is to stimulate economic activity across the county and to develop indigenous enterprise potential. This is achieved by harnessing collective effort on behalf of a wide range of local stakeholders in order to build a local economy of real strength and permanence which will provide jobs and wealth to meet the needs of County Clare. The key focus is to maximise opportunities for job creation and retention.

<b>LOCAL ENTERPRISE OFFICE (LEO)</b>		
<b>PRINCIPLE SERVICE</b>	<b>OBJECTIVES – KEY ACTIONS FOR 2019</b>	<b>SERVICE PERFORMANCE INDICATOR</b>
- First Stop Shop	- A single/first point of contact for local enterprises	- Public awareness and recognition of the role of the LEO
- Public Awareness	<ul style="list-style-type: none"> <li>- Engagement with elected members through presentations at various forums</li> <li>- Ongoing interaction with local Chambers of Commerce</li> <li>- Appropriate press releases of various events/initiatives</li> <li>- Presentations to various representative bodies e.g. business networks</li> <li>- Advertisement of events/courses as required</li> <li>- Monthly publication of “newsletter”</li> <li>- Proactive use of social media promoting success stories and items of interest to our client community</li> </ul>	<ul style="list-style-type: none"> <li>- Coverage in local media</li> <li>- Number of events/meetings at which presentations are given</li> <li>- Number of interactions via social media channels</li> </ul>

<ul style="list-style-type: none"> <li>- Grant Funding/ Evaluations and Approval Committee</li> </ul>	<ul style="list-style-type: none"> <li>- Effective assessment of applications for funding (Feasibility, Priming, Business Expansion, Trading Online Vouchers and TAME Grants)</li> <li>- Ensuring all relevant information is provided with each application</li> <li>- Ensuring EVAC decisions and conditions are advised and adhered to</li> <li>- Work with EVAC to identify sectors with the most potential for jobs growth</li> <li>- Rollout of national competitive funds e.g. LIIF</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from Committee members</li> <li>- Amount of funding provided</li> <li>- Number of projects funded</li> <li>- Number of potential jobs measured in a 3 year time frame</li> </ul>
<ul style="list-style-type: none"> <li>- Training Courses</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from participants</li> <li>- Explore on-line feedback to replace current paper based system</li> <li>- Ensure training courses are spread “evenly” through the year</li> <li>- Consider adapting the timing of some courses e.g. Saturday sessions</li> <li>- Ongoing review of training courses with the aim of identifying suitability and appropriateness</li> <li>- Introduce new courses to meet assessed demand. Initially on a trial basis with repeat dependent on feedback e.g. Technology Start up Programme</li> <li>- Most training courses are run in Ennis – Explore running in other locations, including leveraging Hubs as a venue</li> </ul>	<ul style="list-style-type: none"> <li>- Analyse outcome of feedback surveys</li> <li>- Engage with trainers where required</li> <li>- Scheduling of training courses</li> <li>- Number of new programmes introduced</li> <li>- Demand measured by number of participants</li> <li>- Location of training courses</li> </ul>

<ul style="list-style-type: none"> <li>- Mentors</li> </ul>	<ul style="list-style-type: none"> <li>- Expansion of Mentor Network to support new emerging requirements from clients, as well as leveraging senior Director –level mentors amongst Multi National Companies who have offered their support gratis</li> <li>- Delivery of Brexit Advisory Clinics and one-to-one Brexit Mentoring</li> </ul>	<ul style="list-style-type: none"> <li>- Wider breadth of mentors on the LEO Clare Panel</li> <li>- Engage with mentors where deemed appropriate</li> <li>- Preparedness of clients to progress business and/or manage the impact of Brexit for the future</li> </ul>
<ul style="list-style-type: none"> <li>- Local Enterprise Week</li> </ul>	<ul style="list-style-type: none"> <li>- Focused high profile week of events to promote enterprise</li> </ul>	<ul style="list-style-type: none"> <li>- Number of events</li> <li>- Media Coverage</li> <li>- General feedback from attendees</li> </ul>
<ul style="list-style-type: none"> <li>- National Programmes/ Events</li> </ul>	<ul style="list-style-type: none"> <li>- Rollout of national programmes and events including IBYE/NEA/ Student Enterprise Programme, Showcase and Ploughing Championships</li> </ul>	<ul style="list-style-type: none"> <li>- Number of participants registering for programmes</li> <li>- Successful media coverage of awards</li> </ul>
<ul style="list-style-type: none"> <li>- Women in Business Network</li> </ul>	<ul style="list-style-type: none"> <li>- 6 events</li> <li>- Continue to review and adapt content to suit participants</li> <li>- Move to on-line feedback assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Analyse feedback surveys</li> <li>- Review with facilitator after each network event</li> <li>- Continuous focus</li> </ul>
<ul style="list-style-type: none"> <li>- Other network programmes</li> </ul>	<ul style="list-style-type: none"> <li>- Explore the need for other possible networks e.g. SYOB Participants, Technology Cluster Networks</li> </ul>	<ul style="list-style-type: none"> <li>- Establishment of new network – if appropriate</li> </ul>

<ul style="list-style-type: none"> <li>- Business Advice and Counselling</li> </ul>	<ul style="list-style-type: none"> <li>- Coaching and training of LEO staff</li> <li>- Identify skill gaps via PDP</li> <li>- Avail of training courses provided by Clare County Council and Enterprise Ireland to meet those needs</li> </ul>	<ul style="list-style-type: none"> <li>- Number of training courses attended</li> <li>- Proactive implementation of new skills acquired</li> <li>- Assessed via Personal Development Plan review</li> </ul>
<ul style="list-style-type: none"> <li>- State Agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Interact with other state bodies relevant to enterprise</li> </ul>	<ul style="list-style-type: none"> <li>- Adherence to Service Level Agreement</li> </ul>
<ul style="list-style-type: none"> <li>- Educational Sector</li> </ul>	<ul style="list-style-type: none"> <li>- Build relationships with 3rd level institutions aimed at identifying opportunities for new start-up enterprises</li> </ul>	<ul style="list-style-type: none"> <li>- Supporting events e.g. start-up weekend</li> </ul>



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## PHYSICAL DEVELOPMENT DIRECTORATE



**CARMEL KIRBY**  
Director of Physical Development

## OBJECTIVES – PHYSICAL DEVELOPMENT

1. Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the 2018-2020 Budgets
2. Enhance the Project Management Office (PMO) and build a project management culture in the organisation
3. Advance the delivery of the following projects through the PMO: West Clare Railway Greenway, Limerick Northern Distributer Road, Killaloe Bypass, Blakes Corner, Doolin Masterplan, Asbestos Remediation project
4. Prepare a Climate Change Adaptation Strategy for Clare in association with the Regional Climate Change Team (Atlantic Seaboard South)
5. Advance the 2019-2021 Road Investment Programme and implement the annual Road Investment & Maintenance Programmes 2018-2020
6. Implement the Water Services Service level Agreement with Irish Water
7. Implement the Environmental Services Programme within the framework of an action plan addressing specific aspects of the environment in County Clare
8. Implement Coastal and landside protection programmes and Flood Relief Works including Ennis South Flood Relief Scheme, Shannon Embankments and Coastal strengthening projects
9. Implement a pro-active flood management programme in line with current objectives of the draft CFRAMS (Catchment Flood Risk Assessment and Management) policy
10. Prepare design of local water and waste water investments for submission to the Department of Rural and Community Affairs for funding
11. Prepare a fleet management plan
12. Review and Prepare a draft Section 26 Fire & Emergency Operations Plan for adoption by Clare County Council
13. Prepare a phased programme of works to upgrade Ennis Fire Station and associated facilities
14. Develop the new Civil Defence headquarters
15. Continue to implement the SLA with the Food Safety Authority of Ireland
16. Advance roads infrastructure in Ennis to support the development of the town and environs
17. Develop wastewater treatment capacity for Ennis and environs to support the development of the town
18. Development of public realm and built environment in Ennis and acquisition of lands for development of amenity areas to support tourism
19. Support Rural development in the delivery of the Urban and village renewal scheme in Clarecastle
20. Support the implementation of LIHAF infrastructure (N85 – Drumcliffe)

## The Physical Development Directorate is responsible for

- Environment
- Fire & building control
- Water services
- Project management office
- Veterinary services, food safety
- Transportation and civil defense

The director, Carmel Kirby, is also responsible for the Municipal District of Ennis.

## ENVIRONMENT

The Environment Section has responsibility for a diverse range of activities including waste enforcement, waste management, environmental awareness, Limerick-Clare energy agency, gardening, scientific services (laboratory, water and air), veterinary services and blue flag beaches.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
- Climate Adaptation Strategy	- Prepare a climate adaptation strategy for County Clare by the 30th September 2019 in consultation with CARO
- Climate Change	- Continue progress towards achieving the 33% energy reduction for 2020, as set out in the National Climate Change Strategy
- RMCEI Plan 2019	- Achieve the actions specified in the 2019 RMCEI Plan as submitted to the EPA including the National Priorities.
- River Basin Management Plan 2018-2021 (WFD)	- Support to LAWPRO and the EPA in the implementation of the objectives and plans relating to the Water Framework Directive.
- Beach Facilities	<ul style="list-style-type: none"> <li>- Complete the extension and construction of the new public toilets and associated works at Lahinch SeaWorld</li> <li>- Provide a temporary solution in Kilkee for 2019 bathing season and progress final permanent solution for Kilkee for 2020</li> <li>- Beach management including Blue Flag applications, maintenance, complaints handling</li> <li>- Review beach operations to enhance visitor experience</li> </ul>

- Central Waste Management Facility (CWMF)	- Ensure CWMF site operates in compliance with EPA Waste Licence W0109. Appoint consultants to progress the Closure Restoration and Aftercare Management Plan (CRAMP)
- County Clare Waste Management Bye-Laws, 2018	- Increased public awareness around the new bye-laws and their content, increase compliance and uptake with kerbside bin collection to hopefully reduce illegal dumping
- Litter Management and Enforcement	- Produce a new Litter Management Plan 2019-2021, continue enforcement of the Litter Pollution Acts, as amended
- H&S	- Implement requirements of Clare County Council OHSAS Safety management system and programme
- Shannon Estuary Anti-Pollution Team (SEA-PT)	- Continue engagement with SEA-PT, take part in annual SEA-PT exercises and available training
- Limerick Clare Energy Agency (LCEA)	- Joint agency with Limerick City & County Council and supported by the University of Limerick and Clare Local Development Company. The agency is tasked with promoting renewable energy resources and initiatives, energy management and climate change
- Gardening	- Continued annual planting regimes and maintenance - Support to interested groups throughout the county and to special events like Fleadh Cheoil, Irish Open etc
- Waste Enforcement and Regulation	- Processing and administering waste permits and certificates, Compliance with all regulations concerning waste and litter and any enforcement required

<ul style="list-style-type: none"> <li>- Waste, Wastewater, Air and Noise</li> </ul>	<ul style="list-style-type: none"> <li>- To comply with EU Directives and National Legislation on Water, Wastewater, Air and Noise</li> </ul>
<ul style="list-style-type: none"> <li>- Environmental Awareness</li> </ul>	<ul style="list-style-type: none"> <li>- Continue work with Businesses, Households, Schools, Council staff and other public bodies throughout County Clare</li> <li>- Network with external stakeholders/ organisations (e.g. CLDC, LEADER, EPA, Shannon Development etc) to deliver value added projects to further environmental objectives and to leverage funding</li> <li>- To promote and facilitate sustainable development at community level</li> </ul>
<ul style="list-style-type: none"> <li>- Waste Management and Recycling</li> </ul>	<ul style="list-style-type: none"> <li>- To comply with requirements of the Southern Region Waste Management Plan 2015-2021. Operating Recycling centers, Transfer Stations and Bring Banks</li> <li>- Participate in the Southern Region Waste Management Team and development of the new regional waste management Plan</li> </ul>

## NOAC LOCAL AUTHORITY PERFORMANCE INDICATORS (KPI'S):

E2: % of environmental pollution complaints closed

## FIRE & BUILDING CONTROL

The main objective of the Fire and Building Control Section is to provide for the safety of persons and buildings, both new and existing by way of fire prevention and also by operational response in the case of fire or accident.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Management of Fire Service Properties</li> </ul>	<ul style="list-style-type: none"> <li>- Annual maintenance schedule of fixed services</li> <li>- General Upkeep of 8 premises</li> <li>- Upgrade works as necessary</li> </ul>
<ul style="list-style-type: none"> <li>- Management of Fire Service fleet</li> </ul>	<ul style="list-style-type: none"> <li>- Annual service schedule of 36 vehicles</li> <li>- Continued preventative maintenance for all vehicles</li> <li>- Continued upgrading of Fire Service fleet</li> </ul>
<ul style="list-style-type: none"> <li>- Personnel are adequately trained and competent to carry out their roles</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of training to personnel as set out in the Fire Service Training Policy</li> </ul>
<ul style="list-style-type: none"> <li>- Management of Protective Clothing &amp; Equipment</li> </ul>	<ul style="list-style-type: none"> <li>- Continued maintenance/upgrading of Fire Fighting Kit</li> </ul>
<ul style="list-style-type: none"> <li>- Management of Information Communications Technology</li> </ul>	<ul style="list-style-type: none"> <li>- Continued upgrading of IT Systems</li> </ul>

<ul style="list-style-type: none"> <li>- Commitment to safeguard, as far as is reasonably practicable, the safety, health and welfare of all employees, contractors and visitors</li> </ul>	<ul style="list-style-type: none"> <li>- Implementing Safety Management Programme</li> <li>- Compliance with the Local Authority Safety Management System</li> <li>- Proactive approach to continually improving our health &amp; safety performance</li> </ul>
<ul style="list-style-type: none"> <li>- To monitor and enforce compliance with Dangerous Structures legislation</li> </ul>	<ul style="list-style-type: none"> <li>- Deal with Dangerous Structures as required</li> <li>- Carry out enforcement proceedings as required</li> <li>- Recoup Local Authority costs for same where possible</li> </ul>
<ul style="list-style-type: none"> <li>- To educate, monitor and enforce Building Control standards in all new developments</li> </ul>	<ul style="list-style-type: none"> <li>- Process and validate Commencement Notice Applications</li> <li>- Process, validate and grant Fire Safety Certificates</li> <li>- Process, validate and grant Disability Access Certificates</li> <li>- Monitor new works for compliance with the Building Regulations</li> <li>- Implement the Construction Project Regulations as required</li> </ul>
<ul style="list-style-type: none"> <li>- Facilitate the preparation of the Major Emergency Plan and associated response by the Local Authority in conjunction with other agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Provide the secretariat for the Local Authority Major Emergency Management Committee</li> <li>- Maintain and update as requested the Major Emergency Plan</li> <li>- Engage with other sections when preparing Major Emergency Exercises</li> <li>- Ensure engagement with other agencies at a Local, Regional and National level</li> </ul>

<ul style="list-style-type: none"> <li>- To raise fire safety awareness throughout County Clare and to monitor and enforce compliance with Fire Safety Legislation</li> </ul>	<ul style="list-style-type: none"> <li>- Implement various Community Fire Safety initiatives</li> <li>- Advise the Courts under the Intoxicating Liquor Legislation</li> <li>- Carry out Fire Safety inspections under the Fire Services Act 1981 &amp; 2003 on high risk premises as determined</li> <li>- Monitor and enforce Fire Safety under other relevant legislation</li> <li>- Local Authority/Interagency engagement when reviewing Large Crowd Events/ Licence Applications</li> </ul>
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## LIST OF PRIORITY ACTIONS - FIRE & BUILDING CONTROL 2019

1. Continued Accreditation to the OHSAS 18001
2. New Fire Service Maintenance Facility at Ennis Fire Station to be progressed through Planning and submission request for Capital Grant Funding
3. Review of Section 26 Fire & Emergency Operations Plan 2014 – 2019  
This will be externally influenced by -
  - (i) A national Management Review of the Retained Fire-fighter Model
  - (ii) The outcome of the European Court of Justice – Matzak ruling on Working Time
4. Delivery of appropriate ICT Links to all Fire Stations

## NOAC LOCAL AUTHORITY PERFORMANCE INDICATORS (KPI'S)

- P1: New Buildings Inspected
- P5: Applications for Fire Safety Certificates
- F1: Cost per Capita of the Fire Service
- F2: Service Mobilisation
- F3: Percentage Attendance Times at Scenes

## WATER SERVICES

Irish Water is the national water utility responsible for the delivery of water services to homes and businesses in Ireland. Clare County Council is acting as an agent of Irish Water for the provision of water and waste water in the county.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Implement the Water Services Service Level Agreement (SLA) with Irish Water</li> <li>- Provide efficient and high-quality water supply to customers of Clare's public water supply zones</li> </ul>	<ul style="list-style-type: none"> <li>- Operate and manage 19 water supply zones, including testing of supplies to ensure compliance with legal drinking water quality standards</li> <li>- Minimise unaccounted for water by establishing all District Metering Areas and actively pursuing and remedying leaks through the find and fix programme</li> </ul>
<ul style="list-style-type: none"> <li>- Implement the Water Services Service Level Agreement with Irish Water</li> <li>- Provide efficient foul wastewater collection, and wastewater treatment which produces effluents which do not pollute receiving waters, to customers of Clare's public wastewater agglomerations</li> </ul>	<ul style="list-style-type: none"> <li>- Operate and manage agglomerations, including testing of treatment plant effluents to ensure compliance with Wastewater Discharge Authorisations (WWDA)</li> <li>- Report to Irish Water, and take necessary actions on, any incidents which impact on the quality of receiving water</li> </ul>
<ul style="list-style-type: none"> <li>- Implement the Water Services Service Level Agreement with Irish Water</li> <li>- Manage the provision of new water and wastewater projects, and the upgrade of existing water and wastewater systems, through Clare's Capital Projects Office</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions with Irish Water to agree contents of Capital Investment Programmes (CIPs), in particular the 2019 - 2021 CIP</li> <li>- Day to day management of works on site, and regular reporting to, and meetings with, IW capital staff to review progress of works.</li> <li>- Resolution of outstanding way leave and other issues remaining from pre-Irish Water capital projects.</li> <li>- Day to day management of works on site, and regular reporting to, and meetings with, IW capital staff to review progress of works</li> </ul>
<ul style="list-style-type: none"> <li>- Orderly transfer of legal ownership of Water Services assets to Irish Water under Ministerial vesting orders.</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of all remaining assets (c. 170 no.) and resolution of boundaries, way leaves and other legal aspects of each before vesting orders are made by the Minister</li> </ul>

- Implementation of Irish Water's Transformation Plan under the SLA	- Protect the resources of Clare County Council to enable delivery of objectives of the Irish Water Transformation Plan
- Manage the Service Level Agreement with Irish Water	- Manage all elements of the Service Level Agreement with Irish Water, including the monthly reporting, financial recoupment and meetings schedules
- Manage queries regarding Non-Domestic Meters insofar as budgetary resources allow	- Comply with Objective No. 20 of Annual Service Plan with Irish Water - Submit necessary reports within prescribed timescales
- Non –SLA Works - Insofar as budgetary resources allow, maintain developer-provided on-site wastewater systems not included in the SLA and not being maintained by a developer, management company or other entity	- Ensure systems operate in such a manner as not to prejudice human health - Work with Irish Water and Dept of Housing, Planning & Local Government to prepare strategies for the future maintenance of such infrastructure and its funding
- Obsolete Assets - Insofar as budgetary resources allow, identify and maintain all disused and/or obsolete water services assets not being transferred to Irish Water in conjunction with the IPB Risk fund for such works	- Carry out surveys and condition reports on all such assets and decide on whether to retain for any future uses.
- Continue to oversee and manage the residual water services functions which did not transition to Irish Water, i.e. Rural Water Programme (Group Schemes and Bored Wells)	- Advance Group Water and Sewerage Capital Schemes (upgrades and new schemes) in line with the multi annual funding programme 2019 to 2021 - Support the Taking in Charge of Group Water Schemes by Irish Water - Continue to oversee the operation of the Rural Water Sector in a supervisory capacity

## LIST OF PRIORITY ACTIONS - WATER SERVICES 2019

- Implement the Water Services Service Level Agreement with Irish Water
- Prepare design of local water and waste water investments for submission to the Department of Rural and Community Affairs for funding
- Develop wastewater treatment capacity for Ennis and environs to support the development of the town

## NOAC LOCAL AUTHORITY PERFORMANCE INDICATORS (KPI'S):

To ensure that the Irish Water KPI's (78 no.) are managed and achieved on a monthly basis.

## PROJECT MANAGEMENT OFFICE (PMO)

In May 2018, the Council established a dedicated Project Management Office from within existing resources in order to manage and deliver a number of key projects throughout the County. Aligned to this is the introduction of new systems and processes which will assist in building the necessary expertise and consistency of approach. Fundamental to success is compliance with the various statutory and best practice codes and guidelines pertaining.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- The Project Management Office manages the design and delivery of much of the Council's capital programme</li> <li>- We work across, and with, all the Directorates to improve the social and economic landscape for Clare residents and visitors alike</li> </ul>	<ul style="list-style-type: none"> <li>- To provide professional and effective management of key infrastructural projects throughout the county:</li> <li>- In line with the Council's strategic plans</li> <li>- Consistent with best design and building practices</li> <li>- Achieving optimum value for money</li> <li>- Safeguarding the County's heritage</li> </ul>

## LIST OF PRIORITY ACTIONS – PROJECT MANAGEMENT OFFICE 2019

- Limerick Northern Distributor Road
- Killaloe Bridge & Bypass
- N19 Shannon Airport Access Road
- N85 realignment at Kilnamona
- Ennistymon Bridge and Inner Relief Road (Blake’s Corner)
- Ennis South Flood Relief
- Coastal Protection at Lahinch
- Shannon Estuary Embankments
- CFRAM Projects at Springfield, Kilkee, Bunratty, Shannon & Kilrush
- Doolin Pier Visitor Centre
- West Clare Greenway (Phase 1 Kilrush to Kilkee)
- LIHAF Project at Claureen
- Other Coastal Protection Works
- Other Minor Flood Relief Works

All projects have been identified in advance as having significant strategic and/or tourism and/or amenity benefits and are demonstrating significantly positive cost-benefit ratios at prescribed development stages.

### **NOAC LOCAL AUTHORITY PERFORMANCE INDICATORS (KPI’S):**

- Timely progress on all projects in accordance with the Public Spending Code.

## VETERINARY SERVICES, FOOD SAFETY

Clare County Council is an official agent of the Food Safety Authority of Ireland. By way of a Service Level Agreement, Clare County Council is responsible for supervising and granting approval for all abattoirs and meat plants in the County, including one wild game establishment. Legislation requires that all animals destined for human consumption undergo a full veterinary ante-mortem and post-mortem examination.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
- Food Safety	- To fully comply with all aspects and requirements of the Service Level Agreement with the Food Safety Authority of Ireland and to ensure the integrity of all food produced in the county

### LIST OF PRIORITY ACTIONS – VETERINARY SERVICES, FOOD SAFETY 2019

- Ensure all food businesses are either registered or approved
- Ensure all animals presented at abattoirs receive a full ante-mortem and post-mortem examination
- Carry out a risk assessment on all relevant food businesses
- Ensure all food businesses are fully compliant with legislation
- Provide assistance to any new food business operative

### NOAC LOCAL AUTHORITY PERFORMANCE INDICATORS (KPI'S):

- Ensure all plants are audited according to their risk rating and FSAI Frequency Guidelines and that all Regulatory Sampling

## TRANSPORTATION

Roads and transportation is responsible for the design, maintenance and improvement of the national, regional and local road network throughout the County and also has responsibility for road safety, public lighting, hedge-cutting, parking management, flood relief works, insurance and arterial drainage.

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Maintenance &amp; Management of the Road Network</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of Planning Applications</li> <li>- Designing of Safety Improvement Schemes</li> <li>- Designing of Traffic Calming measures</li> <li>- Collating programme of work based on funding and needs of Area Engineers</li> <li>- Enhancing road network by the provision of design to DMRB Standards</li> </ul>
<ul style="list-style-type: none"> <li>- Road Design</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of Planning Applications</li> <li>- Designing of Safety Improvement Schemes</li> <li>- Designing of Traffic Calming measures</li> <li>- Collating programme of work based on funding and needs of Area Engineers</li> <li>- Enhancing road network by the provision of design to DMRB Standards</li> </ul>
<ul style="list-style-type: none"> <li>- Emergency responses &amp; Winter Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>- Delivering the Winter Maintenance Programme</li> <li>- Supporting aims and objectives of Major Emergency Plan</li> <li>- Timely servicing of equipment and staff training in advance of Winter season</li> <li>- Monitoring weather prospects and issuing information and warnings as required</li> </ul>

<ul style="list-style-type: none"> <li>- Road Safety, Speed Limits &amp; Byelaws</li> </ul>	<ul style="list-style-type: none"> <li>- Reviewing and implementing action plan through the Road Safety Working Group</li> <li>- Promoting an integrated approach to Road Safety in the County</li> <li>- Speed Limit Review to be carried out every 5 years</li> </ul>
<ul style="list-style-type: none"> <li>- Public Lighting</li> </ul>	<ul style="list-style-type: none"> <li>- Implementing Regional Public Lighting Maintenance Contract</li> <li>- Upgrading programme and introduction of LED schemes in Ennis and along NS Routes in County</li> </ul>
<ul style="list-style-type: none"> <li>- Machinery Yard</li> </ul>	<ul style="list-style-type: none"> <li>- Maximising the use of Council owned plant as part of the Roadworks Programme</li> <li>- Continually examining the Machinery Yard from an efficiency perspective</li> </ul>
<ul style="list-style-type: none"> <li>- Road Grant Schemes</li> </ul>	<ul style="list-style-type: none"> <li>- Administration of LIS &amp; CIS Schemes</li> </ul>
<ul style="list-style-type: none"> <li>- Procurement</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Procurement of plant hire, bitumen, grit and road making materials for Municipal Districts</li> </ul>
<ul style="list-style-type: none"> <li>- Development of a sustainable transport network to cater for the future needs of Clare County Council</li> </ul>	<ul style="list-style-type: none"> <li>- Progressing other selected improvements/ realignments of the Road Network in the County</li> <li>- Prepare Safety Management Plans and Traffic Management Plans</li> <li>- Maintain existing road network</li> </ul>
<ul style="list-style-type: none"> <li>- Traffic</li> </ul>	<ul style="list-style-type: none"> <li>- Ensuring Free Flow of Traffic where Parking Bye Laws in place</li> <li>- Monitoring Parking / Parking Permits</li> <li>- Collection of Parking fees and fines</li> <li>- Traffic/ Parking Enforcement</li> </ul>
<ul style="list-style-type: none"> <li>- Insurances</li> </ul>	<ul style="list-style-type: none"> <li>- Maintaining Insurance Register</li> <li>- Liaising with IPB Insurance</li> <li>- Liaising with County Solicitor's office on insurance claims referred for legal action</li> <li>- Updating of Council's insurance specification</li> <li>- Updating and maintaining insurance CRM database</li> <li>- Maintaining &amp; updating Motor Insurance Register</li> </ul>

## **LIST OF PRIORITY ACTIONS – TRANSPORTATION 2019**

- Commence the preparation of an Integrated Transport Strategy for County Clare
- Delivering the Roadwork's Programme for 2019 to include the delivery of all grant funded projects including:
  - Restoration Improvement Schemes
  - Restoration Maintenance Schemes
  - Bridge Rehabilitation Schemes
  - Discretionary Grant Schemes
  - Safety Improvement Schemes
  - Specific Improvement Schemes
  - Local Improvement Schemes
  - Community Involvement Schemes
- Carrying out the basic day to day maintenance of public road network
- Delivering the Winter Maintenance Response

### **NOAC LOCAL AUTHORITY PERFORMANCE INDICATORS (KPI'S):**

- To maximise the km of Regional roads strengthened
- To maximise the km of Regional roads resealed
- To maximise the km of Local roads strengthened
- To maximise the km of Local roads resealed
- To maximise the % of Regional & Local roads that receive a PSCI rating

## ENNIS MUNICIPAL DISTRICT

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Ennis Public Realm: Parnell Street Lanes &amp; Bow-ways</li> </ul>	<ul style="list-style-type: none"> <li>- Consultants appointed to undertake detailed design.</li> <li>- Contractor to be appointed 2019</li> </ul>
<ul style="list-style-type: none"> <li>- Ennis Public Realm: O'Connell Square, High Street, Barrack Square, Old Barrack Street</li> </ul>	<ul style="list-style-type: none"> <li>- Detailed Design to be completed end 2019.</li> <li>- Part VIII planning application to be submitted.</li> </ul>
<ul style="list-style-type: none"> <li>- St. Patricks Day Festival &amp; Christmas Festival</li> </ul>	<ul style="list-style-type: none"> <li>- Planning and management of event</li> </ul>
<ul style="list-style-type: none"> <li>- Full Purple Flag accreditation assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment due in 2019 to renew accreditation</li> </ul>
<ul style="list-style-type: none"> <li>- Ongoing liaison with community groups and Ennis Chamber</li> </ul>	
<ul style="list-style-type: none"> <li>- Coach Friendly Accreditation Review</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of Coach Friendly Accreditation due in 2019</li> </ul>
<ul style="list-style-type: none"> <li>- Festivals and events</li> </ul>	<ul style="list-style-type: none"> <li>- Technical and Administrative support to over 40 festivals and events held throughout the year</li> </ul>

## CIVIL DEFENCE

Civil defence is a nationwide voluntary based organisation which consists of skilled and trained personnel who give their time freely to serve their communities. Civil defence members prepare and undertake extensive training to provide appropriate response as a back-up service to the local emergency services in the event of an emergency situation occurring. Volunteers also render assistance at community events.

The responsibilities of civil defence at county level are administered by a designated officer, the civil defence officer (an employee of the local authority) who reports to the chief fire officer. The civil defence officer is a member of Clare County Council's Major Emergency Management Committee and is responsible for ensuring that civil defence members are trained in accordance with the organisations responsibilities

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Support to the frontline emergency services. These include large events such as concerts, festivals, sports events, community events, charity events and community training programs. We also support smaller local events such as parades</li> </ul>	<ul style="list-style-type: none"> <li>- To support the frontline emergency services in dealing with severe weather, flooding, major accidents, searches for missing persons and any other requests for assistance within our remit</li> </ul>
<ul style="list-style-type: none"> <li>- Provide supports to community events</li> </ul>	<ul style="list-style-type: none"> <li>- To support community events throughout the year. These include events such as concerts and festivals and sports events. We also support smaller local events such as parades</li> </ul>

## LIST OF PRIORITY ACTIONS – CIVIL DEFENCE 2019

- Assist communities with recovery and resilience in the aftermath of any incidents
- To provide assistance to other Local Authorities as requested
- To recruit and maintain an active and reliable force
- To provide and maintain the necessary specialist vehicles, plant and equipment for use as a supporting agency for incidents within the County and Region as may be required
- Implementation, review and update of Clare County Council's Safety Management Plan
- Update and implementation of Boating Policy
- Progress the development of the proposed new Civil Defence HQ
- Conducting a Training Needs Analysis (TNA) for the volunteer members



## **RURAL DEVELOPMENT DIRECTORATE**



**LEONARD CLEARY**  
Director of Rural Development

## OBJECTIVES – RURAL DEVELOPMENT

1. Develop annual team development plans detailing specific tasks and actions to be delivered within the objectives of the 2018-2020 Budgets
2. Maintain the Clare Rural Development Forum to guide the implementation, monitoring and evaluation process for the Clare Rural Development Strategy
3. Manage the Local Community Development Committee (LCDC) in the implementation of the Social Inclusion & Community Activation Programme (SICAP) and LEADER Programmes
4. Guide the implementation, monitoring and evaluation of the statutory Local Economic and Community Plan (LCDC and Economic SPC)
5. Prepare and publish a Clare Digital Strategy
6. Facilitate the roll-out of the Government's National Broadband Plan in County Clare
7. Maintain, promote and continue to develop the hi-speed broadband enterprise hubs and provide free open WiFi access in public spaces in 5 towns across the County
8. Implement Digital Strategy – Digital Council – identify action areas in line with organizational requirements
9. Coordinate the Age Friendly Strategy
10. Put in place an agreed Tourism Strategy by the end of June 2019
11. Manage Department Schemes (CLAR, Town & Village Renewal, Rural Recreation, RAPID/Communities Facilities)

This directorate is responsible for rural, community and tourism development along with digital broadband and information technology. The Director, Leonard Cleary is also responsible for the West Clare Municipal District.

## RURAL, COMMUNITY & TOURISM DEVELOPMENT

The principle function of the Rural, Community and Tourism Development Department is to ensure that a strategic focus is maintained when delivering plans, programmes and initiatives across the functional areas of community and tourism so that the revitalisation of towns and villages in County Clare occurs and that jobs will be created as a result.

<b>PRINCIPLE SERVICE</b>	<b>OBJECTIVES INCLUDING KEY ACTIONS FOR 2019</b>	<b>ACTION &amp; PERFORMANCE MEASUREMENT</b>
- To support the work of the Rural Development Strategic Policy Committee	- To bring forward policy proposals	- Policies adopted
- To support the work of the Working Group for the Action Plan for Rural Ireland	- To bring forward grant recommendations and project proposals to	- Funding approved and projects implemented
- To support the work of the Clare Rural Development Forum	- Manage the delivery and implementation of the Clare Rural Development Strategy - Manage the CarShareIT project	- Implement the eight themes of the strategy - Implement the pilot project in Carrigaholt
- To support the work of the LCDC	- Manage the delivery of the community element of the Local Economic and Community Plan - Manage the Clare Survey - Plan and manage SICAP - Manage the implementation of the Healthy Clare Strategy	- Actions implemented - Results used to support funding applications and plans - Annual plan implemented - Healthy Clare Steering Group meetings scheduled
- To manage the Community Supports Scheme	- Publish call for applications and oversee evaluation, administration and implementation	- Scheme implemented and funding drawn down
- To manage the derelict sites function	- Investigate complaints and follow through to conclusion	- Derelict sites eradicated

<ul style="list-style-type: none"> <li>- To manage the burial ground function</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure records are maintained and rules of operation adhered to</li> <li>- Manage the delivery of a new county burial ground and amenity area</li> <li>- Manage the delivery of the Illaunamanagh burial ground extension</li> <li>- Implement the Columbarium Policy</li> </ul>	<ul style="list-style-type: none"> <li>- Bye-laws implemented</li> <li>- Capital project delivered</li> <li>- Capital project delivered</li> <li>- Policy implemented</li> </ul>
<ul style="list-style-type: none"> <li>- To engage with communities and support structures</li> </ul>	<ul style="list-style-type: none"> <li>- Work with the PPN to ensure input into the Council's decision making structures</li> <li>- Manage the JPC</li> <li>- Develop and support the Age Friendly programme</li> <li>- Oversee and manage the Pride of Place competition</li> <li>- Organise a 'Celebrating our Communities' event</li> <li>- Manage the Comhairle na nOg Programme</li> <li>- Support communities to avail of funding through the Play and Recreation Capital Grant</li> <li>- Co-ordinate inputs/advice to Tidy Towns groups</li> <li>- Support Community Groups through capacity building work and provide advice and guidance</li> </ul>	<ul style="list-style-type: none"> <li>- Planning meeting with representatives of the Secretariat and funding paid</li> <li>- Meetings scheduled and projects implemented</li> <li>- Annual plan implemented</li> <li>- Projects selected and supported</li> <li>- Event implemented</li> <li>- Contract executed and annual programme delivered</li> <li>- Grant application submitted</li> <li>- Supports provided</li> <li>- Capacity built</li> <li>- Supports provided</li> </ul>

<ul style="list-style-type: none"> <li>- To lead and manage national funding programmes</li> </ul>	<ul style="list-style-type: none"> <li>- Publish call for applications for the Town and Village Renewal Scheme and oversee evaluation, administration and implementation</li> <li>- Co-ordinate the submission of applications for the RRDF</li> <li>- Project Manage the RRDF funded Vandeleur Walled Garden Project to delivery</li> <li>- Project Manage the RRDF funding Loop Head Lighthouse Project to delivery</li> <li>- Project Manage the RRDF funded Inis Cealtra Project to delivery</li> <li>- Co-ordinate the submission of applications for the Outdoor Recreation Infrastructure Scheme</li> <li>- Publish call for applications for the CLAR Initiative and oversee evaluation, administration and implementation</li> <li>- Publish call for applications for the Community Enhancement Programme and oversee evaluation, administration and implementation</li> <li>- Publish call for applications for the Healthy Ireland Fund and oversee evaluation, administration and implementation</li> <li>- Publish call for the National Community Weekend fund and oversee evaluation, administration and implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Funding for prioritised applications</li> <li>- Secure funding for prioritised applications</li> <li>- Deliver capital project within agreed timeline and budget</li> <li>- Deliver capital project within agreed timeline and budget</li> <li>- Deliver category 2 project within agreed timeline and budget</li> <li>- Secure funding for prioritised applications</li> <li>- Secure funding for prioritised applications</li> <li>- Evaluate and ensure implementation</li> <li>- Evaluate and ensure implementation</li> <li>- Evaluate and ensure implementation</li> </ul>
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## DIGITAL BROADBAND AND INFORMATION TECHNOLOGY

Connecting communities by improving high quality digital and broadband services in Clare, we provide DigiClare (Hot-desks, Co-working and Conference spaces) and continually improve the web site and web services.

PRINCIPLE SERVICE	OBJECTIVES INCLUDING KEY ACTIONS FOR 2019	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Advance the Strategic Actions of the Clare Digital Strategy 2018 – 2023</li> </ul>	<ul style="list-style-type: none"> <li>- Facilitate the roll out of Fit for Purpose High Speed Broadband Access for All Encouraging new investment, job creation and sustainable employment</li> <li>- Build community awareness and enhance community abilities by collaborating with educational and learning providers to promote digital skills development of all sectors of our communities</li> <li>- Identify, support and promote digitally focused projects of scale throughout the County</li> </ul>	<ul style="list-style-type: none"> <li>- Liaise with Service Providers to facilitate the roll out of broadband networks</li> <li>- Roll out of Broadband connection points throughout the County</li> <li>- Establishment of Digital/ Innovation Hubs at Strategic Locations in the County</li> <li>- Provide supports to Service Providers to deliver community based training programmes</li> <li>- Facilitate the delivery through our Hub network</li> <li>- Source funding through Department Schemes and initiatives to support locally led programmes</li> <li>- Provide technical guidance and support to the Rural transport project and completing the pilot phase</li> <li>- Partnering with communities to rollout WIFI networks in strategic locations through the EU Funded WIFI4EU Programme</li> </ul>

	<ul style="list-style-type: none"> <li>- Improve public satisfaction with council services through the continued introduction of new technologies bringing improved effectiveness and efficiencies to the Council through better ways of working and service delivery</li> </ul>	<ul style="list-style-type: none"> <li>- Continued enhancement of online service delivery</li> <li>- Invest in replacing ageing technology infrastructure to facilitate an improving digital workplace</li> <li>- Introduce technology to improve the effectiveness and efficiency of council services to customers and Elected members</li> </ul>
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## **SOCIAL DEVELOPMENT DIRECTORATE**



**ANNE HAUGH**  
Director of Social Development

## OBJECTIVES – SOCIAL DEVELOPMENT

1. Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the 2018-2020 Budgets
2. Develop Housing-led accommodation projects appropriate to identified needs
3. Work with Approved housing Bodies and agencies to maximise use of available accommodation options and associated funding
4. Establish a funding vehicle capable of facilitating off-balance sheet investment in delivering social and private housing
5. Implement an appropriate land acquisition strategy to facilitate existing and future construction programme needs
6. Implement a proactive, planned maintenance programme across the fixed assets of the Directorate
7. Review all business processes in Housing Department and implement a Customer Relations Management System to manage customers and processes
8. Develop the Traveller Accommodation Programme for 2019-2023
9. Review and implement the County Clare Recreation and Sports Strategy in conjunction with the LCDC
10. Develop the capacity of voluntary organizations to be responsible for managing local facilities
11. To prepare and implement a new County Arts Plan
12. Prepare a Culture and Creative Strategy
13. Provide a new Clare County library in Ennis and adopt and implement a 5 year library programme
14. Develop and implement a local studies curation and development strategy

The Social Directorate of Clare County Council comprises of three areas of responsibility as per the schematic hereunder:

### Housing

Provider of housing solutions for people who are in need of housing and who are deemed eligible for social housing support.



### Sports and Recreation

Provision of facilities for participation in active recreation, sport and physical activity.



### Cultural Services

Provision of Library, Arts and Cultural services in County Clare.



## The overarching vision for the Social Directorate is:

*To enhance the quality of life for the people of County Clare through the delivery of a vibrant social housing sector and the recognition of the County as a regional centre for arts, culture and sport.*

*The Directorate is organised into streams for measuring performance:*

Capital Delivery	Management	Support Services	Homeless	Plans/Strategies
LA Construction Programme - Build - Acquisition - Leasing	Housing Need Assessment	HAP/RAS incl. Private Rented Inspections	Model of service delivery	Arts Plan 2019-2023
	CRM		Homeless Action Team	Library Development Plan (2016-2021)
	Choice Based Lettings	Grants	HUB	Clare Culture and Creativity Strategy (2018-2022)
Affordable Housing	Estate Management	Rents/Loans	Emergency accommodation	Traveller Accommodation Programme
County Library Project	Planned Maintenance	IT integration – Library and Active Ennis/Kilrush		Housing & Disability Strategy
Sports Capital delivery	Stock management incl. Energy Efficiency project and Voids	Procurement		Children First Policies and Procedures
	Facility management			

OBJECTIVES	ACTION & PERFORMANCE MEASUREMENT
<ul style="list-style-type: none"> <li>- Deliver social housing targets set by DHPLG under build/acquisition/leasing</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver LA housing construction programme as per appendix 1 &amp; 2</li> <li>- Add to exiting projects to ensure pipeline for meeting Rebuilding Ireland targets</li> <li>- Lease target to be met is subject to market availability</li> </ul>
<ul style="list-style-type: none"> <li>- Affordable Housing</li> </ul>	<ul style="list-style-type: none"> <li>- Subject to approval of the submission under the service sites initiative work with the DHPLG to deliver affordable housing in Clare</li> </ul>
<ul style="list-style-type: none"> <li>- County Library Project</li> </ul>	<ul style="list-style-type: none"> <li>- Progress to the commencement of this contract in 2019</li> </ul>
<ul style="list-style-type: none"> <li>- Sports Capital delivery</li> </ul>	<ul style="list-style-type: none"> <li>- Review existing approved projects under the Sports Capital Fund to progress them to Part VIII</li> <li>- Work with communities in the submission of applications under the Large Scale Sports Infrastructure Fund</li> </ul>
<ul style="list-style-type: none"> <li>- 2019 Summary of Social Housing Assessments</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure 2019 Summary of Social Housing Assessments is undertaken and completed on time</li> </ul>
<ul style="list-style-type: none"> <li>- Choice Based Lettings</li> </ul>	<ul style="list-style-type: none"> <li>- Introduce Choice Based Letting (CBL) allocation model</li> </ul>
<ul style="list-style-type: none"> <li>- Estate Management</li> </ul>	<ul style="list-style-type: none"> <li>- Carry out estate by estate housing inspections</li> <li>- Rectify and regularise tenancies</li> </ul>
<ul style="list-style-type: none"> <li>- Planned Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>- Complete the cost plans based on the stock condition reports</li> <li>- Procurement of statutory works in 2019 to meet minimum rented standards</li> </ul>
<ul style="list-style-type: none"> <li>- Voids management</li> </ul>	<ul style="list-style-type: none"> <li>- Progress works on all long term voids in 2019</li> <li>- Review current practices to reduce turnaround time on vacant properties</li> </ul>
<ul style="list-style-type: none"> <li>- Energy Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>- SEAI BEC application for 2019</li> <li>- Complete energy efficiency works (Phase 2) to all remaining Council stock</li> </ul>

- HAP/RAS incl. Private rented inspections	- Endeavour to meet target set by DHPLG subject to market availability - Ensure inspection programme of private rented properties continues
- Grants	- Clear existing backlog of grant applications - Apply for additional funding to progress Priority 1 applications
- Rents/Loans	- Ensure compliance with the Central Credit Register in line with national guidance - Review accounts in arrears to identify mortgage arrears resolution options
- IT integration	- Work with IT lead to deliver Library IT integration - Embed and expand new Legend IT system in Active Ennis for online bookings and payment
- New model of homeless service delivery	- Develop and instil a person centred approach in the delivery of homeless service in conjunction with other agencies
- Homeless Action Team	- Embed the HAT team and service delivery model
- HUB	- Open the facility to accommodate 5 homeless families
- Arts Plan	- Deliver Arts Plan for County Clare
- Library Development Plan	- Continue to implement actions of Library Development Plan for County Clare
- Traveller Accommodation Programme	- Deliver TAP in line with statutory deadline, in consultation with key stakeholders
- Children First Policies and Procedures	- Implement policies and procedures in the Directorate for compliance with Children First Act, 2015

## LIST OF PRIORITY ACTIONS – HOUSING

On the 13th March the Department of Housing Planning and Local Government issued 2019 housing delivery targets to all local authorities. The targets set for Clare are outlined hereunder:

	<b>Target 2019</b>
<b>Build</b>	100
<b>Acquisition</b>	31
<b>Leasing</b>	80
<b>Sub-total</b>	<b>211</b>
<b>HAP</b>	250
<b>RAS</b>	14
<b>Sub-total</b>	<b>264</b>
<b>TOTAL</b>	<b>475</b>

### Approved projects:

SHIP Capital	No. approved	Current stage	Commencement Date	Completion Date
Clonlara	9	Under construction	Q4 2018	Q4 2019
Feakle	13	Under construction	Q4 2018	Q4 2019
Quilty	18	Under construction	Q2 2019	Q4 2020
Roslevan, Ennis	8	Under construction	Q2 2019	Q2 2020
Ashline, Ennis	40	Stage 2 to be submitted to DHPLG for approval	Q1 2020	Q3 2021
Tullyglass Shannon	21	Following announcement of funding for embankment works this project will recommence.	Q2 2020	Q4 2021
Ballaghboy TAU	5	Design process ongoing	Q2 2020	Q1 2021
Miltown Malbay	27	Stage 1 approval received. Delay by IW. Design Team appointed & Stage 2 preparation ongoing	Q1 2020	Q3 2021
Shannon NDFA	51	Tender Assessment complete	Q4 2019	Q1 2021
Tulla	22	Stage 1 approved. Tender for design team ongoing. Stage 2 applications to be prepared.	Q2 2020	Q4 2021
Newmarket on Fergus	18	Stage 1 approved. Tender for design team ongoing. Stage 2 application to be prepared.	Q2 2020	Q3 2021
<b>Subtotal</b>	<b>232</b>	<b>Clare County Council delivery</b>		

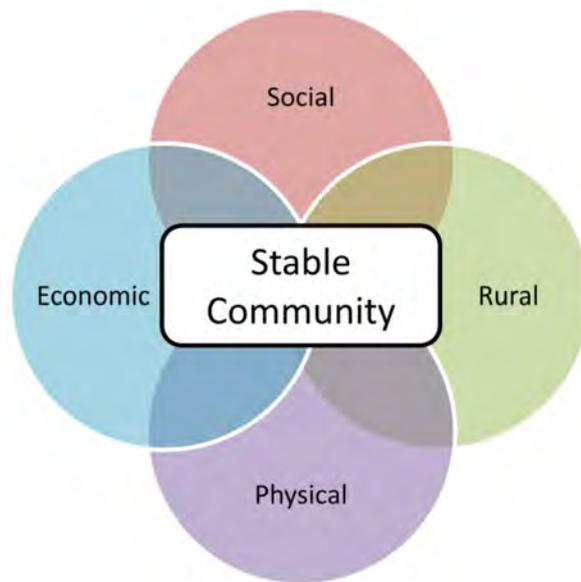
CAS - Cahercalla Phase 2 <i>(Cuan an Chlair)</i>	15	CAS Construction Stage 3 submitted to DHPLG for approval Q4 2018	Q1 2019	Q2 2020
Roslevan <i>(CoOperative Housing Ireland)</i>	2	CALF Turnkey. 3 units were delivered with the 2 remaining units to be delivered in 2019	Q1 2018	Q2 2019
Bruachlan, Westbury <i>(CoOperative Housing Ireland)</i>	22	CALF - Property transfer complete, CHI to commence procurement of design team.	Q4 2019	Q3 2021
Tullyvarraga, Shannon <i>(CoOperative Housing Ireland)</i>	47	CALF Acquisition application approved works ongoing, expect stage delivery with units delivered in 2019	Q2 2018	Q3 2019
Meelick <i>(Thomond Housing Association)</i>	4	CAS construction, works nearing completion	Q1 2018	Q2 2019
Clonlara <i>(Newgrove Housing Association)</i>	4	CALF construction, works complete.	Q4 2017	Q1 2019
<b>Subtotal</b>	<b>94</b>	<b>AHB delivery</b>		
<b>Total</b>	<b>326</b>			

## NOAC LOCAL AUTHORITY PERFORMANCE INDICATORS (KPI'S) RELATING TO THE SOCIAL DEVELOPMENT DIRECTORATE;

- H1: Social Housing Stock
- H2: Housing Vacancies
- H3: Average Re-letting Time and Direct Costs
- H4: Housing Maintenance Direct Costs
- H5: Private Rented Sector Inspections
  
- Library/Recreation Services (L1 and L2)
- L1: Library Visits and Issues
- L2: Cost per capita of operating a Library Service



COMHAIRLE CONTAE AN CHLÁIR  
CLARE COUNTY COUNCIL



***Enhancing the quality of life in County Clare through leadership  
and partnership***