



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL

CORPORATE PLAN



2019-2024

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Foreword

It is with great pleasure that we present our Corporate Plan for the years 2019 to 2024 which sets out the strategic framework within which Clare County Council will operate during the lifetime of this Council. The Corporate Plan is a central component of the local authority business architecture, linking key elements such as policy, organisation, operational activity, governance, and performance management. In the past two years, the Council has embarked on the implementation of a new structure in Clare County Council putting sustainable communities at the heart of everything we do and setting up a structure which is aligned to the four pillars of this strategy- Rural, Economic, Physical and Social. Since the adoption of the last Corporate Plan, this Council has set up a Rural Directorate, the first in the country to do so, strengthening the Council's role in our community and local development function across our urban and rural communities. The Council has also developed a Digital Strategy and now operates four digital hubs with enterprise incubation hubs at one location.

This plan sets out our vision and objectives of the Council for County Clare. The plan details by Directorate the strategic goals and the supporting strategies and mechanisms for implementing and monitoring the Council in achieving those objectives. It has been prepared in the context of the current external and internal operating environment while ensuring flexibility to adapt to changing circumstances as they arise. The consideration of climate change will be embedded into all of our policies and services. The Corporate Plan was prepared in conjunction with the Councillors, Management, Staff and External Stakeholders of Clare County Council in line with relevant legislation, in particular the Local Government Act 2001, the Local Government Reform Act 2014 and, where applicable, the Local Government Act 2019. We are confident that, working in partnership with the communities in our county and our stakeholders, we can together deliver on this plan.



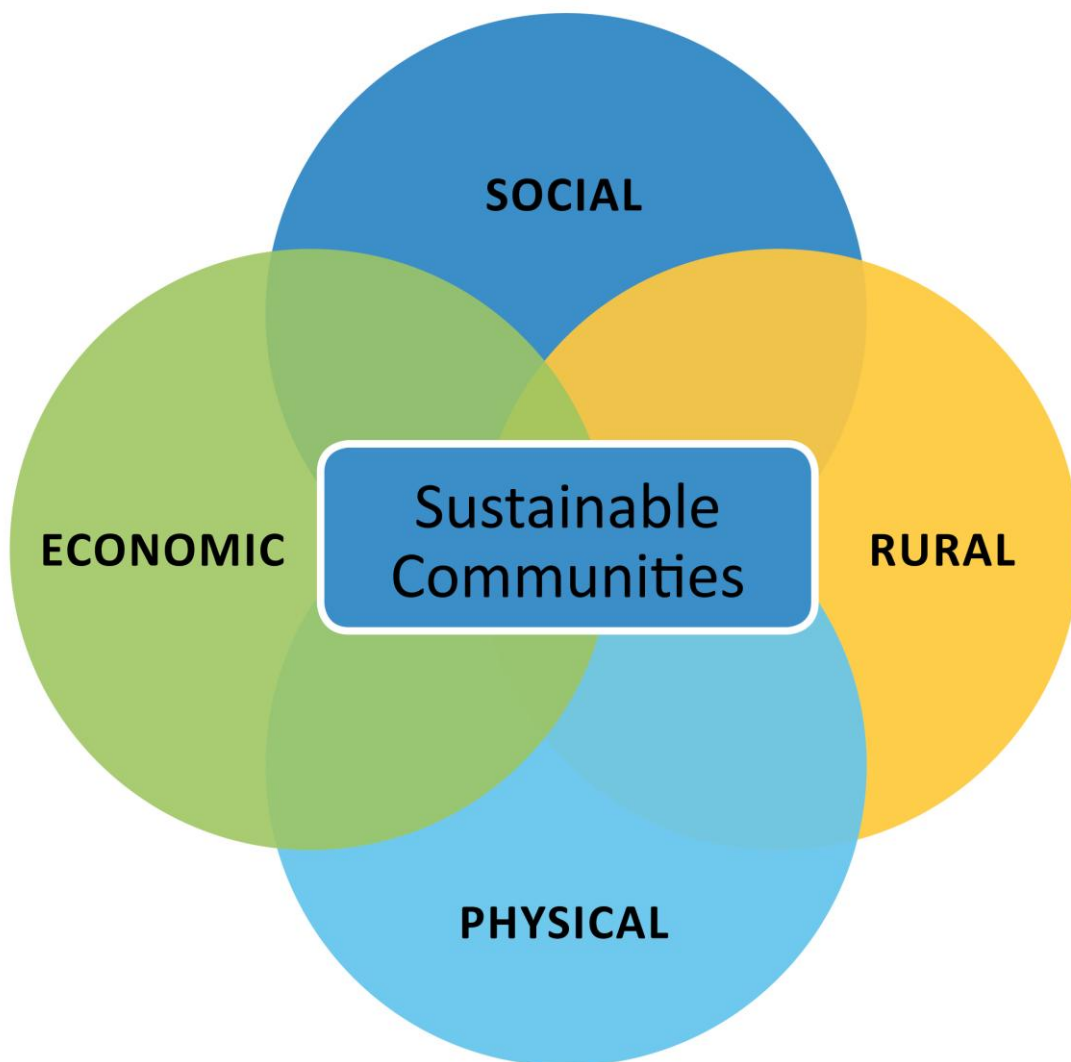
Cllr. Cathal Crowe
Cathaoirleach



Pat Dowling
Chief Executive

Our Purpose, Vision and Core Values

Clare County Council will be a professional, responsive and agile local government that will lead the social, economic, physical, and rural development of our county, and to have sustainable communities at its heart.



Core Values

There are a number of core values that the Members and Staff of Clare County Council will be guided by in pursuing the implementation of this plan and in our everyday service provision.

Democratic, Civic Leadership and Partnership - Clare County Council will provide clear, effective, democratic and civic leadership, informing, listening and responding to people and communities in Clare. We work with elected members, other agencies and local communities in partnership to deliver on our objectives.

Quality Services / Customer Care - Clare County Council is committed to delivering fair, effective, courteous and timely services to dealing with customers without discrimination or prejudice. We strive for continuous improvement in our service delivery including internal and external communications, with a strong customer focus.

Social Inclusion - Clare County Council respects equality and human rights in accordance with Public Sector Duty principles and the relevant equality legislation. We are committed to the principles of equality of access, participation and outcome for all in relation to service delivery.

Transparency, Accountability and Professionalism - we will maintain the highest standards of conduct and probity, be open, accountable and objective in the public interest.

Value for Money and Efficiency - we are committed to the most efficient and effective use of available resources to provide a quality service, whilst ensuring value for money. We will fully utilise the Performance Management Development System (PMDS) throughout the organisation and promote the safety and welfare of all employees.

Sustainability - Clare County Council recognises that we have a leading role in protecting our environment and in securing its long-term sustainability for the future. We are committed to delivering on the Climate Action Strategy.

Operating Environment

County Clare is situated on the west coast of Ireland and has a population of 118,817 (Census 2016). It covers an area of 3,450km² and is the 7th largest county in Ireland. Ennis, the county town, has a population of 25,276 (Census 2016), making it the largest town in Clare and the largest town in Munster. Shannon, the 2nd largest town in Clare, is a major employment and industrial centre in the region and is also home to Shannon International Airport.

Throughout Clare is a particularly attractive network of small towns and villages which play an important role in serving an otherwise largely rural county. Developing sustainable communities in these two urban centres and network of small towns and villages is at the core of the physical, social, economic and rural priorities for the county.

County Clare has a diverse topography and is often referred to as the “County of Contrast”. It is bordered to the east by the River Shannon and Lough Derg, to the south by the Shannon Estuary, to the west by the Atlantic Ocean and to the north by Galway Bay. Clare has a dramatic 360km long coastline which forms part of the Wild Atlantic Way, Ireland's first long-distance touring route. The county has some of the most scenic, cleanest and popular beaches on the island of Ireland. It is also home to the Burren National Park, a unique karst region which contains rare flowers and fauna.

Clare is also renowned for both its sporting and cultural heritage. The county is known as the beating heart of Irish traditional music and is home to the world-famous Kilfenora Céilí Band, Tulla Céilí Band and the Willie Clancy Summer School amongst others.

County Clare has a thriving tourism sector that contributes millions of euro to the local economy each year. The Cliffs of Moher Visitor Experience which is owned by Clare County Council welcomed over 1.5 million visitors in 2018. Other major visitor attractions include Bunratty Castle & Folk Park and Loop Head Visitor Experience. Sustainability is the heart of the local sector and delivers significant tourism benefits from East Clare to Loop Head and to

Doolin, a popular gateway to the Aran Islands. Golf links at Lahinch and Doonbeg are recognised as amongst the best in the world and 5 star hotel accommodations in the county includes Dromoland Castle. This was evident in July 2019 when Lahinch Golf Club successfully hosted the Dubai Duty Free Irish Open.

The county has excellent national and international connectivity. Shannon International Airport directly connects County Clare to the UK, US and mainland Europe and served 1.86 million passengers in 2018. The county is also directly connected to the national rail and motorway network. Within the county the main population centres are connected via the national and regional road network. The County is situated in close proximity to both Limerick City to the south and Galway City to the north.

Local Enterprise Office (LEO) Clare aim to promote entrepreneurship, foster business start ups, facilitate existing micro and small businesses to drive job creation in Clare and provide accessible high quality supports to develop new business ideas.

Manufacturing and trade are the greatest sources of employment in County Clare and it is home to a large concentration of multinationals including Ericsson, Intel, GE, Zimmer, Lufthansa Technik, Pepper, Intel, Jaguar Landrover, Genworth, GE Capital, Micro-Semi, ZAG, Digital River and Essilor. Outside the industrial/business, retail and administrative employment centres of Shannon, Ennis, Ennistymon, Scarriff, Killaloe and Kilrush, tourism and agriculture are two of the primary industries in the county. The county has many assets and natural resources including the deep waters of the Shannon Estuary. The county also possesses world class wind, wave, tidal and other renewable energy potential.

The north campus of the University of Limerick, Limerick Institute of Technology campus (L.I.T.) in Ennis, Shannon College of Hotel management (N.U.I.G) in Shannon are all located in County Clare. In addition to these 3rd level presences in Clare, the close proximity of several higher education institutions to the county makes Clare a desirable place to live and invest in. The Limerick and Clare Education and Training Board (LCETB) also play a leading role in the provision of high quality education and training in the region.

Climate change is one of the biggest risks facing our communities' physical infrastructure and social fabric which makes county Clare such a unique place to live. Clare County Council fully supports the implementation of the Paris Agreement on Climate Change. The council is committed to working with the Climate Action Regional Office which will provide guidance and support on how climate change adaptation and mitigation measures can be implemented in county Clare. The council will continue to work with other government departments, state agencies, communities and stakeholders in terms of climate adaptation and mitigation to respond to challenges arising from Ireland's changing climate. In particular, environmental sustainability and climate action will be considered by the Corporate Policy Group and all four Strategic Policy Committees. The promotion and awareness of Biodiversity in County Clare will also feature as a key priority throughout the organisation.

External Factor

The operating environment of the Council is influenced by both National and European Union policy funding and legislation programmes. This plan is framed to take account of the various policies and objectives set out in statutory plans, statements or strategies, local regional and national policies and legislation including the Local Government Act 2001 as amended, which outlines the statutory functions of the local authority.

Set out at Appendix 1 is an indicative schedule of Plans and Strategies which influence Clare County Councils activities during the term of this new Corporate Plan.

Internal Factor

Since 2017, the Council has embarked on the implementation of a new structure in Clare County Council across five directorates. Critical to the delivery of this plan is the organisations capacity in terms of its financial resources, staff resources, organisation structure, training, technology and work practises.

Human Resource Management - A skilled and committed workforce supported by training development and enabling technologies is key to achieving the strategies outlined in this plan. Clare County Council remains committed to the recruitment, development and training of our staff. We have implemented e-learning in this area. We will continue to provide appropriate training and development packages to help our elected members in carrying out their functions.

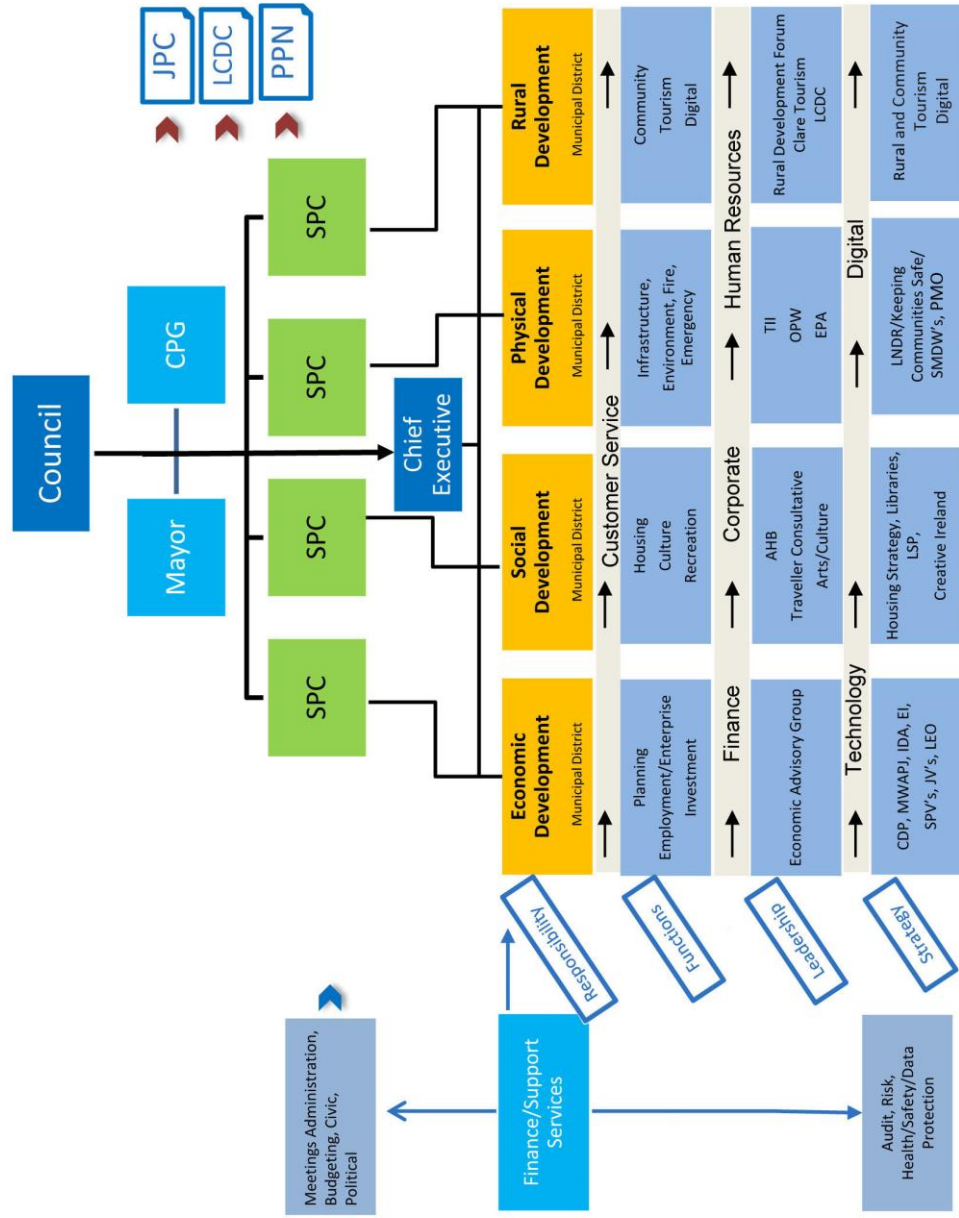
Information Communication Technology- We will continue to invest in the latest technology improvements - to enhance service delivery, digital strategy and reflecting the need to prioritise certain services.

Organisation structure and work practises - In a continuous changing environment influenced by both external and internal factors, the demand for response to change is great. We are committed to examining our internal systems, structures and work practises to ensure that we are best placed to respond to service demands.

Financial Resources The delivery of this plan is heavily reliant on a stable finance structure. We will continue to optimise available income sources and continue to advocate for an allocation of 100% Local property tax revenue to this Council. It must be acknowledged that changing International, National and Local Economic Climates will have a defining influence on the extent to which the Council can deliver on its services and strategic objectives. The preparation and adoption of the annual revenue budget is a vital component of this plan.

Local Government and Clare County Council

Operating Structure



The Council operates through its elected members, working in partnership with the executive to develop, implement and deliver a range of policies, projects and activities to the people of County Clare. Clare County Council is at the heart of the local community and delivers vital local services.

The Council consists of twenty eight Elected Members (Councillors) drawn from four Municipal Districts who collectively act as the board of the Council working in partnership with the executive to develop and implement policy. The Councillors are assigned specific “Reserved Functions” under legislation such as the adoption of the Annual Budget and County Development Plans and carry out these functions by formal resolution. The Executive and the Corporate Policy Group and four Strategic Policy Committees assist and advise the Council in this policy role.

The Chief Executive and his staff are responsible for the operational activities of Clare County Council. They oversee the day to day management and administration of the services and functions of the organisation and operate within Government and Council policy and the Legal Framework governing Local Authorities.

Municipal Districts (MDs)

The Local Government Reform Act 2014 established Municipal Districts and, in the case of County Clare, the County is broken up into four Municipal Districts.

- Ennis
- Shannon
- Killaloe
- West Clare

Reserved functions are exercised by the Councillors having regard to the division of such functions at two levels as set out in the 2014 act. The local authority members elected from these municipal districts take certain decisions in relation to the districts.

Corporate Policy Group (CPG)

The Corporate Policy Group (CPG) provides a forum for the co-ordination and discussion on policy issues and consists of the Cathaoirleach of the Council who will chair the group

together with the chair of each of the Strategic Policy Committees and a representative of any Municipal District not already on the CPG. This group will provide a forum for policy issues which transcend the remit of individual Strategic Policy Committees and which affect the Council as a whole. CPG is supported by the Chief Executive and the Management Team and is consulted on the preparation of the Annual Budget and the preparation of the Corporate Plan. It provides a forum to ensure co-ordination, consistency and effectiveness in the performance of the Council's functions.

Strategic Policy Committees (SPC)

The statutory basis for Strategic Policy Committees (SPC's) is set out in Section 48 of the Local Government Act 2001 as amended by Section 41 of the Local Government Reform Act 2014.

The Strategic Policy Committees assist the Council in the formation of policy and are structured around the main functions of the Council. They are made up of Elected Members and representatives of the Social Partners and other Sectoral Interests. Clare County Council has four SPCs namely:-

- Social
- Physical
- Economic
- Rural

Each SPC is chaired by an Elected Member and is supported by a Director of Services in their particular area of responsibility. The task of the SPC is to assist and advise the Council in the formulation, development and review of policy. Final policy decisions, however, will ultimately rest with the full Council acting as a body.

Audit Committee

In line with best Corporate Governance Practice, the Council has established an independent Audit Committee. The Committee's role is to support the Elected Council by providing an assessment of the financial reporting, financial management, internal audit processes and risk management practices in the Council. The Audit Committee is chaired by an independent person and includes a further two independent personnel. Two Elected

Members also sit on the Audit Committee. Council officials attend meetings of the Committee as and when requested.

Monthly Management Reports

Monthly Management Reports are prepared for the Elected Members in accordance with the provisions of Section 51 of the Local Government Reform Act 2014. These reports assist the Elected Members to discharge their governance responsibilities and to oversee the executive in the delivery of the policies that the elected members have decided on and also provide an oversight for the elected members of the Chief Executive's discharge of his executive functions.

Annual Service Delivery Plans

The 2014 Reform Act sets out the requirement to prepare Annual Service Delivery Plans which will act as a mechanism through which the Corporate Plan can be implemented and monitored. The Annual Service Delivery Plans set out how the objectives of the Corporate Plan are to be delivered through supporting strategies and actions which link with annual departmental activities under each of the specific objectives outlined later in this plan.

These Service Delivery Plans will be linked to the Performance Management Development System (PMDS) process, to the budgetary process and to relevant performance indicators as developed by the National Oversight and Audit Commission (NOAC), the national oversight body to the local government sector.

The Annual Service Delivery plan will be produced in line with the budget approved by the Councillors. The framing of the annual budget will be done in the context of available resources and may impact on the capacity of the Council to deliver on all of its objectives.

Our Stakeholders

Clare County Council does not operate in isolation. We work in conjunction with communities, other agencies, government departments, voluntary associations and the social partners. Therefore we have a wide range of stakeholders and partnership is a key feature of the environment in which we operate.

The main stakeholders include:

- Government departments
- Environmental Protection Agency (EPA)
- Transport Infrastructure Ireland (TII)
- Southern Regional Assembly
- Local Government Management Agency (LGMA)
- Health Services Executive (HSE)
- Voluntary housing associations
- Development associations, tidy town committees, etc.
- Other local authorities
- Clare Local Development Company
- Human Rights and Equality Commission
- Educational Sectors
- IDA, Enterprise Ireland
- Public utilities – ESB, Eircom
- An Bord Pleanála
- Strategic Policy Committees
- Staff and elected members
- Trade unions
- Joint Policing Committees
- Irish Water
- Road Safety Association
- Irish Local Government Association
- Arts Council
- National Federation of Group Water Schemes
- Chambers of commerce
- Public Participation Network
- Older Peoples Council

Clare County Council has entered into Service Level Agreements where the delivery of services is formally defined and particular aspects of the services – scope, quality and responsibilities – are agreed between the County Council and third parties. Such Service Level Agreements include Irish Water, Enterprise Ireland and the Food Safety Authority.

Strategic Objectives 2019-2024

Clare County Council operates under five directorates namely Social Directorate, Physical Directorate, Rural and Tourism Directorate, Economic Directorate and Finance and Support Services directorate. These directorates have agreed strategic objectives and supporting strategies as set out below.

Economic Directorate

To facilitate a pro-active economic environment where businesses locate and grow and create sustainable employment to support our communities, thus enhancing the economic value of County Clare.

Social Directorate

To enhance the quality of life for the people of County Clare through the provision of appropriate housing supports to those in need and by enabling and fostering access to information, learning, arts, cultural and recreational opportunities.

Rural Directorate

To put in place a process of engagement in a rural development strategy to deliver key projects that will improve the quality of life, social and economic wellbeing of people in County Clare.

Physical Directorate

To deliver, maintain and protect key infrastructure to facilitate the economic, social, physical and rural development of County Clare in a manner which promotes sustainability, accessibility, connectivity and respect for the environment.

Finance and Support Services Directorate

To provide human resources, financial and corporate infrastructure to support and develop the Council's ability to deliver evolving services to its customers by empowering our staff and enabling them to deliver to their best capacity.

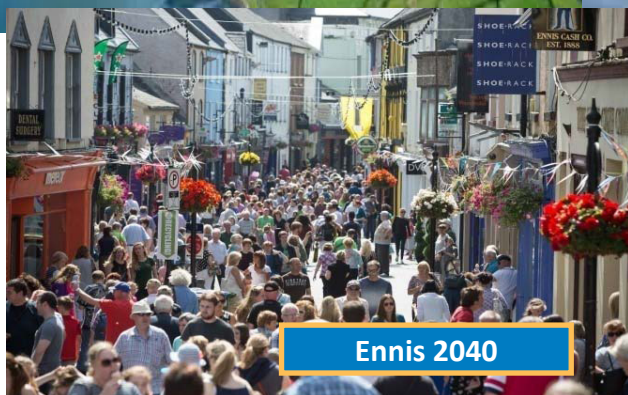
Economic Development



Ennis Data Centre




Oifig Fiontair Áitiúil
Local Enterprise Office
An Clár • Clare



Ennis 2040



UL - SDZ

Priority Actions Economic Development:

- 1.** Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the annual Budgets.
- 2.** Prepare and adopt the Ennis 2040 Spatial & Economic Plan with a specific focus on developing Ennis as a strong enterprise and retail destination and revitalisation of unused properties and sites.
- 3.** Progress the development of Data Centres in County Clare.
- 4.** Collaborate with the IDA & Shannon Group in supporting global connectivity and commercial property solutions throughout County Clare.
- 5.** Implement the Clare County Development Plan 2017-2023.
- 6.** Effect broad stakeholder engagement incorporating input to the Regional Spatial and Economic 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).
- 7.** Prepare the application for the designation of a Strategic Development Zone (SDZ) for the South Clare Economic Corridor/ UL and prepare a Planning Scheme for same including the re-opening of the Errina Canal.
- 8.** Prepare an integrated Property Management Plan and associated systems to meet the corporate, business and operational needs of the Council and to prepare for future economic development opportunities.
- 9.** Continue to engage and build relationships with key economic agencies, Government Departments, the IDA, Fáilte Ireland and Enterprise Ireland (IE) and all stakeholders to drive and maximize the economic activity in County Clare and along the Atlantic Economic Corridor (AEC).
- 10.** Develop a recognisable economic “brand” for Clare which encapsulates, symbol, imagery, consistent messaging and relevant information, delivered in high quality through multi-channel distribution formats.
- 11.** Lead the implementation of the Clare elements of the Strategic Integrated Framework Plan (SIFP) for the Shannon Estuary, with specific focus on Moneypoint and Cahercon.

- 12.** Work with Roche to develop a local economic plan to repurpose the of Roche site in Clarecastle.
- 13.** 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 further third level campuses, incorporating an enterprise element in Ennis.
- 14.** 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.
- 15.** 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.
- 16.** Implement a County Clare Brexit support package which will work directly with those industries directly affected by Brexit.
- 17.** Promote the awareness and appreciation of Heritage and Biodiversity in County Clare incorporating the development of a guidance document for all staff of Clare County Council to ensure best practice throughout the organisation.
- 18.** Develop and implement a Clare Diaspora Strategy which focuses on engaging with the Clare Diaspora in positions of influence and who are amenable to assisting Clare to further expand its economic base.

Physical Development

Latoon Creek Bridge Rehabilitation



Flooding at St. Flannan's College



Priority Actions Physical Development:

1. Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the annual Budgets.
2. Work with the Climate Action Regional Office which will provide guidance and support on how climate change adaptation and mitigation measures can be implemented in County Clare.
3. Prepare a Climate Change Adaptation Strategy for Clare.
4. Implement the Environmental Services Programme within the framework of an action plan addressing specific aspects of the environment in County Clare including waste management and water quality.
5. Implement coastal and landside protection programmes and Flood Relief Works including Ennis South Flood Relief Scheme; Shannon Town and Embankments; and coastal strengthening projects.
6. Implement a pro-active flood management programme in line with current objectives of the draft CFRAMS (Catchment Flood Risk Assessment and Management) policy.
7. Build a project management culture in the organisation.
8. Advance the delivery of the following projects through the PMO: West Clare Railway Greenway; Limerick Northern Distributer Road; Killaloe Bypass; Blake's Corner; Doolin Pier Visitor Services Building; Environment Waste Remediation project; Deliver the enabling infrastructure at Claureen to support the implementation of The Local Infrastructure Housing Activation Fund (LIHAF, N85)
9. Prepare a 2019-2021 Road Investment Programme and implement the annual Road Investment & Maintenance Programmes 2018-2020.
10. Engage in the development of the Limerick Shannon Metropolitan Area Transport Strategy (LSMATS) by the National Transport Authority.
11. Implement the Local Authority Public Lighting Energy Efficiency Project in County Clare, led by the national Road Management Office, to support the council in achieving its 33% energy savings.
12. Support the delivery of cross directorate council projects through the General Design Office.
13. Advance the delivery of the following projects through the Road Design Office: Safety Improvement Schemes; Bridge Rehabilitation schemes; Road Safety Improvement schemes; Enhanced pedestrian and cycling access to University of Limerick from the Clare road network; EuroVelo1 cycle scheme; Noise Action Plan; and Doolin Village Enhancement Strategy.
14. Develop a Mobility Plan for Ennis to support the implementation of the Ennis 2040 Economic and Spatial Plan and to include a review of additional parking.

- 15.** Prepare a fleet management plan.
- 16.** Implement the Water Services Service Level Agreement with Irish Water.
- 17.** Continue to seek investment by the DHPLG and Irish Water to enhance local water and waste water infrastructure across County Clare
- 18.** Review and prepare a Section 26 Fire & Emergency Operations Plan for adoption by Clare County Council.
- 19.** Prepare a phased programme of works to upgrade Ennis Fire Station and associated facilities.
- 20.** Completion of the new Civil Defence headquarters.
- 21.** Develop the Fire Service appliance fleet with the preparation of appropriate submissions for grant aid funding from the DHPLG.
- 22.** Continue to enhance the culture of compliance with the Buildings Regulations throughout the County Clare and ensure that the requirements of the Construction Products Directive and Energy Performance of Buildings Directive are achieved in new construction through education and monitoring by the Building Control Authority of Clare County Council.
- 23.** Continue to develop and implement a comprehensive fire safety education and awareness campaign throughout the county including school visits demonstrations and professional development events.
- 24.** Implementation by Clare County Council of the revised Framework for Major Emergency Management & associated Guidance Documents to continue to develop and maintain an appropriate response, to emergencies and major emergencies throughout the county, and adjoining authorities if required, in its role as a Principal Response Agency in co-ordination with other responding agencies.
- 25.** Continue to implement the Service Level Agreement (SLA) with the Food Safety Authority of Ireland for veterinary services.
- 26.** Deliver Public Realm improvements in Ennis Town including Parnell Street; Lanes and Bow-ways; Barrack Street and Barrack Square; and O'Connell Square utilising the Urban Regeneration Fund.

Social Development



Priority Actions Social Development:

- 1.** Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the annual Budgets.
- 2.** Develop and implement 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.** Implement an appropriate land acquisition strategy to facilitate existing and future construction programme needs.
- 5.** Implement a proactive, planned maintenance programme of the Directorate.
- 6.** Review all business processes in Housing Department and implement a Customer Relations Management System to manage customers and processes.
- 7.** Review and implement the County Clare Recreation and Sports Strategy.
- 8.** Support the development and enhancement of local sports, leisure, recreational and arts facilities.
- 9.** Review the structures and capacities required for optimum management and operation of the recreational facilities in the county.
- 10.** To implement the new County Arts Plan.
- 11.** To implement the Culture and Creative Strategy.
- 12.** Provide a new Clare County library in Ennis and adopt and implement a 5 year library Development Plan (2016-2022) .
- 13.** Work to Retain the Museum Standards Programme for Ireland (MSPO) accreditation awarded to the museum in 2018.
- 14.** Develop and implement a local studies curation and development strategy.

Rural Development



Kilrush Hub & Digital Strategy



Irish Open Lahinch 2019



Lough Derg, East Clare Blueway



Village Renewal

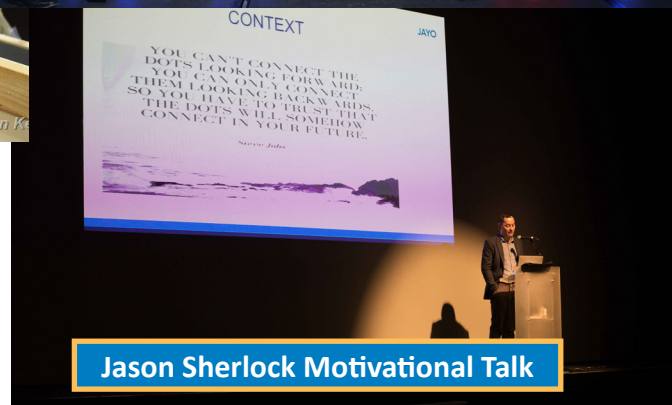
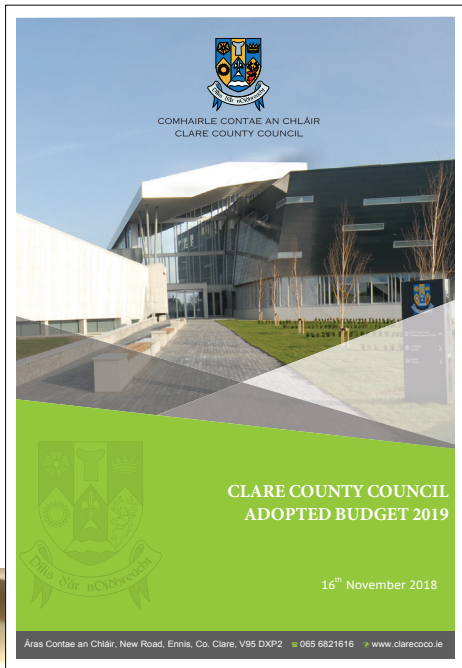


Kilmaley Day Care Centre

Priority Actions Rural Development:

- 1.** Develop annual team development plans detailing specific tasks and actions to be delivered within the objectives of the annual 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), the Community Enhancement Programme, Men's Shed Funding and Healthy Ireland Funding.
- 4.** Guide the implementation, monitoring and evaluation of the statutory Local Economic and Community Plan (LCDC and Economic SPC)
- 5.** Manage the implementation of the Healthy Clare Strategy Plan 2019-2021 through the Healthy Clare Working Group.
- 6.** Develop Age Friendly Communities through the delivery of the Clare Age Friendly Strategy 2018-2022.
- 7.** Manage Department Schemes (CLAR, Town & Village Renewal, Outdoor Recreation Infrastructure Scheme, Rural Regeneration and Development Fund).
- 8.** Implement the Clare Digital Strategy.
- 9.** Facilitate the roll-out of the Government's National Broadband Plan in County Clare.
- 10.** Maintain, promote and continue to develop the hi-speed broadband enterprise hubs and provide free open WiFi access in public spaces in five towns across the County.
- 11.** Implement Digital Strategy – Digital Council – identify action areas in line with organisational requirements.
- 12.** Put in place an agreed Tourism Strategy by Q4 2019.
- 13.** Support the operation of the Joint Policing Committee.

Finance & Support Services



Priority Actions Finance and Support

Services:

- 1.** Develop annual team development plans detailing specific tasks and actions to be delivered within the objectives of the annual 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 properties across the county in advance of Clare County revaluation in the period 2020 to 2022.
- 6.** Support staff in learning, development and mobility to up skill our workforce and enhance their wellbeing.
- 7.** Provide effective and transparent systems for Freedom of Information (FOI), General Data Protection Regulation (GDPR), Protected Disclosures, Records Management and Customer Complaints.
- 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. Co-ordinate media queries and improve on communications both internally and externally.
- 11.** Embed a Health & Safety culture of continuous improvement in the organisation.
- 12.** Promote awareness of the Irish language in the County.
- 13.** Facilitate and support the role of the Elected Members through the provision of timely information, advice and training.
- 14.** Optimise our service delivery and customer care through the on-going review and improvement of services and the implementation of a customer relationship management system.

Priority Actions Cross Cutting

1. Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation-wide Safety Management System.
2. Review and implement effective risk management systems.
3. Ensure value for money in the procurement of goods and services through the use of best practice and compliance with national procurement policies.
4. Implement sound management of financial resources, budgetary control and best practice in internal audit and corporate governance.
5. Comply fully with our responsibilities under Data Protection legislation and provisions.
6. Adhere to the 'Children First Act 2015' in all aspects of our work (Child safeguarding Statement 2019).
7. Develop and implement climate change adaptation and mitigation policies and actions by all Directorates and across all SPCs. Strive to minimize the impact on the environment from all our activities.
8. Pursue a policy of environmentally friendly procurement throughout the council and include in contracts and supporting documentation specifications regarding lowering carbon emissions.
9. Roll out the Project Management Approach across all directorates.
10. Assess the human rights and equality issues relevant to the councils purpose and functions and put in place the required actions to address those issues under the statutory obligation under Section 42 of the Irish Human Rights and Equality Act 2014 to eliminate discrimination, (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community) protect human rights and promote equality of opportunity (Public Sector Equality and Human Rights Duty).
11. To ensure a sound stewardship in the management and assignment of Human Resources in meeting business need.

Implementation, Monitoring and Review

The performance of the Council against the objectives set out in this Corporate Plan will be assessed on a frequent and structured basis. The plan sets out the framework for the annual service delivery plan. Section 134A of the local government Act 2001 as amended by section 50 of the local government act 2014 requires that an annual service delivery plan be prepared setting out in detail the activities to be undertaken across all directorates to deliver on the objectives of the Corporate Plan .

Section 34 of the Local Government Act 2001 requires that the Council include a progress report on the implementation of the Corporate Plan in each year's Annual Report. The Council complies with this requirement on an annual basis, presenting the report to members. In addition updates are provided monthly in the Chief Executives Monthly Management Report to Council.

The National Oversight and Audit Commission (NOAC) will assess the adequacy of the Corporate Plan and evaluate its implementation. A copy of the plan when adopted will be submitted to NOAC. The Performance Indicators as determined by NOAC will serve to monitor the performance of the Council on an annual basis.

Set out in Appendix 4 are the KEY PERFORMANCE INDICATORS.

Appendices

Appendix 1

Indicative list of strategies/plans influencing local government activities

National/EU

- National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs)
- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- Children First National Guidelines
- National Cyber Security Strategy
- National Digital Strategy
- Innovation 2020
- Digital Single Market
- eGovernment Strategy
- EU 'Floods' Directive
- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Flood Risk Management Plans and Maps produced under National CFRAM
- Guidelines on the Planning System and Flood Risk Management
- Marine Planning Policy Statement
- Met Eireann strategic plan 2017-2027
- National Adaptation Framework (2018)
- National Broadband Plan
- National Development Plan
- National Flood Forecasting and Warning Service

- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability (NHSPWD)
- National Marine Planning Framework
- National Planning Framework 2040
- National Positive Ageing Strategy 2013
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Open Data
- Our Public Libraries 2022
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees).
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Data
- Public Service ICT Strategy
- Rebuilding Ireland
- Renewable Electricity Policy and Development Framework (REPDF)
- River Basin Management Plan for Ireland 2018-2021.
- Rural Development Policy 2020
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan

- Water Services Policy Statement 2018-2025
- Wind Energy Development Guidelines
- Future Jobs Ireland 2019
- People Place and Policy Growing Tourism to 2025
- Fire Safety in Ireland- Report of the Fire Safety Task Force
- Library Development Plan 2016-2021
- Libraries Ireland Strategy – Transforming Irish Public Libraries
- MSPI (Museum Standards Programme for Ireland)
- A framework for collaboration – an agreement between the Arts Council and the CCMA 2016
- The sustainable development goals National Implementation Plan 2020

Regional

- Strategic Integrated Framework Plan (SIFP) for the Shannon Estuary
- Southern Regional Assembly Operational Programmes
- Regional Spatial and Economic Strategy for the Southern Region
- Southern Regions Waste Management plan 2015-2021
- Limerick-Shannon Metropolitan Area Transport Strategy
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
- Strategy plans of other regional bodies, e.g. HSE, Garda Síochána
- Flood Risk Management Plans and Maps including relevant local plans (floodinfo.ie/publications/)
- Shannon Flood Risk State Agency Coordination Working Group
- Mid West Regional Enterprise Plan – 2020

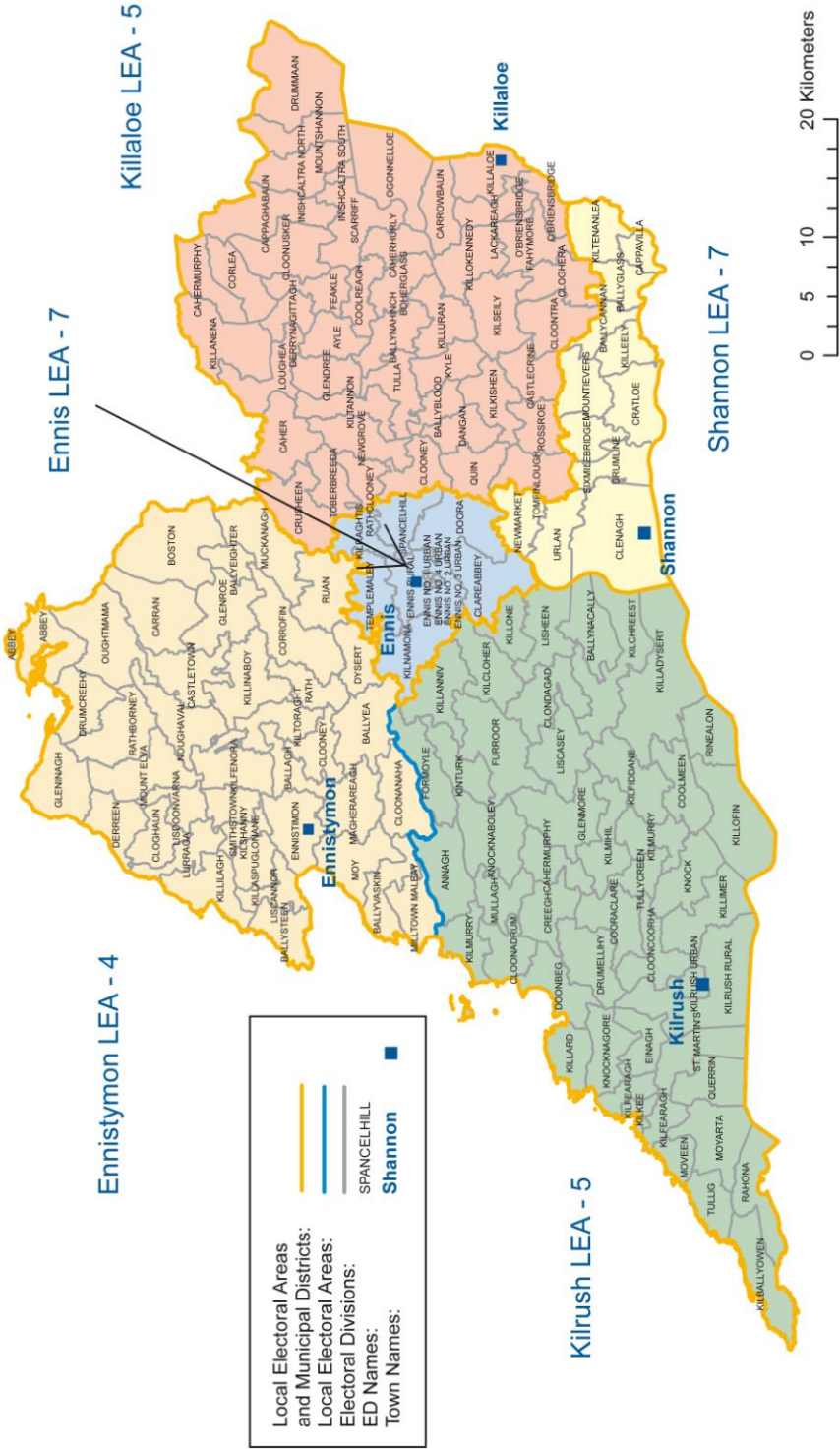
Local

- County Clare Local Economic and Community 2016 –
- Clare Age Friendly Strategy 2018 - 2022
- Local Enterprise Development Plan
- Clare County Development Plan 2017-2023
- Local Area Plans
- Tourism Strategy
- Cliffs of Moher Strategy
- Local Climate Change Adaptation
- Clare Digital Strategy
- Enforcement of Energy Performance of Buildings Directive
- Framework for Building Control Authorities – Ensuring effective Building Control administration, inspections and enforcement
- County Clare Children and Young People’s Services Plan 2018 - 2020
- Market Surveillance of construction products (S.I. No. 225 of 2013) under Construction Products Regulation EU No. 305/2011
- Clare County Council – Arts Plan 2018-2022
- Creative Ireland Activation Plan for Clare 2019
- Culture and Creativity Strategy 2018-2022
- Decade of Centenaries Programme 2016-2023

Appendix 2 - Clare Electoral Area Boundary Map

Local Electoral Area Boundary Committee No. 1 Report 2018

County Clare



Appendix 3 - Clare County Councillors



CLARE COUNTY COUNCILLORS

Ennis Municipal District



Mary Howard
(FG)



Mark Nestor
(FF)



Paul Murphy
(FG)



Clare Colleran
Molloy (FF)



Ann Norton
(NP)



Pat Daly
(FF)



Johnny Flynn
(FG)

Killaloe Municipal District



Joe Cooney (FG)



Pat Hayes (FF)



Tony O'Brien (FF)



Alan O'Callaghan
(FF)



Pat Burke (FG)

Shannon Municipal District



John Crowe (FG)



Michael Begley
(NP)



P.J. Ryan (NP)



Pat McMahon
(FF)



Mike McKee
(SF) RIP
Recently deceased



Gerard Flynn (NP)



Cathal Crowe (FF)

West Clare Municipal District



Shane Talty (FF)



Joe Killeen (FF)



Joe Garrihy (FG)



Róisín Garvey
(GP)



P.J. Kelly (FF)



Gabriel Keating
(FG)



Bill Chambers
(FF)



Cillian Murphy
(FF)



Ian Lynch (NP)

Appendix 4 - Key Performance Indicators

There are 35 local authority performance indicators, as follows:

- Housing (H1 to H6)
- Roads (R1 to R3)
- Waste/Environment (E1 to E3)
- Water (W1)
- Planning (P1 to P5)
- Fire Service (F1 to F3)
- Library/Recreation (L1 and L2)
- Youth/Community (Y1 and Y2)
- Corporate (C1 to C4)
- Finance (M1 and M2)
- Economic Development (J1 to J4)

Performance Indicators

01/01/2018 - 31/12/2018 (Annual)

Clare County Council

Topic	Indicator	Value
Housing: H1, H2 & H4 Approved	A. No. of dwellings in the ownership of the LA at 1/1/2018	2419
	B. No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)	78
	C. No. of LA owned dwellings sold in 2018	11
	D. No. of LA owned dwellings demolished in 2018	0
	E. No. of dwellings in the ownership of the LA at 31/12/2018	2486
	F. No. of LA owned dwellings planned for demolition under a DHPLG approved scheme	0
	A. The percentage of the total number of LA owned dwellings that were vacant on 31/12/2018	3.66 %
	The number of dwellings within their overall stock that were not tenanted on 31/12/2018	91
	A. Expenditure during 2018 on the maintenance of LA housing compiled from 1 January 2018 to 31 December 2018, divided by the no. of dwellings in the LA stock at 31/12/2018, i.e. the H1E less H1F indicator figure	€952.54
	Expenditure on maintenance of LA stock compiled from 1 January 2018 to 31 December 2018, including planned maintenance and expenditure that qualified for grants, such as SEAI grants for energy efficient retro-fitting works or the Fabric Upgrade Programme but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes)	€2368014
	Expenditure on maintenance of LA stock compiled from 1 January 2017 to 31 December 2017, including planned maintenance and expenditure that qualified for grants, such as	€2309832

	SEAI grants for energy efficient retro-fitting works or the Fabric Upgrade Programme but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes)	
Topic	Indicator	Value
Housing: H3 & H5 Approved	A. The time taken from the date of vacation of a dwelling to the date in 2018 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2018	31.55 wk
	B. The cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018	€27234.55
	The number of dwellings that were re-tenanted on any date in 2018 (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	67
	The number of weeks from the date of vacation to the date the dwelling is re-tenanted	2113.86 wk
	Total expenditure on works necessary to enable re-letting of the Dwellings	€1824715
	The time taken from the date of vacation of a dwelling to the date in 2017 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2017	32.66 wk
	The cost expended on getting the dwellings re-tenanted in 2017, averaged across all dwellings re-let in 2017	€24657.69
	In 2017, the number of dwellings that were re-tenanted (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	81
	In 2017, the number of weeks from the date of vacation to the date the dwelling is re-tenanted	2645.86 wk
	In 2017, Total expenditure on works necessary to enable reletting of the dwellings	€1997273
	A. Total number of registered tenancies in the LA area at end of June 2018	5093
	B. Number of rented dwellings inspected in 2018	540
	C. Percentage of inspected dwellings in 2018 that were found	90.93 %

	not to be compliant with the Standards Regulations	
	D. Number of non-compliant dwellings that became compliant during 2018	14
	The number of dwellings inspected in 2018 that were found not to be compliant with the Housing (Standards for Rented Houses) Regulations	491
Topic Housing: H6 Approved	Indicator A. Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of 2018	Value 48.39 %
	The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2018 as recorded on the PASS system	62
	The number out of those individuals who, on 31/12/2018, had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months	30
Topic Roads: R1 & R2 Approved	Indicator The % of Regional road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018 The % of Local Primary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018 The % of Local Secondary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018 The % of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to 31/12/2018 The % of total Regional road kilometres with a PSCI rating of 1-4 at 31/12/2018 The % of total Regional road kilometres with a PSCI rating of 5-6 at 31/12/2018 The % of total Regional road kilometres with a PSCI rating of 7-8 at 31/12/2018 The % of total Regional road kilometres with a PSCI rating of 9-10 at 31/12/2018	Value 100 % 88 % 70 % 84 % 7 % 29 % 31 % 34 %

	The % of total Local Primary road kilometres with a PSCI rating of 1-4 at 31/12/2018	3 %
	The % of total Local Primary road kilometres with a PSCI rating of 5-6 at 31/12/2018	20 %
	The % of total Local Primary road kilometres with a PSCI rating of 7-8 at 31/12/2018	52 %
	The % of total Local Primary road kilometres with a PSCI rating of 9-10 at 31/12/2018	16 %
	The % of total Local Secondary road kilometres with a PSCI rating of 1-4 at 31/12/2018	6 %
	The % of total Local Secondary road kilometres with a PSCI rating of 5-6 at 31/12/2018	28 %
	The % of total Local Secondary road kilometres with a PSCI rating of 7-8 at 31/12/2018	43 %
	The % of total Local Secondary road kilometres with a PSCI rating of 9-10 at 31/12/2018	14 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 1-4 at 31/12/2018	28 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 5-6 at 31/12/2018	22 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 7-8 at 31/12/2018	22 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 9-10 at 31/12/2018	12 %
	A1. Kilometres of regional road strengthened during 2018	13.6 km
	A2. The amount expended on regional roads strengthening work during 2018	€1784375.00
	B1. Kilometres of regional road resealed during 2018	17.7 km
	B2. The amount expended on regional road resealing work during 2018	€465089.00
	C1. Kilometres of local road strengthened during 2018	93.1 km
	C2. The amount expended on local road strengthening work during 2018	€6022451.00
	D1. Kilometres of local road resealed during 2018	123.1 km
	D2. The amount expended on local road resealing work during 2018	€2001891.00

Topic	Indicator	Value
Motor Tax: R3 Approved	A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued) in 2018	68.43 %
Topic	Indicator	Value
Water: W1 Approved	% of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2018	1.00 %
Topic	Indicator	Value
Water: W1 Waste:Ed1 Approved	A. The number of households, based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2018	29146
	B. The % of households within the local authority (also as per the 2016 Census) that the number at A represents	67.24 %
Topic	Indicator	Value
Environmental Pollution: E2 Approved	A1. Total number of pollution cases in respect of which a complaint was made during 2018	1621
	A2. Number of pollution cases closed from 1/1/2017 to 31/12/2018	1579
	A3. Total number of cases on hands at 31/12/2018 192 The opening number of cases carried forward from the year end 2017	150
Topic	Indicator	Value
Litter Pollution: E3 Approved	A1. The % of the area within the LA that when surveyed in 2018 was unpolluted or litter free	21 %
	A2. The % of the area within the LA that when surveyed in 2018 was slightly polluted	72 %
	A3. The % of the area within the LA that when surveyed in 2018 was moderately polluted	7 %
	A4. The % of the area within the LA that when surveyed in 2018 was significantly polluted	0 %
	A5. The % of the area within the LA that when surveyed in 2018	0 %

	was grossly polluted	
Green Flag Status: E4 Approved	<p>A. The % of schools that have been awarded green flag status (This figure is based on the 2017/2018 academic year and calculated as set out by NOAC below:</p> <ol style="list-style-type: none"> 1. Those which attained a Green Flag for the first time in 2018 2. Those which renewed their Green Flag in 2018 3. Those which held a Green Flag from 2017 and therefore do not require renewal until 2019) <p>(The % of schools that have been awarded green flag status)</p>	45.45 %
		87%
Topic	Indicator	Value
Planning: P1 Approved	A. Buildings inspected as a percentage of new buildings notified to the local authority	16.55 %
	Total number of new buildings notified to the local authority i.e. buildings where a valid Commencement Notice was served in the period 1/1/2018 to 31/12/2018 by a builder or developer on the local authority	417
	Number of new buildings notified to the local authority in 2018 that were the subject of at least one on-site inspection during 2018 undertaken by the local authority	69
Topic	Indicator	Value
Planning: P2 & P3 Approved	A. Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2018	40
	B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA	80.0 %
	Number of determinations confirming the LA's decision (either with or without variation)	32
	A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2018 to 31/12/2018 that were investigated	114

	B. Total number of investigated cases that were closed during 2018	135
	C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	27.41 %
	D. % of cases at B that were resolved to the LA's satisfaction through negotiations	13.33 %
	E. % Cases at B that were closed due to enforcement proceedings	59.26 %
	F. Total number of planning cases being investigated as at 31/12/2018	662
	Number of cases at 'B' that were dismissed under section 152(2), Planning and Development Act 2000	37
	Number of cases at 'B' that were resolved to the LA's satisfaction through negotiations	18
	Number of cases at 'B' that were closed due to enforcement proceedings	80
Topic	Indicator	Value
Planning: P4 & P5 Approved	A. The 2018 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per the 2016 Census	€33.30
	AFS Programme D data consisting of D01 - Forward Planning, D02 - Development Management, D03 - Enforcement (inclusive of the relevant Programme D proportion of the central management charge) for 2018	€3956426
	A. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt	65.57 %
	B. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant	32.79 %
	The total number of applications for fire safety certificates received in 2018 that were not withdrawn by the applicant	61
	The number of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months	40

	of the date of receipt of the application	
	The number of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an agreed extended time period	20
Planning: P4 & P5 Fire Service: F1 Approved	A. The Annual Financial Statement (AFS) Programme E expenditure data for 2018 divided by the population of the LA area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	€50.64
	AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention for 2018	€5705056
	Indicator	Value
Topic Fire Service: F2 & F3 Approved	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire	
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	5.62 min
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents	
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	5.42 min
	A. % of cases in respect of fire in which first attendance at scene is within 10 minutes	32.27 %
	B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	44.25 %
	C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes	23.47 %
	D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	34.59 %
	E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	48.26 %
	F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	17.15 %

	Total number of call-outs in respect of fires from 1/1/2018 to 31/12/2018	506
	Number of these fire cases where first fire tender attendance at the scene is within 10 minutes	132
	Number of these fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	181
	Number of these fire cases in which first fire tender attendance at the scene is after 20 minutes	96
	Total number of call-outs in respect of all other emergency incidents (i.e. not including fire) from 1/1/2018 to 31/12/2018	381
	Number of these non-fire cases in which first fire tender attendance at the scene is within 10 minutes	119
	Number of these non-fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	166
	Number of these non-fire cases in which first fire tender attendance at the scene is after 20 minutes	59
Topic Library Service: L1 Approved	Indicator A. Number of visits to libraries per head of population for the LA area per the 2016 Census B. Number of items issued to borrowers in the year	Value 3.38 405736
	Number of visits to its libraries from 1/1/2018 to 31/12/2018	401281
Topic Library Service: L2 Approved	Indicator A. The Annual Financial Statement (AFS) Programme F data for 2018 divided by the population of the LA area per the 2016 Census AFS Programme F data consisting of F02 - Operation of Library and Archival Service (inclusive of the relevant proportion of the central management charge for Programme F) for 2018	Value €37.08 €4406289
Topic Youth and Community: Y1 & Y2 Approved	Indicator A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	Value 78.95 %
	Total number of second level schools in the LA area at 31/12/2018	19

	Number of second level schools in the LA area from which representatives attended the local Comhairle na nÓg AGM held in 2018	15
	A. Number of organisations included in the County Register and the proportion who opted to be part of the Social Inclusion College within the PPN	19.31
	Total number of organisations included in the County Register for the local authority area as at 31/12/2018	259
	Total number of those organisations that registered for the first time in 2018	38
	Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN	50
Topic	Indicator	Value
Corporate: C1, C2, C4 & C5 Approved	A. The wholetime equivalent staffing number as at 31 December 2018	778.75
	A. Percentage of paid working days lost to sickness absence through medically certified leave in 2018	3.29 %
	B. Percentage of paid working days lost to sickness absence through self-certified leave in 2018	0.27 %
	Total Number of working days lost to sickness absence through medically certified leave in 2018	5974 day
	Total Number of working days lost to sickness absence through self-certified leave in 2018	472 day
	Number of unpaid working days lost to sickness absence included within the total of self-certified sick leave days in 2018	3 day
	Number of unpaid working days lost to sickness absence included within the total of medically certified sick leave days in 2018	157 day
	If any staff are on long-term sick leave (i.e. a continuous period of more than 4 weeks), include a text note of the number of staff on long-term sick leave	49 FTEs (4 wks - 3 mths) 11 FTEs (3 - 6 mths) 6 FTEs (6 mths or more)
	A. All ICT expenditure in the period from 1/1/2018 to	€2882.10

	31/12/2018, divided by the WTE no.	
	Total ICT expenditure in 2018	€2244438
	All ICT expenditure in the period from 1/1/2017 to 31/12/2017, divided by the 2017 WTE no.	€2883.61
	Total ICT expenditure in 2017	€2145663
	A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	1.80
	Total Revenue expenditure from 1/1/2018 to 31/12/2018 before transfers to or from reserves	124578000
Topic	Indicator	Value
Corporate: C3 Approved	A. Total page views of the local authority's websites in 2018	1704688
	B. Total number of followers at end 2018 of the LA's social media accounts	180697
	The number of social media accounts operated by the local authority	38
Topic	Indicator	Value
Finance: M1 & M2 Approved	A. Cumulative surplus/deficit balance at 31/12/2014 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-800990
	B. Cumulative surplus/deficit balance at 31/12/2015 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-250136
	C. Cumulative surplus/deficit balance at 31/12/2016 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€499966
	D. Cumulative surplus/deficit balance at 31/12/2017 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1243272
	E. Cumulative surplus/deficit balance at 31/12/2018 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1937006
	F. Cumulative surplus or deficit at 31/12/2018 as a percentage of Total Income in 2018 from the Income and Expenditure Account	1.56 %

	Statement of the AFS	
	G. Revenue expenditure per capita in 2018	€953.72
	The 2018 Total Income figure from the Income and Expenditure Account Statement of the AFS	€124523579
	The 2018 Total Expenditure figure from the Income and Expenditure Account Statement of the AFS	€113318155
	Collection level of Rates from the Annual Financial Statement for 2014	75.0 %
	Collection level of Rates from the Annual Financial Statement for 2015	82.0 %
	Collection level of Rates from the Annual Financial Statement for 2016	84.0 %
	Collection level of Rates from the Annual Financial Statement for 2017	86.0 %
	Collection level of Rates from the Annual Financial Statement for 2018	87 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2014	86.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2015	87.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2016	86.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2017	84.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2018	85 %
	Collection level of Housing Loans from the Annual Financial Statement for 2014	61.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2015	58.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2016	60.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2017	66.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2018	69 %

Topic	Indicator	Value
Economic Development: J1 to J4 Approved	A. The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2018 to 31/12/2018	104.0
	A. The no. of trading online voucher applications approved by the Local Enterprise Office in 2018	33
	B. The no. of those trading online vouchers that were drawn down in 2018	22
	A. The no. of participants who received mentoring during the period 1/1/2018 to 31/12/2018	111
	A. Does the local authority have a current tourism strategy?	Yes
	B. Does the local authority have a designated Tourism Officer?	Yes

