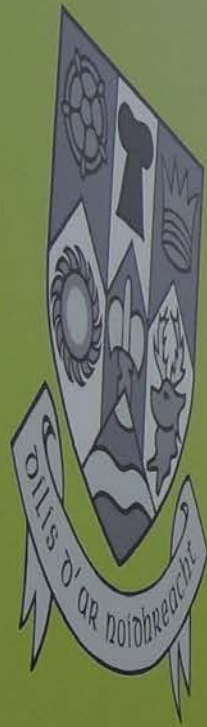




COMHAIRLE | CLARE  
CONTAE AN CHLÁIR | COUNTY COUNCIL

# MANAGEMENT OBJECTIVES 2022-2024

(INCORPORATING  
BUSINESS PRIORITIES)



Comhlairle Contae an Chláir  
Clare County Council



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# 1.0 CORPORATE PLAN 2019-2024

The Corporate Plan was adopted by Clare County Council in December 2019 and, within it, the Council's vision for County Clare was set out.

## Our vision is:

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 have sustainable communities at its heart.

The Corporate Plan serves as Clare County Council's strategic framework for actions during the lifetime of the elected Council and plays a key role towards realisation of the vision for Clare.

Clare County Council is the main vehicle of governance and public services in County Clare and leads economic, social and community development, delivers efficient and value services and represents citizens and communities as effectively and accountably as possible.

In that role the Senior Management Team reaffirm their commitment to the Elected Members of the Council and, in that regard, will work with the Members to meet their needs as agreed within the framework of the Corporate Plan. This includes taking the opportunity to forward plan for a very unstable operational environment for the Council as well as taking advantage for the county of opportunities identified from intelligence sharing across the senior management team.



The following Management Objectives will be re-examined in the context of a review of the *Corporate Plan 2019-2024*, which is expected to be completed in 2022.

## 1.1 The Management Team of Clare County Council has the following vision for Clare

Clare has the opportunity to further exploit its unique characteristics and strengths, coupled with its strategic location

in order to

Enhance itself as a regional/national centre of culture, tourism, heritage and business and a preferred international destination for investment and innovation

where

Clare people, other stakeholders and organisations are supported



## 2.0 STATEMENT OF STRATEGIC OBJECTIVES FOR THE MANAGEMENT TEAM 2022-2024

01	To work in partnership with our Elected Members at county and district level.
02	To collaborate with our stakeholders and consolidate the position of Clare County Council as a 'go-to' Council for our stakeholders.
03	To help our staff to build on their capacity to deliver excellence in our services through active workforce planning and a staff development programme which is fully aligned to the statutory objectives of the County Development Plan and Council Corporate Plan
04	To ensure the Council is at the heart of all public service initiatives in the county while continuing to respond and adapt to new ways of working as a result of the Covid-19 pandemic.
05	To ensure that all staff work together to achieve delivery of our priority objectives and actions.





## 3.0 STATEMENT OF MANAGEMENT COMMITMENT

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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.

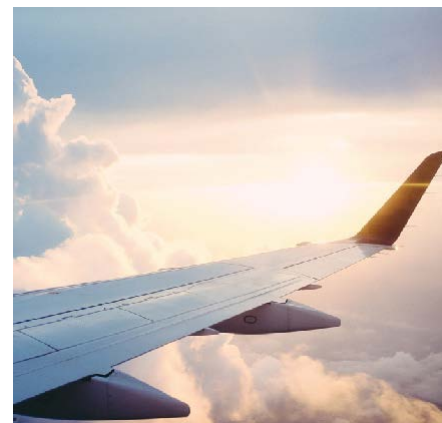
Each team within the directorates will have a clear understanding of the actions required to deliver on the Council's objectives at national, regional, and county level.

## 4.0 STATEMENT OF ACHIEVEMENT 2024

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The Management Team will have achieved, by December 2024, the following for County Clare:

- Financial stability within the Council
- A renewed workforce focused on the delivery of the full range of services provided by the Council
- A vibrant economy across the county underpinned by a developed Shannon-Ennis Economic Corridor
- Improved sustainable access across the County
- A network of flagship tourism attractions across the County
- An ongoing investment programme in public realm and infrastructure, including water and wastewater in our towns and villages as well as a town and Village Renewal Programme as set out in the County Development Plan
- Strengthened communities through the delivery of Housing for All
- Implement our climate change adaptation strategy and biodiversity action plan and government climate action plan (when it is published)



## 5.0 OBJECTIVES - ECONOMIC DEVELOPMENT

*Facilitate a proactive economic environment where businesses locate and grow and create sustainable employment supporting our communities, thus enhancing the economic value of County Clare.*

### Priority Actions for 2022-2024:

01	Completion of the County Development Plan with pro-active engagement with other directorates to ensure a comprehensive embedding of whole of council priorities into the forthcoming Development Plan
02	Input into the preparation of a comprehensive workforce plan for the Council
03	Develop annual team development plans detailing specific tasks and actions to be delivered within the objectives of the Annual Budgets, 2022-2024, underpinned by regular staff meetings
04	Progress/implement the work of the Clare Economic Task Force
05	Seek the designation of a South Clare/ University of Limerick Economic Strategic Development Zone (SDZ) Innovation District for the University of Limerick Expansion
06	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
07	Implement the Ennis 2040 Strategy through a new Ennis 2040 DAC with a specific focus on developing Ennis as a strong enterprise and retail destination and revitalisation of unused properties/sites





08	Continue to engage and build relationships with key economic agencies, Government departments, IDA Ireland and Enterprise Ireland, and all stakeholders, to drive and maximise economic activity in County Clare and along the Atlantic Economic Corridor (AEC)
09	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
10	Advance the Clare elements of the Strategic Integrated Framework Plan (SIFP) for the Shannon Estuary through the support of the Regional Enterprise Plan's Green/Digital Valley initiative, with specific focus on Moneypoint, Cahercon and other opportunity sites on the estuary
11	Re-configure SIFP implementation having regard to the delivery of offshore wind energy potential
12	Implement a local economic plan to address the development potential of Clarecastle
13	Facilitate the continuing development of a third-level campus or presence, 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 implementation of a socio-economic plan for Shannon Town Centre
15	Progress the development of data centres in County Clare based upon renewable energy
16	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
17	Collaborate with the Shannon Group in supporting the future of Shannon International Airport
18	Work with the Department of Housing, Local Government and Heritage, the Physical Development Directorate, and Irish Water to provide water and wastewater services for unserved towns/villages across County Clare
19	Implement the Economic Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office
20	Develop a renewed planning enforcement model for immediate implementation by the Council

*Key outcomes: An increase in employment 6,000 in County Clare through implementation of the above actions.*



## 6.0 OBJECTIVES - PHYSICAL DEVELOPMENT

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

### Priority Actions for 2022-2024:

01	Review physical infrastructure across the county as part of the County Development Plan and ensure embedding of Directorate priorities into forthcoming drafting of development plan
02	Input into the preparation of a comprehensive workforce plan for the Council having regard to the cross directorate demands on the Project Management Office, General Design Office and Road Design Office and the priority physical development projects of the Council
03	Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the 2022-2024 budgets underpinned by regular staff meetings
04	Prepare a countywide area-based transport assessment with the National Transport Authority and prepare and deliver mobility plans agreed with NTA
05	Advance the delivery of the PMO programme of projects including Ennistymon Inner Relief Road (Blake's Corner), Killaloe Bridge and By-Pass, Local Infrastructure Housing Activation Fund (LIHAF), Limerick Northern Distributor Road, West Clare Railway Greenway, Shannon Airport Access Road, Doolin Pier Visitor Services Building and Ennis South Flood Relief Scheme
06	Deliver Killaloe Bypass and Blake's Corner strategic infrastructure projects
07	Implement the Physical Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office
08	Prepare and implement Road Investment Programme for national and non-national road network
09	Develop and resource a renewed model for leading climate action across the County in line with Government Climate Action Plan and Climate Change Adaptation Strategy
10	Review the model of resourcing and funding the General Design Office for immediate implementation to support projects across all Directorates



11	Implement the Water Services Service Level Agreement with Irish Water
12	Implement the Environmental Services Programme within the framework of an action plan addressing specific aspects of the environment in County Clare
13	Implement coastal and landside protection programmes and flood relief works including Ennis South Flood Relief Scheme, Shannon Embankments, and coastal strengthening projects
14	Implement a proactive flood management programme in line with current objectives of the draft Catchment Flood Risk Assessment and Management (CFRAMS) policy
15	Prepare a fleet management plan
16	Review and prepare the Fire and Emergency Operations Plan for adoption by Clare County Council
17	Prepare a phased programme of works to upgrade Fire Stations and associated facilities
18	Continue to implement the Service Level Agreement with the Food Safety Authority of Ireland
19	Prepare a Mobility Traffic Plan for Ennis Town and environs to support the social and economic development of the town to include a review of additional parking
20	Advance roads infrastructure in Ennis Municipal District to support the development of the MD
21	Review wastewater treatment capacity for Ennis and environs to support the development of the town
22	Develop and implement public realm enhancement for Ennis town
23	Support the implementation of the Niche Destination Plan for Ennis
24	Implement programme of actions outlined in 'Connecting and Co-creating Ennis' as prepared by the UL School of Architecture Intelligence Unit
25	Develop recreational trails in Ennis and Environs 2019 as outlined in Earth routes report, and 'Connecting and Co-creating Ennis' as prepared by the UL School of Architecture Intelligence Unit
26	Implement programme of actions outlined in Ballyallia Lake Enhancement Plan
27	Deliver LIHAF infrastructure subject to funding and land acquisition
28	Major emergency management co-ordination

*Key outcomes: Enhance the delivery of physical infrastructure across the county to support local communities and future development opportunities.*



## 7.0 OBJECTIVES - SOCIAL DEVELOPMENT

*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 for all our citizens to information, learning, arts, cultural and recreational opportunities.*

### Priority Actions for 2022-2024:

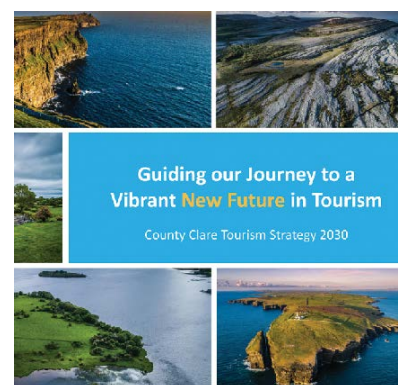
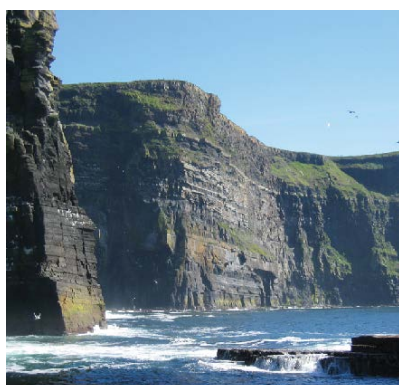
01	Deliver Housing for All in County Clare
02	Input into the preparation of a comprehensive workforce plan for the Council having regard to the demands of Housing for All and the priority social development projects of the Council
03	Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the 2022-2024 underpinned by regular staff meetings
04	Work with approved housing bodies and agencies to maximise use of available accommodation options and associated funding
05	Develop and implement an appropriate land acquisition strategy to support the delivery of Housing for All programme targets
06	Recognise the increasingly culturally diverse nature of our county and ensure that our services across the directorate are accessible to all





07	Build on the existing planned maintenance approach to implement a full asset management model across the fixed assets of the directorate.
08	Embed the new Customer Relations Management System to manage customers and processes within the Housing Department
09	Implement the objectives of the Traveller Accommodation Programme for 2019-2024
10	Review and enhance the model for estate management and tenancy sustainment across the Council social housing stock
11	Establish and resource a new management model for recreation and amenity services in the county
12	Implement the County Arts Plan, <i>Flourish</i> , and the Clare Culture and Creative Strategy (2019-2022)
13	Progress delivery of the new Clare County Library in Ennis and continue to implement the objectives of the Library Development Plan, <i>Charting the Future 2</i> (2016-2021)
14	Implement the priority actions identified in the local studies curation and development plan
15	Implement the Social Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office

*Key outcomes: Delivery of Housing for All throughout the county and progress the development of a new County Library in Ennis.*



## 8.0 OBJECTIVES - RURAL DEVELOPMENT

*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.*

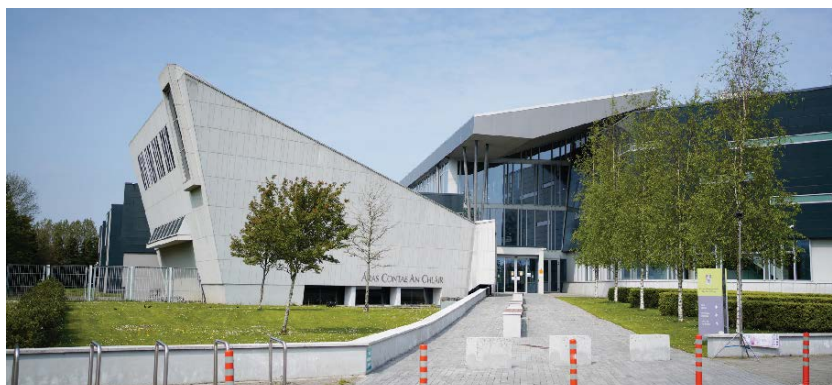
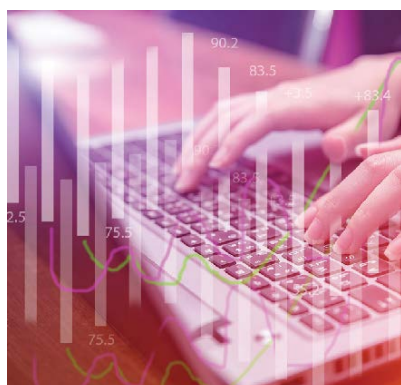
### Priority Actions for 2022-2024:

01	Develop annual Team Development Plans detailing specific tasks and actions to be delivered within the objectives of the 2022-2024 budgets underpinned by regular staff meetings
02	Implement the <i>Clare Rural Development Strategy 2026</i> through the facilitated input of the Clare Rural Development Forum
03	Input into the preparation of a comprehensive workforce plan for the Council having regard to the priority rural development projects of the Council
04	Implement the <i>Clare Tourism Strategy 2030</i> in consultation with the input of the Tourism Task Force/relevant tourism fora
05	Prepare and implement a <i>Cliffs of Moher Strategy 2040</i> to lead the development of a world-class visitor experience through a sustainable tourism approach to benefit all Clare communities
06	Undertake a due diligence project at Shannon Heritage's Clare – based tourism products in order to integrate the portfolio and operations under the Council-led Clare Tourism Strategy 2030
07	Manage the Local Community Development Committee (LCDC) in its range of programmes including the Social Inclusion and Community Activation Programme (SICAP) and partnership as the LAG with local development stakeholders for the LEADER Programme



08	Review and guide the implementation, monitoring and evaluation of the statutory Local Economic and Community Plan (LCDC)
09	Implement the <i>Clare Digital Strategy</i>
10	Maintain, promote, and continue to develop the hi-speed broadband enterprise hubs
11	Facilitate the roll-out of the Government's National Broadband Plan in County Clare
12	Coordinate the Age Friendly Strategy and Healthy Ireland Strategy
13	Manage the implementation of the West Clare Plan of Strategic Projects 2024
14	Coordinate department grant schemes in the rural, community, tourism, and broadband/digital service areas (RRDF, CLÁR, Town and Village Renewal, Rural Recreation, RAPID, Community Enhancement, Tourism Platforms for Growth, etc., Wifi4EU)
15	Implement the Rural Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office
16	Implementation of the Integration Strategy for the county.

*Key outcomes: Active engagement of key stakeholders in a strategic approach to rural development in County Clare. This will achieve identified targets under the Government's National 'Action Plan for Rural Ireland'.*



## 9.0 OBJECTIVES – FINANCE AND SUPPORT SERVICES

*To provide the human resources, financial, corporate and ICT 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.*

### Priority Actions for 2022-2024:

01	Implement the objectives of the Local Authorities people strategy action plan in building capacity and capabilities for effective management and a workforce of the future
02	The preparation of a comprehensive workforce plan for the Council based upon the strategic priorities and objectives of the Council Directorates and the resource needs for the delivery of the forthcoming County Development Plan having regard to resources (both financial and human) available.
03	Develop annual team development plans for the directorate detailing specific tasks and actions to be delivered within the objectives of the 2022-2024 budgets underpinned by regular staff meetings.
04	Continue the forward plan for the Council's financial transition and stabilisation arising from the impact of Commercial Rates revaluation, climate policy and national development plans and the national review of the Local Property Tax allocation model.
05	Underpin the Physical, Social, Economic and Rural Directorates' strategic and operational plans with Finance, Human Resources, ICT and Corporate Services support in the delivery of their objectives.
06	Support the completion of forward/planned maintenance programmes for both Housing, Roads, and other key infrastructure in order to influence funding opportunities
07	Support capital project management across all directorates to develop a three-year multi-annual programme of works with all five Directorates, agreeing procedures and supporting the project planning assessment and funding mechanisms (engagement with external loan and grant providers) for these priorities.





08	Complete review of Commercial Rates properties across the county in parallel with the Central Valuation Office Revaluation programme in 2023 to optimise income for the county
09	Further develop and support all directorates in the corporate compliance and support role in procurement, data protection, freedom of information, ethics, internal audit and overall corporate governance
10	Launch and Co-ordinate the delivery of Clare Co Co Innovation Strategy to include centralised Customer Service CRM and a Record Management system and work with departments to deliver innovation in service delivery
11	Enhance communication and share information so that all staff, Elected Members, and citizens understand the aim, purpose and scope of Clare County Council's including review of our communication platforms including website and social media platforms
12	Continue to Implement an ICT review and improvement Programme for the business needs of the Council
13	Review of the Council's Business Continuity Plan following the implementation and experience of the Covid-19 pandemic
14	Implement the Finance and Support Services Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office

*Key outcomes: Informed staff with appropriate performance regime in place for all directorates and improved financial systems implemented.*



## 10.0 CROSS-TEAM COLLABORATION

The Council's new structures, including the Municipal District offices, are fully functional. This is particularly noteworthy given the need to radically re-configure our services with the advent of Covid-19. Remote working has now become a feature of Council operations and will likely remain so for the foreseeable future.

Cross-directorate working remains a work in progress. While much has improved alongside more engagement with national departments and neighbouring councils. Internal communication, however, given the continuing impact of Covid-19, cross-directorate working is an ongoing challenge. Staff development/ mentoring, notwithstanding recent improvements, is a critical concern in current prevailing conditions.

There remains the need to build the business cases that put Clare at the forefront of national policy, accessing into the National Exchequer, especially in

light of the continued commitment of the Exchequer to roll out infrastructure spending over the course of the national development plan. Forward planning for the county's infrastructure must now include local rural infrastructure as well as enabling Ennis and Shannon to develop and expand. Buying land remains a major consideration for 2020-2024 to make sure the Council has the capacity to grow the county's population as well as meeting current housing and investment needs. Given that the effort to enable this is across all directorates, internal actions within the directorates and across the Council will continue to provide the most important platform for delivery of Management Objectives. Therefore, a comprehensive workforce plan, based upon the priorities set out by the Senior Management Team and the statutory objectives of the forthcoming County Development Plan will be put in place. The Plan will cover the transition from current arrangements to any new configuration of staffing and structure in the Council such that implementation and resourcing thereof of the all directorate objectives will be appropriately addressed.

The following specific actions underpinning innovation and leadership were highlighted for immediate action in addition to those influenced by existing policy at local and national level in each of the business areas.

Action	Objective	Proposed actions 2022-2024	Target 2022
Prepare a Council Workforce Plan based upon meeting the strategic objectives of the County Development Plan. Each Directorate will identify and advice Planning and Economic Directorate of their respective policy and project objectives to 2030, having regard to the provisions of a renewed National Planning Framework and National Development Plan 2022-2032	Agreeing a needs and resources compact with the Department of Housing, local government, and Heritage to deliver the Council's objectives	Preparation and delivery of a Workforce Plan for submission to the Minister and Department	End June 2022
Directors to implement a plan for the continued development and strengthening of the Municipal Districts in light of forthcoming development plan. The plan is to deliver outcomes within the Municipal Districts and provide clarity over responsibilities between the districts and the central office/administration	Building the role and capacity of the Municipal Districts/Area Offices	Implementation of the workforce plan in regard to the Municipal Districts	End June 2023

Deliver an ongoing leadership development programme across the directorates for all senior staff	To ensure staff are equipped to meet their work-based challenges	Prepare and implement a staff development programme aligned with the objectives of the Management Team	Monthly engagement platforms will be put in place by end Quarter 1, 2022
Continue to embed a project management culture across the Council	To ensure input by all directorates into project development where relevant	Implement project management approach recently introduced	Clarity among senior staff regarding pipeline of projects across the council
Regular review of risk management processes and associated registers	Ensuring that there is a full understanding of the risk environment for the Council	Completion of registers	December 2021 and annually thereafter
Implement engagement processes across the Mid West Region with multi-disciplinary teams across the Mid West Local Authorities	To position County Clare and the Mid West Region generally to benefit from revisions to budgetary priorities and other national policy priorities	A targeted engagement strategy with Management Team and senior staff being central to such engagement to be put in place	December 2021 and annually thereafter
Complete a review of lessons from the Covid 19 Pandemic and how these lessons can inform future re-configuration of Council Services	Identification of key learnings for consideration in future re-configuration of council services	Commission external review starting with organisation wide survey and report	December 2023



## 11.0 ACKNOWLEDGING OUR STAFF THROUGH SUPPORTING THEIR DEVELOPMENT

The Council is entering into a new period of transition with greater emphasis on a national policy which is more aligned to the long-term corporate outlook of both the elected members and the Management team. The advent of developments in housing policy, rural development, emphasis on local planning and sustainability, among others, provide a great opportunity to the local authority system in Clare to further grow the County's potential. This will only happen if the Council provides the local leadership, through the elected members, the Management team, and the Chief Executive. In addition, the Senior Management team will oversee a review of lessons from the Covid 19 Pandemic and how these lessons can inform future re-configuration of Council Services.

Staff at all levels have demonstrated remarkable commitment to the people of Clare and it is consequently incumbent on Council management and Members to provide the resources and leadership needed as the Council transitions into new working methods, hybrid delivery of responsibilities and the underpinning training/development required by current and incoming staff.

The development of future Team Development Plans will have to have regard for the re-skilling of all staff to ensure that everyone is appropriately equipped to play an active role in the transition of the Council from its current responsibilities and working practices to delivery of new services, increased digitalisation and the use of advanced technologies, some of which will require greater levels of specific specialisms and skills.

Consequently, all directorates in 2022 and thereafter will complete their Team Development Plans by the end of the first quarter of each financial year. These will be based upon the priorities set out in the Workforce Plan. Each Team Development Plan should then be translated into an individual personal development plan with each staff member.

Achievement needs to be acknowledged. In a public service context, the capacity to reward is restricted. Nonetheless, reward can be recognised through open acknowledgement of the performance of an individual. An active mentoring programme will be made available to staff, who, through such mentoring, can be positioned to advance in their careers.

## 12.0 SHAPING OUR CULTURE

Clare County Council has changed its practices to a considerable degree over the past year, particularly as a consequence of Covid-19.

The Management Team remains committed to ensuring that the Elected Members and staff are equipped to meet ongoing change over the lifespan of these Management Objectives. Communication will be central to ensuring that both Elected Members and staff are fully alert to the opportunities which the Council will have arising from this Plan.

The teams within the directorates, under the leadership of each director and team leader will be focused on allowing time on a quarterly basis for staff to come

together and review implementation of any changes in the organisation while also allowing the time to think through next steps so that the Council is positioned to take advantage of any new initiatives and resources which might become available to local government.

In particular, the Management Team will take the opportunity to have focused engagement on matters of strategic concern to the organisation. Clare County Council is facing a significant workforce planning challenge due to the age profile of our staff. The Management Team need to begin to address this as a matter of priority





## 13.0 BUILDING THE CAPACITY OF THE SENIOR TEAM

The Senior Team is to be tasked with ownership of staff engagement, business practice improvement and exploring the potential for new resources to underpin directorate and cross-organisation progress.

To this end, specific tasks to be undertaken in 2022-2024 will include:

01	Building the senior team dynamic to pro-actively engage on cross directorate policy developments
02	Embrace staff development and training to empower all staff in the delivery of services for Clare County Council
03	Proactively engage with the Innovation strategy process to embed a culture of continuous review and improvement both within teams and across directorates. With the Management Team, commence a process of devolving responsibility (with appropriate delegation) to senior staff and others within the organisation
04	Review existing work practices and staffing to input to the development of the new Workforce Plan for the organisation
05	Consolidate relationship and reporting between Management Team and the Senior Team. Chair of Senior Team to attend Management Team monthly. Chief Executive to attend Senior Team meetings quarterly
06	Build service delivery opportunities within and across directorates
07	Work collaboratively to inform policy development within the organisation
08	Oversee implementation of corporate objectives as assigned

## 14.0 GETTING OUR MESSAGE ACROSS

The Management Team have set out their objectives and where they want Clare County Council to be placed over the next number of years.

This will require consistent messaging and engagement with both internal and external stakeholders.

In addition, external stakeholders can be expected to increasingly look to Clare County Council for leadership in the county and the development of regionally based initiatives in line with national policy. The Council has to take on a proactive external role, something that will

be at the heart of the respective roles of the members of the Management Team. This will be done in an open transparent manner so that staff and Elected Members are fully aware of the overall objectives and the actions underpinning same.

The shared Management Team commitment, set out earlier, will provide the platform on which to base both a consistent internal message alongside the external corporate message of having Clare County Council at the heart of public service delivery in the County and the region.

## 15.0 IMPLEMENTATION

Managing the impact of taking on new responses while reducing other actions is a major challenge confronting each of the Directors. This will be facilitated through team-based exercises. Nonetheless, each Director will have to be more selective about what meetings/time is needed for specific initiatives and actions. Each Director needs to acknowledge that freeing-up staff to take on additional responsibilities is necessary if the Council is to have a wider external role. In addition, staff need to be enabled to take responsibility in building relationships with other local authorities and at national level. Clarity on these needs to be built into the performance matrices for the staff concerned. Furthermore, delegations by the Chief Executive to senior staff will have to be based within the framework set by our Management Objectives and the strategic commitments set out.

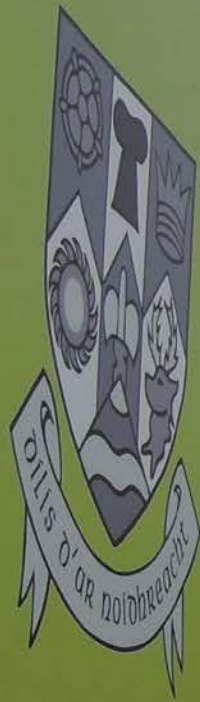
Empowerment, trust, and absolute clarity have to be a hallmark of all Management Team efforts, even when criticism may be necessary if, for example, cross-directorate engagement is not reaching the levels expected and agreed in this plan.

Members of Management Team need to ensure that all colleagues throughout the Council are fully aware of all changes. Spending time with staff explaining the changes to the organisation, its structures and work processes will necessarily have to be a central feature in the initial stages of implementing this plan. Failing to do so will limit the progress which would otherwise be achieved. There will also be occasions which arise that require further strategic thinking and Directors need to acknowledge there will be times when there is no established answer to issues raised within a change context. Such acknowledgement should not be seen as a weakness but rather as an opportunity to work with.

## 16.0 NEXT STEPS

The Management Team will review the Plan each year 2022-2024. Team workshops will be undertaken in quarter 1 of each year to 2024, following which the

final team plan for each directorate will be finalised. The Management Team will carry out a review at the end of each quarter 1 to determine whether further change is required.



Comhlairle Contae an Chláir  
Clare County Council











COMHAIRLE | CLARE  
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# CLARE COUNTY COUNCIL MANAGEMENT TEAM

**Pat Dowling**  
Chief Executive

**Liam Conneally**  
Director of Economic Development  
(Economic Development and Planning)

**Carmel Kirby**  
Director of Physical Development  
(Roads, Water, Environment, Fire and Major Emergency Management)

**Leonard Cleary**  
Director of Rural Development  
(Town & Village Enhancement, Tourism, Community, Twinning)

**Anne Haugh**  
Director of Social Development  
(Housing, Culture, Sport & Recreation)

**Noeleen Fitzgerald**  
Director of Finance and Support Services  
(Finance, Corporate, Human Resources, ICT)