



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL



ANNUAL SERVICE DELIVERY PLAN 2021





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NOTE FROM CHIEF EXECUTIVE

I enclose for the consideration of the Cathaoirleach and Members of this Council, Clare County Council's Annual Service Delivery Plan for 2021. The Local Government Reform Act, 2014, requires each local authority to prepare an Annual Service Delivery Plan. The purpose of this Plan is to provide a corporate document that sets out the objectives of the local authority for the service delivery and performance standards to be achieved every year.

The activities included in the Service Delivery Plan take account of the priorities agreed during the annual budgetary process and will be subject to the expenditure service and sub-service cost centres as set out in the Annual Budget 2021, along with the Schedule of Municipal District Works adopted by the Municipal Districts for the year.

This Plan will be monitored by the Senior Management Team and progress on matters will be reported through the Clare County Council Monthly Management Reports presented to Elected Members.

The year 2020 was an extraordinary one globally in the context of the Covid-19 pandemic. Like many organisations, Clare County Council had to respond to events that could not have been foreseen. Government restrictions necessary to suppress the spread of Covid-19 significantly impacted the nature of service provision. Council staff had to adapt to new ways of working while continuing to provide a wide range of services to people, businesses and communities.

As chair of the Clare Covid-19 Community Response Forum, I ensured a coordinated approach by convening the relevant stakeholder's including An Garda Siochána, HSE, An Post, CLDC, other Statutory Bodies, and the Voluntary and Community Sector. The success of this Forum clearly demonstrates what can be done through collaboration to achieve a common purpose in supporting our communities and particularly the most vulnerable.

Economic and social recovery set against the backdrop of Covid-19 and Brexit will present challenges for communities and businesses in Clare. However, Clare County Council, in partnership with our Elected Members, the people of Clare and our stakeholders, will continue to demonstrate that we are a resilient county with a vision and strategy in place to be agile, innovative and people-centric.

We will remain focused on the delivery of our ambitious social, physical, economic and rural goals as set out in this document.

Le meas,

Mr Pat Dowling

Chief Executive



INTRODUCTION

Section 50 of the 2014 Local Government Reform Act sets out the requirement for Local Authorities to prepare the Annual Service Delivery Plan which acts as a mechanism through which the Corporate Plan can be implemented and monitored. The adoption of the plan is a reserved function and sets out how the objectives of the Corporate Plan are to be delivered annually through supporting strategies and actions which link with annual departmental activities.

The Annual Service Delivery Plan is created in conjunction with the following:

- Corporate Plan 2019-2024
- County Development Plan 2017-2023
- Clare Local Economic and Community Plan 2016-2021
- Performance Management Development System (PMDS Process)
- Budget 2021
- KPI's as developed by the National Oversight and Audit Commission (NOAC)

Section 50 of the Act also details aspects that the annual service delivery plan must address. These include:

Statement of Principal Services

The plan must contain a statement of the principal services that will either continue to be provided, or new services to be provided, by the Local Authority in respect of the financial year to which the plan relates (2021).

Service Objectives and Priorities

For each of the listed principal services, details of the service objectives/outcomes must be provided. In addition the priorities for the delivery of each of the Principal Services must be presented in the Service Delivery Plan.

Performance Standards:

The Plan must contain details of the performance standards to be met while delivering the listed services. These Key Performance Indicators (KPI's) must be capable of being measured. Clare County Council may take account of any existing indicators in use.

Performance Assessment:

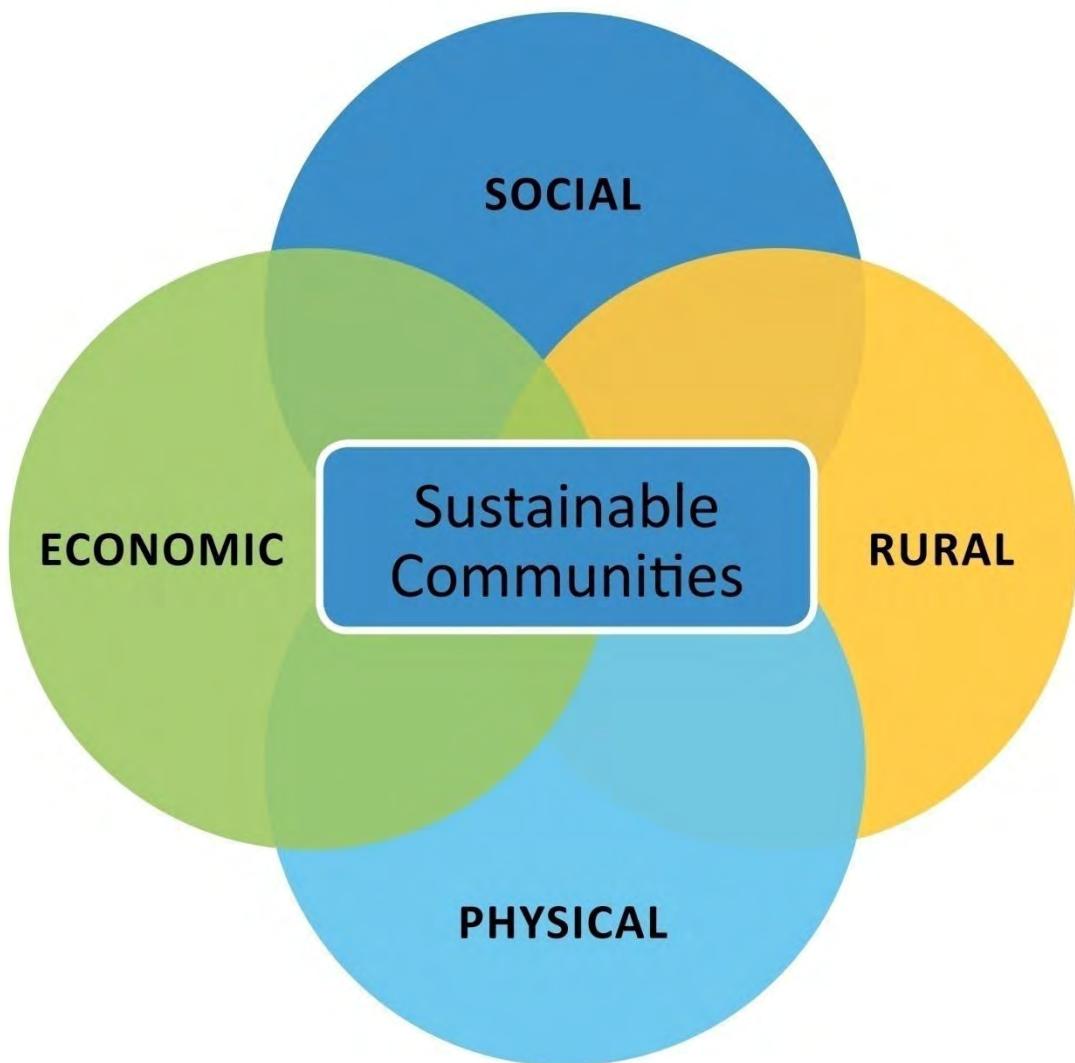
It is a requirement of the legislation that a measurement system is put in place to monitor service provision. This performance assessment must be recorded and reported upon in the Local Authority's Annual Report for the year concerned. As such the Annual Report must now contain an assessment of the service delivery of the Local Authority for the year being reported on.

Improvement Actions:

Where a deficit in performance has been identified; and reported in the Annual Report, with respect to a performance standard prescribed by the Minister or NOAC, a list of improvement actions must be included in the Service Delivery Plan for the following year.

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, achieving a stable community at its heart.



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 citizens and communities. 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 focus on our customers and citizens.

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

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 our 'Climate Change Adaptation Strategy 2019-2024'.

STRATEGIC OBJECTIVES 2019-2024

Clare County Council operates under five Directorates – Finance and Support Services, Economic Development, Physical Development, Rural Development and Social Development. These Directorates have agreed strategic objectives and supporting strategies as outlined below.

Finance and Support Service:

To provide human resources, financial and corporate infrastructure to support and develop the Council's ability to deliver evolving services to its customers. This will be achieved through strategic human resource management, ensuring we have the appropriate capacity and capability.

Economic Development Directorate:

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

Physical Development 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.

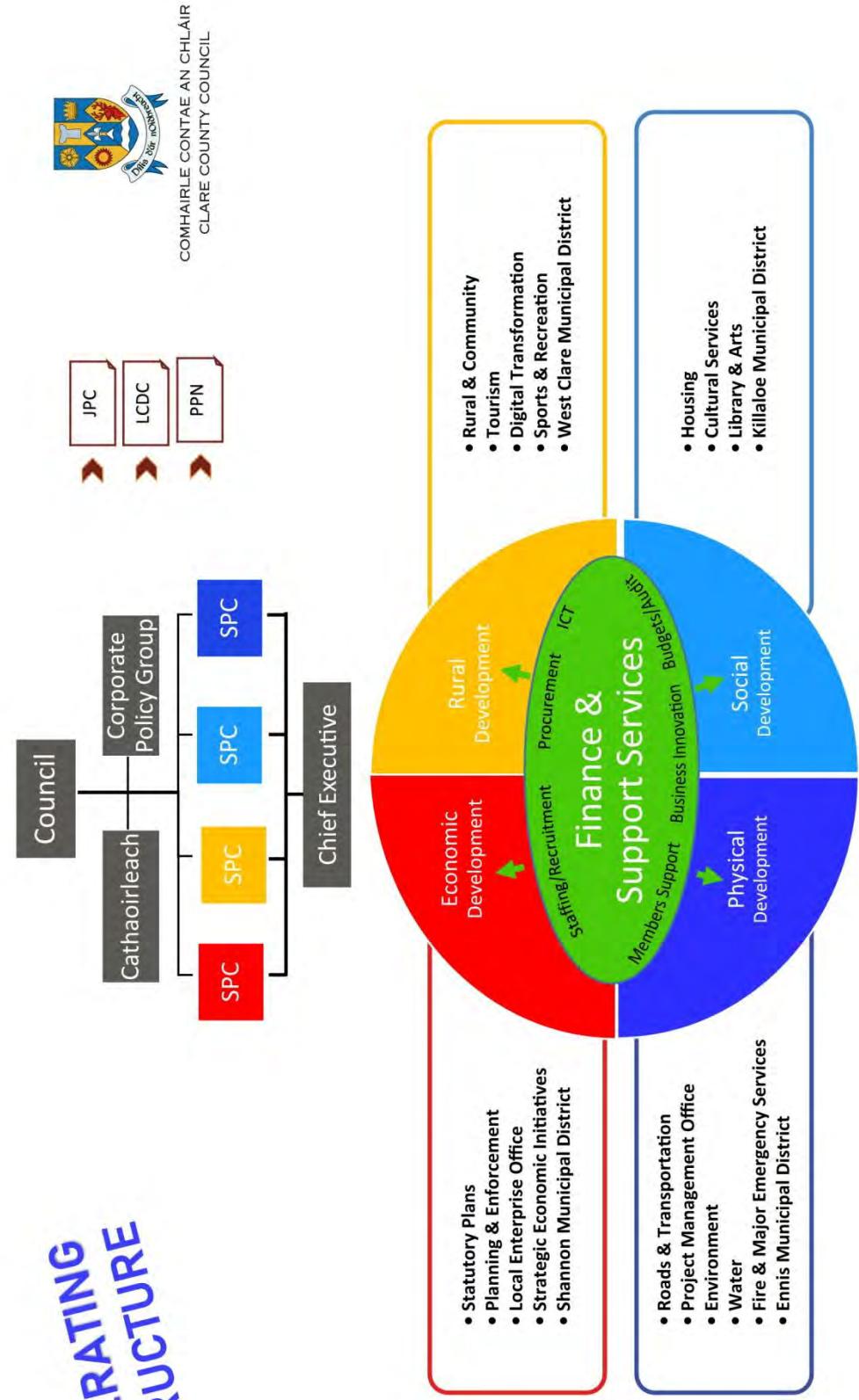
Rural Development Directorate:

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.

Social Development Directorate:

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

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

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 (SPCs) 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.

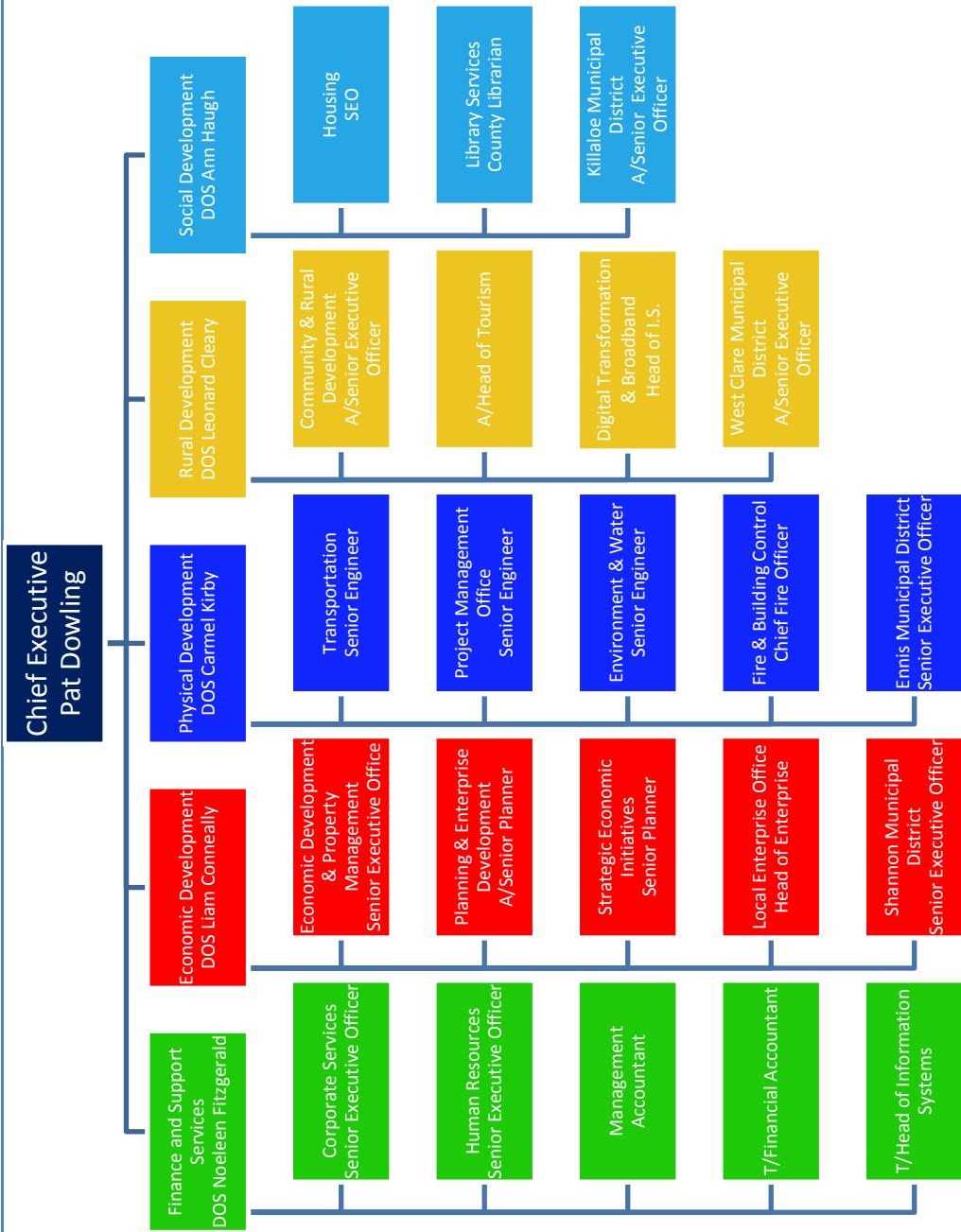
Audit Committee

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.

STAFFING STRUCTURE



CLARE COUNTY COUNCIL TOTAL HEADCOUNT 940

FINANCIAL LANDSCAPE – BUDGET 2021

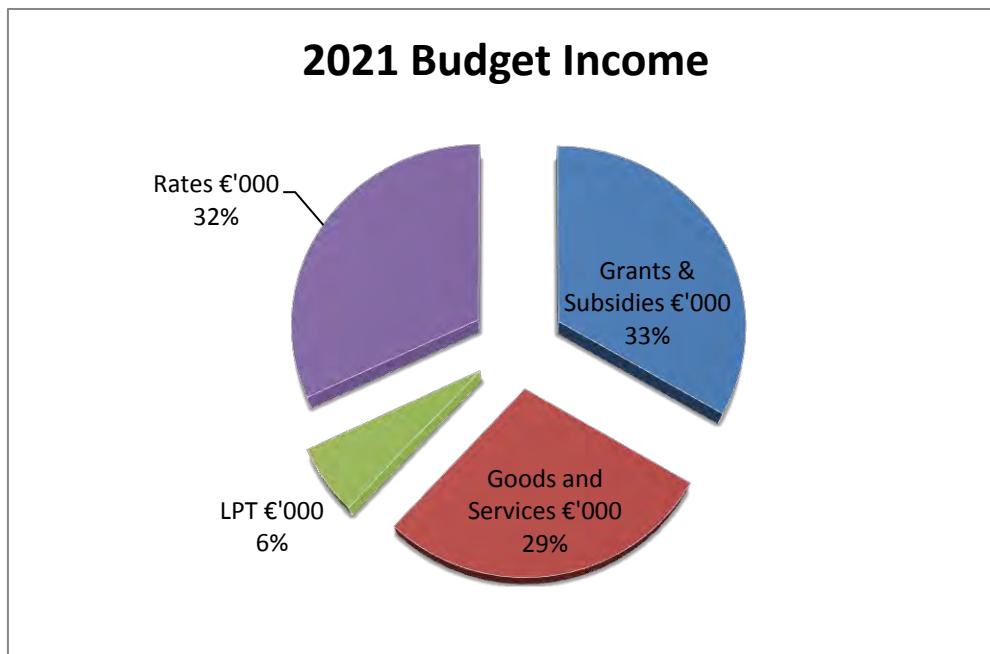
In early 2020 a new virus COVID-19 severely impacted the country, this required Clare County Council to respond quickly in order to maintain continuity of services. As a result, 2020 has been an unprecedented year in this Council in managing the financial impact on our income and expenditure activity but also introduced changes and opportunities in how we deliver all services.

The impact of Covid-19 will affect this council financially over a period of years rather than being contained in 2020. This then presented a challenging financial balancing exercise for budget 2021 to continue to provide services to address some specific emerging areas while balancing the unknowns of when the economy will step into recovery from the serious impacts of 2020.

The 2021 Adopted Budget was prepared with the central objective being the maintenance of existing levels of service. The focus is mainly on the planning and delivery of various capital projects for the future development and benefit of the County.

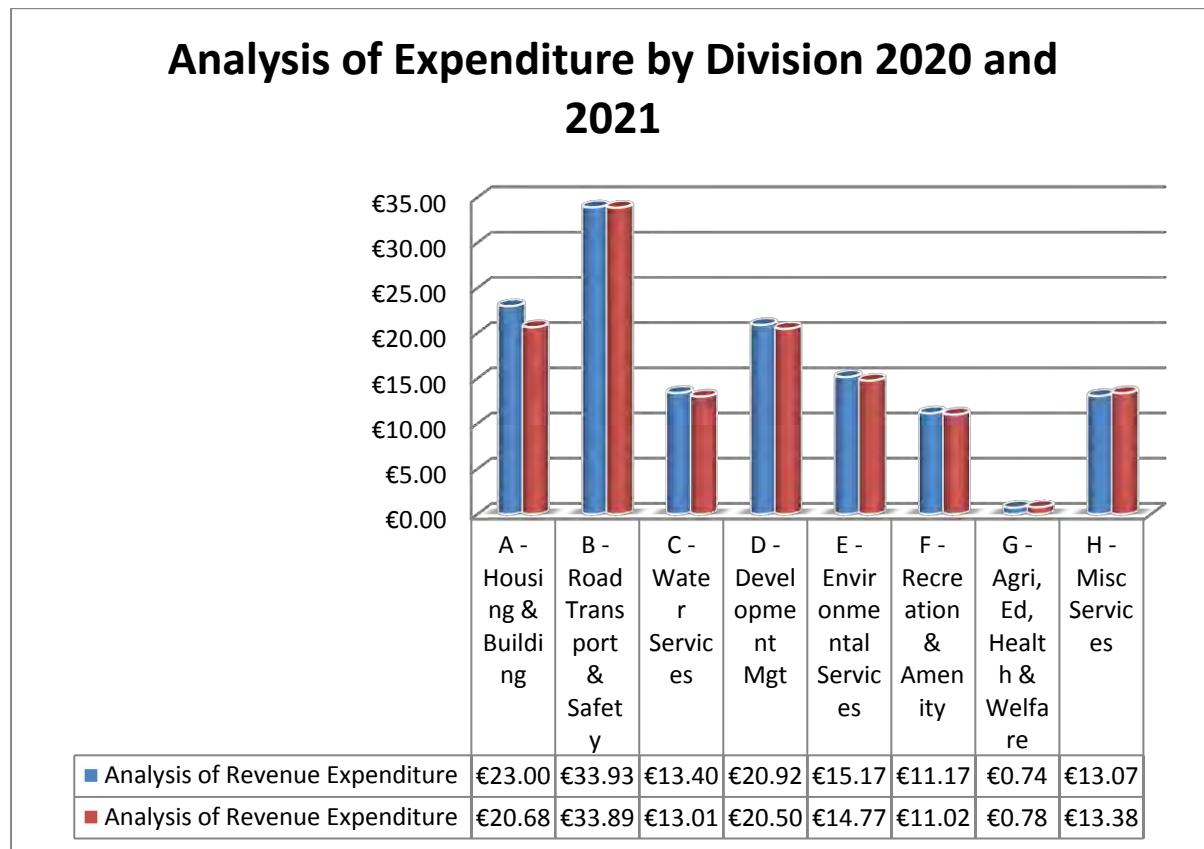
The Adopted Budget provides for expenditure of €131m, an increase of €3m from the previous year. This additional expenditure is balanced by increased income from grants/subsidies.

The expenditure is funded from Commercial Rates, grants and subsidies, goods and services and the Local Property Tax allocation. See below the % split of income (**Fig. 1**)



(Fig. 1)

Division	Budget 2021	Budget 2020
A - Housing & Building	€23,004,684	€20,681,058
B - Road Transport & Safety	€33,925,466	€33,891,149
C - Water Services	€13,404,238	€13,006,409
D - Development Mgt	€20,924,022	€20,496,154
E - Environmental Services	€15,170,951	€14,773,597
F - Recreation & Amenity	€11,167,023	€11,017,757
G - Agri, Ed, Health & Welfare	€736,206	€781,493
H - Misc Services	€13,067,509	€13,382,592
Total	€131,400,099	€128,030,209



(Fig. 2)

Local Property Tax

There has been no significant change to the allocation of funding over previous years and the Local Property Tax allocation for 2021 was confirmed as €6.46m.

The Local Government Reform Act 2014 and associated Regulations permits the Members of the Council to vary the Rate of LPT. It was decided by the Council to maintain 2020 LPT Rate, at 15% above the standard rate, this will continue to provide income to this council of €1.5m.

The impact of the Covid-19 pandemic which put significant pressure on the council's income streams and expenditure. As a direct consequence of the pandemic, the council has had extraordinary financial and cash flow impacts in the areas of commercial rates, income from goods and services and additional expenditure incurred in responding to the crisis. In order to maintain essential services Clare County Council has also incurred significant unplanned expenditure due to the public health emergency and enforced restrictions. Maintaining the 2020 LPT rate in 2021 has ensured that the €1.5m generated will support the Council as it navigates through this pandemic.

Organisational Resources approved at Budget 2021

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2021 provides for a total expenditure of €131.4 million in relation to day-to-day services. The annual Budget provides for services and is set out in the main Service Divisions –

Division	Budget 2021	% of Budget
A - Housing & Building	€23,004,684	17.5%
B - Road Transport & Safety	€33,925,466	25.8%
C - Water Services	€13,404,238	10.2%
D - Development Mgt	€20,924,022	15.9%
E - Environmental Services	€15,170,951	11.5%
F - Recreation & Amenity	€11,167,023	8.5%
G - Agri, Ed, Health & Welfare	€736,206	0.6%
H - Misc Services	€13,067,509	9.9%
Total	€131,400,099	



FINANCE AND SUPPORT SERVICES



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



The Finance and Support Services Directorate primarily delivers internal services to the Economic, Physical, Social, and Rural directorates of the council in supporting them in the delivery of services to customers in an efficient manner and implement best practice in corporate governance. The services provided direct to the public are set out in this annual service plan.

Departments which fall under this directorate include:

- Finance
- Human Resources
- Corporate Services
- Motor Tax
- Internal Audit
- Information and Communications Technology (ICT)

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

The **Human Resources** department activities include the provision of learning and development opportunities for staff, operation of the employee welfare programme, recruitment, superannuation, industrial relations management and workplace partnership. The provision of human resources services are delivered in accordance with the Council's Workforce Plan, the National Human Resources Strategy and the National Agreements governing the sector.

The **Corporate Services** Departments incorporates a wide variety of centrally provided services including customer services, communications and public relations, providing support services for the elected members, servicing council meetings, maintaining the register of electors, dealing with freedom of information, data protection, procurement, business review, and records management.

The **Motor Tax** Section has responsibility for dealing with motor tax applications from the motor tax office in Ennis. In addition the Municipal Districts in Kilrush, Ennistymon and Scariff facilitate the renewal of motor tax online. In 2021 the priority will be to continue to improve the level of service to the citizen, and promote usage of the online motor tax service as an efficient means of taxing a vehicle.

The **Internal Audit** function independently tests managements control assertions and provides independent assurance that governance and internal control processes are operating effectively. The section reports to the council's Chief Executive and independent audit committee.

The **ICT** department has responsibility for system, network and web technology of the council. The ambit of this department continues to grow as the council invests in improved and most up-to-date technology. Significant changes in work practices enabled by technology in the support of remote working was achieved in 2020

Finance and Support Services Delivery Plan 2021					
Principle Service: Corporate Services		Strategies:			
	Objective:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	To ensure the effective delivery and transparency of democratic processes within the Council.	Administer Council meetings in accordance with statutory requirements, including publication of agendas, minutes and reports and facilitating public and media access to meetings.	N/A	Meetings scheduled in accordance with statutory requirements and remote meetings facilitated.	Compliance with legislative requirements and public health guidelines relating to the Coronavirus
2.	Enhance communications with the public.	Expand the use of media channels to deliver key messages to the public	C3- B Social Media followers	Social Media followers 221,568 in 2020	Increase media following through targeted media campaigns
3.	Compliance with the Official Languages Act and promotion and development of the Irish language.	Review and update the Council's ScéimTeanga Promote the use of the Irish Language alongside identified local and national partner organisations.	N/A	Increase capability to communicate as Gaeilge Increased no of key documents available as Gaeilge	One contact per department available to communicate as Gaeilge. Introduce on line Irish language training to further develop Irish Language competency.

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
4.	Manage the Annual Register of Electors	Process updates and publish register in accordance with statutory dates	N/A	Compliance with publication deadlines for supplementary, draft & live register	Compliance with publication deadlines for supplementary, draft & live register	Compliance with legislative requirements Participate in National pilot of online system
5.	To achieve best practice and value for money inprocurement of goods and services	Support departments in developing best practice and compliance with national procurement policies	N/A	N/A	N/A	Introduce use of Procurement reference functionality on Agrezzo system to monitor compliance

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
6.	Provide effective and transparent systems for access to information	<p>Facilitate the processing of FOI requests, Internal Reviews and Office of the Information Commissioner Appeals within the designated timeframes under the FOI Act, 2014</p> <p>Monitor compliance with GDPR and facilitate the processing of Data access requests within statutory timeframes</p>	N/A	Compliance	Compliance	<p>Compliance with FOI legislation – continue staff training and awareness</p> <p>Compliance with Data Protection Legislation – continue monitoring, auditing and training</p>
7.	To uphold the Customer Charter and deliver good customer service	<p>Optimise service delivery and customer care through ongoing review and improvement.</p> <p>Acknowledge all customer service queries within 5 working days. Aim to provide a full response within 21 days.</p>		<p>Reduction in appeals to Ombudsman</p>	<p>17 complaints to Ombudsman in 2020</p> <p>23 complaints to Ombudsman in 2019</p>	<p>Increase online communications</p>

Principle Service: Finance						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Provide an efficient Non Principal Private Residence (NPPR) service.	Compliance with all NPPR legislation (Local Government Charges Act 2009).	Customer Response times	Average response time	N/A	N/A
2.	Use the annual budget process to deliver clear messages regarding service levels, resources and priorities	Budgets balanced each year with focus on cost reduction; value for money and revenue collection and efficient service delivery	Outline Budget/LPT Rate to be outlined to Revenue Approval of budget by Elected Members	Balanced Budgets	Deadlines met	Manage the Annual Budget Process in an efficient and effective manner in full compliance with legislation
3.	To lead and manage national Covid-19 business supports for Commercial Rates customers.	Raise awareness among customer base of the Commercial Rates waiver supports available through Social Media and local media and direct customer engagement. Implement waiver appeal mechanism	Maximise take-up by Clare Businesses eligible.	No. of targets achieved	None	Reactive supports dictated by central Government and customer appeals
Principle Service: Motor Tax						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Carry out role as vehicle licensing authority for the county.	Deliver efficient vehicle licensing service and increased use of www.motortax.ie	% of same day service delivery	Level of use of www.motortax.ie	71%	Consolidate over the counter disc sales in the Ennis Motor Tax office



ECONOMIC DEVELOPMENT



LIAM CONNEALLY
Director of Economic Development



The Economic Development Directorate is responsible for the broad economic development of County Clare incorporating the statutory Planning Functions, Local Enterprise Office, Property Management, Strategic Economic Initiatives and related support services. The Directorate, headed by Director of Services Liam Conneally oversees the implementation of the Local, Regional and National Planning Policy Framework which will positively impact on the current socio-economic conditions whilst also focusing on future development to enable and facilitate a growing population in Co. Clare.

Our over-riding objective is to 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.

Departments which fall under this directorate include –

- Economic Development Department
- Planning Department
- Strategic Economic Initiatives
- Local Enterprise Office
- Shannon Municipal District

Economic Development Delivery Plan 2021						
Principle Service: Economic Development		Strategic Performance Indicators				
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Progress the development of a Digital Hub, FDI Landing Space for Ennis & County Clare	Finalise and assess funding platform to provide this	Site or building acquired, design and construction completed	Stage of process	Building identified for acquisition	Progress to acquisition and Design and construction stage on the main site and construction stage on a sister site
2.	Establish and implement an Economic and Spatial Strategy for Ennis to 2040 to drive economic growth, and deliver social and environmental improvements to Ennis and its surrounds	Implementation plan and priority projects to be finalised Funding to be secured	Implementation team to be appointed Initial site assessments and feasibility to be completed	Prioritisation of sites, with agreed timelines for delivery	Strategy has been finalised. Implementation team to be appointed	Progress with appointment of implementation team and priority projects/action plan developed

Principle Service: Strategic Economic Initiatives					
1.	Progress the initiation, development and completion of a number of Strategic Economic Plans and Projects, including (a) Shannon Town Masterplan (b) Killaloe Ballina Town Enhancement & Mobility Plan (c) UL/South Clare SDZ (d) Clare Maritime Economic Zone (MEZ) (e) Roche Masterplan	Secure Funding, Define Scope and desire Outcome Collaborate with internal expertise and external agencies Develop & Complete Project	Stage of Plan/Project Developed Collaboration with Agencies	Complete (a) Shannon Town Masterplan & (b) Killaloe-Ballina Town Enhancement Plan (c) Consideration of Legal Issues (d) Business Plan; EI Funding Obtained; Preferred Model of delivery in progress (e) initial Scope preparation & initial stakeholder contact (f) Define Scope and Timescale of Medium-term project	Continue to progress and conclude the Projects (a) Draft Emerging Plans under preparation (b) Draft Emerging Plans under preparation (c) Consideration of Legal Issues (d) Business Plan; EI Funding Obtained; Preferred Model of delivery in progress
Principle Service: Forward Planning					
1.	Continue with the Preparation of the CDP 2022-2028 in line with legislative requirements	Objective: Strategies:	KPI 2021 2021	Measurement 2020	Current Baseline 2020
	Prepare a Draft Plan. Hold workshops with the Elected Members. Make presentations to Economic SPC. Engage in public Consultation	Issue Pre-Draft plan to the Elected Members June 2021. Place Draft Plan on public display August 2021	Have statutory requirement been met re: Draft Plan going on display Aug 2021	Drafting of the plan has not commenced	Commence drafting the plan

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
2.	Complete/Commence non –statutory plans 1. Cappa Enhancement Strategy 2. Ennistymon Master plan 3. Corofin Streetscape Enhancement Plan	Complete /Commence master plans for the sites identified.	Prepare Briefs, hold public consultation as required, produce draft plans. Present draft plans amend based on feedback and conclude	Have the plans been completed?	All plans have commenced preparation. Cappa is about to be finalised. Ennistymon is about to commence post Level 5 restrictions. Corofin is currently on e-tenders	Plans to be produced
3.	Process Vacant Sites across the County	Comply with statutory requirements Value lands Engage with landowners	Meet statutory requirements Value lands Engage with landowners	Are statutory requirements being met?	On-going	Statutory compliance
Principle Service: Development Management						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Process planning applications, pre-plannings, Section 5s, Part VIII applications, Section 57 Declarations etc.	Management and Organisational procedures in place to meet legislative requirements	Compliance with statutory deadlines	ISO 9001 procedures, Bord Pleanaola decisions	Processing of files ongoing	Continue to process and assess files
2.	Maximise the collection of development contributions. Review Bad Debts	Engage with those in arrears. Carry out a review of all historical balances	Bad debts review of top 20 debtors to be completed by June 2021	Reduction of long-term debt	Review requested by Auditor	Ongoing review of Development contribution debtors

Principle Service: Planning Enforcement						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Process and assess complaints of unauthorised development, continue to close out historic files and cases; continue to implement CRM	Management and Organisational procedures in place to meet legislative requirements	Compliance with statutory deadlines	ISO 9001 procedures	Processing of files ongoing	Continue to process and assess files
Principle Service: Heritage and Conservation						
1.	Complete Heritage Council Funded Projects once funding approval has been announced	Prepare briefs and aware tenders. Manage consultants	Projects to be completed by October 2021	Have the projects been completed and Heritage Council money drawn down	Acceptance of proposals by the Heritage Council	Finalise projects
2.	Complete Biodiversity Training programme and Biodiversity Staff Manual	Complete Staff Manual and make it available to all staff on the Intranet. Hold staff training sessions	Hold a series of training sessions	Have the training sessions been rolled out for staff	Final edits being made to the Manual.	Training sessions to be well attended by staff.
3.	Process Conservation Grants including Built Heritage Investment and Historic Structures Funding	Manage the award of Conservation grants to the public	Is the Manual Completed	Is the Manual Completed	First staff training session held in Feb 2021	Manual to be available to all staff
		Liaise with the successful project owners. Carry out site inspections. Draw down Dept funding	Have all projects been completed and has the money been drawn down from the Dept	Recommendations on projects made to the Dept	Projects to be completed. Money to be drawn down by October 2021	Projects to be completed.

Principle Service: Taking in Charge of Estates						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	To continue to progress the Taking in Charge of residential estates through progression of Site Resolution Plans, application of available funding & completion of outstanding works there into a satisfactory standard for Taking in Charge	Active engagement with Developers, Receivers & Bondholders	Take in Charge 15 estates in 2021 Carry out remedial works to 8 developments in 2021	Have the targets been met?	Programme of works agreed for 2021	Review registers and historical information
Principle Service: Property Management						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Implement work programme of Property Management unit, to include leases, licences to community groups and business organisations	All leases and licences to be managed in accordance with legislation and protocols	Number of leases and licences signed up	Number of leases and licences	Number of leases and licences	Complete current ones and advance new ones under new protocols
2.	Advance the Capital works programme as agreed from time to time, subject to funding plan for each project	Buildings and property to be developed in line with capital works programme. Complete the County Museum refurbishment and new Enterprise Hub for Ennis	Projects commenced and completed	3	0	Completion of the projects commenced in 2020/2021 early 2021

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
3.	Review the derelict sites process to date and ensure a targeted approach to reducing the level of dereliction in towns and villages. Work with other directorates on specific programmes to rejuvenate such sites	Complete review of the derelict sites process to date. Ensure a targeted approach to reducing the level of dereliction in towns and villages. Deal with all new complaints in a progressive and consistent manner	Review of all files to address the issues arising with a view on solving such sites Do a pilot project one towns / village	Review to be completed and brought to Management Team	Expand the activity in this area, which has been limited in recent years	Prepare strategy that is workable with current resources
4.	Manage the annual casual trading licences. Prepare consolidated Bye-Laws for Casual Trading on a County Wide basis	Engage in consultation with the Municipal Districts regarding the Bye-Laws	Number of licences issued Bye-Laws put in place	As required Adopted by Council	As required Consultation and mapping commenced	Work with the existing traders as part of the consultation process
5.	Manage and maintain our Corporate buildings to a high standard and in line with Health and Safety requirements	Implement improvements in Aras Contae an Chláir and Waterpark Campus	Improvements carried out Level of compliance with annual inspections	Number of issues arising	Over 80% compliance	Engage with staff on the various improvements

Principle Service: Shannon Municipal District

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Surface Dressing Programme: To surface dress 13.350Km of road identified across the MD.~8 segments identified in SMDW	Works assessed, planned, supervised and carried out by the Team	Grants recouped	Length of road resurfaced and amount of grants claimed	To begin in June	Toolbox talks having regard to new H&S guidance
2.	Restoration Improvement: 4.25Km road identified for restoration in SMD	SMD to liaise with KMD in development of Tender and to deliver works locally	Works contract complete	Length of overlay complete	Tender prepared in May	
3.	Drainage Works relating to Roads: Remediation and Improvement of defective drainage systems & the cleaning and opening of gullies and inlets	Projects prioritised and timelines set in line with other works	Projects delivered	% of delivery	Scheduled works	
4.	Discretionary Grants & GMA: Including road marking renewal, road safety measures, drainage works, footpaths, roadside tree cutting, road improvement and 20+ projects identified in the GMA. This programme also includes the Winter Maintenance works.	Projects grouped and planned.	Delivery of the works	% of works completed	Works identified & scheduled	

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
			2021	2021	2020	
5.	Green Space and Street Cleaning: Including the grass cutting across the MD, the maintenance & cleaning of public spaces, streets and bins.	Resources confirmed and works planned	Maintained public realm	Performance expectations met	Standard Operating Practice in place	
6.	School Wardens: 5 Schools serviced by this part-time service	Staff assigned with training and schools management engaged	Service levels maintained at each school	Continuity of service and expectations met	Standard Operating Practices in place	
7.	Town and Village Renewal Schemes: Parteen, Sixmilebridge and Bunratty Town and Village renewal schemes	Resources confirmed and works planned	Projects substantially progressed – grant deadline 2022	Project deliverables > 50% completed	Scheduled work	

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
8.	Administrative & Technical Support to Elected Members: Act as an interface with other sections of the Council. Provide technical knowledge in a timely manner to inform decision making. Deliver on GMA funding.	Maintain service while remote working and hosting meetings online	CRM cases closed in a timely manner. NOMs responded to and acted on in a timely manner	-	-	
9.	Covid-19 Response Planning & Implementation: Continually review Ennis Town Centre mobility plan & engage with business community. Ensure signage for social distancing is in place	Effective communication and engagement	Co-operation from communities	-	-	
10.	Low-Cost Safety Schemes: Including the Cratloe Road Accessible Bus Stop in Shannon, Completion of works at Gort Na Null and delivery of the Garraun Footpath	Resources confirmed and allocated and works planned	Projects delivered and grants secured	Projects delivered within overall planned works for the year	Scheduled work	
11.	Green Flag Award: Achieve a Green Flag standard for the Shannon Town Park	Achieve the standards required for accreditation	Standard Achieved	New responsibility for the Park in 2020	Achieve the standard	Application processes entered

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
			2021	2020		
12.	Other Projects: Including: ORIS, Re-imagining Public Space, Biodiversity, GMA and URDF	Effective project management	As Resources are confirmed the works will be scheduled	Projects delivered and grants secured	Projects delivered within overall planned works for the year	Scheduled Work
13.	MD Emergency response	Ensure capability and capacity to deal with various types of emergencies	Effective and timely response	Issue resolved in a safe and timely manner		
14.	Public Liability Claims investigations	Provide Engineer's detailed report in a timely manner	Investigations carried out in a timely manner	Respond to legal requirements in a timely fashion		
15.	Storm water network maintenance	Maintain storm water network			Inspection of storm water network maintenance to include jetting and recording of same	

	Objective:	Strategies:	KPI 2021	Measurement 2020	Current Baseline 2020	Improvement Actions 2021
16.	Support to community & business groups	Strengthen engagement process	Implement Engagement HQ consultation platform	Effective citizen engagement with EMD		Continue to work in collaboration with Community Groups across the MD
17.	Sustainable Transport Planning	Ongoing engagement with NTA regarding public service. Draft potential project proposals and liaise with the National Transport Authority with regard to funding opportunities	Match potential projects with available funding opportunities	Rollout of upcoming funded projects		Continue engagement with NTA on public service Approved projects under 'Active Travel' and 'Climate Action' - complete design, conclude statutory processes and construct accordingly
18.	Public Realm conservation & enhancement	Effective project management and strong engagement with contractors	Ongoing evaluation of current project deliverables against original programme	Appropriate funding drawn down. New applications submitted		Procure contractors and ensure standards achieved in the following areas ; • weed killing • grass cutting • street furniture maintenance • tree management

Principle Service: Local Enterprise Office

Principle Service: Local Enterprise Office						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Proactive client engagement through advisory clinics and mentoring programme	Discuss all LEO Clare services with clients	Number of clients who engage with services	200 individual mentoring participants	350(increased numbers Covid-19 related)	Use social media channels to promote availability
2.	Roll out of Client Stimulus Fund engagement	Appoint consultants to participating enterprises	All project consultations completed	70 enterprises complete the programme	participants	
3.	Brexit – prepare enterprises through training and advisory services	Promotion of Brexit offerings via LEO website, social media and newsletter	Improve enterprises capability to deal with the impact of Brexit	N/A	60 clients to participate in customs training. 30 clients to participate in one to one mentoring	Increase usage of social media promotion

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
4.	Training Programme Enhancement	Training courses adapted for online delivery	80% + participation rate in all training courses	1,125 participants (increased numbers Covid-19 related)	2,643,	
5.	Explore opportunities to open new export markets for LEO Clients	Enhance and promote existing LEO supports to assist clients in export markets	Increase in number of clients availing of LEO export supports	Approve 4 TAME grants plus 8 enterprises to engage in export development programme	4 TAME approved in 2021 No export programme run in 2020	Increase promotion of export supports via meetings, social media, website and review of existing client portfolio.
6.	Implement Covid 19 business supports	Raise awareness among client base and wider business community of supports available through Social Media and local Media	Maximise take-up by Clare businesses			Reactive supports dictated by central Government and client driven applications
7.	Roll out Green for Micro initiative	Promotion of Green for Micro offering via LEO website, social media and newsletter	10 participating enterprises	10 participating enterprise		

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
				2021	2020	
8.	Introduce new design strategy master class	Run 2 workshops and follow up one to one consultancy	20 participating enterprises	20 participating enterprises		
9.	Ongoing delivery of Measure 1 grant support	Promotion of Measure 1 grant offerings via LEO website, social media, online events and newsletter	30 enterprises to apply for various grants	27 enterprises approved funding	28 approved	



PHYSICAL DEVELOPMENT



CARMEL KIRBY
Director of Physical Development



The Physical Development Directorate is responsible for a number of services, namely roads, water services, environment, fire and major emergency management and the Municipal District of Ennis. Carmel Kirby, Director of Service leads the Physical Directorate.

Departments which fall under this directorate include -

- Environment
- Water Services Department
- Roads and Transportation Department
- Project Management - Capital Projects
- Civil Defence
- Fire and Building Control Department
- Ennis Municipal District

The **Environment Department** is responsible for waste management; coordinating of the Climate Change Adaptation Strategy and implementation of the Physical Development objectives of that strategy, environmental monitoring and enforcement measures; pollution investigation; the control and protection of surface water along with supporting the community through environmental education and awareness programs.

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

The **Roads and Transportation Department** advance public and transportation safety and manage Clare's road network to best and fairly serve all users.

The **Project Management Office** is part of the Physical Development Directorate and is charged with the professional and effective management of capital projects throughout the County and in partnership with adjoining Local Authorities where required under Section 85 Agreements. Capital Projects are managed in line with the Council's strategic plans, are consistent with best design and building practices, safeguard the built heritage and fundamentally are carefully managed to ensure optimum value for money in accordance with the Public Spending Code.

The **Civil Defence** is a statutory agency of the Department of Defence which is administered by the Local Authority. The primary role of the Civil Defence is to provide assistance to the Principle Response Agencies (The Local Authority, An Garda Siochána & The HSE) in times of emergency and non-emergency when requested to do so. The organisation also plays a large role in assisting local communities and charities with events. The Civil Defence Officer, a Local Authority employee, is responsible for the day to day running and operations of the unit and he reports to the Chief Fire Officer.

Clare County Council is the Fire Authority and Building Control Authority for County Clare operating generally under the Fire Services Act 1981 & 2003 and the Building Control Act 1990. The main objectives of the **Fire & Building Control** Section are to provide a properly resourced and trained fire brigade to provide for the protection and rescue of persons and property from injury by fire, and responding to other calls for assistance of the fire brigade. The Section also provides for the education, monitoring and enforcement of fire and building standards in new and existing buildings, together with public engagement through community fire safety.

Ennis Municipal District implements the economic, social, rural and physical development strategies of Clare County Council at a local level for the benefit of the communities in Ennis town and environs.

Municipal District staff are responsible for enhancing and protecting the local environment thus ensuring Ennis and its environs is an attractive place to do business, live, work and visit. Ennis Municipal District oversee the provision of a large number of citizen focused services. In addition, the Municipal District supports other local authority functions such as housing, roads, planning, environment to deliver their services within the district.

Environment Delivery Plan 2021						
Principle Service: Environment		Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
Objective:						
1.	Climate Change Adaptation Strategy	Detail and implement objectives identified in Climate Change Adaptation Strategy 2019-2024 for County Clare.	Implement objectives	Achieve compliance with Objectives	New	
2.	Climate Change	Continue progress towards achieving the 50% energy reduction for 2030, as set out in the National Climate Change Strategy developed under the Climate Action and Low Carbon Development Act 2015. Engage with CARO on projects and plans to achieve energy and carbon targets	50% energy use reduction by 2030	Target achieved	2020 energy usage	
3.	RMCEI Plan 2021	Achieve the actions specified in the 2021 RMCEI Plan as submitted to the EPA including the National Priorities.	Complete inspections as identified in the RMCEI plan	Meet inspection targets in RMCEI Plan	2020 RMCEI inspections	Continue the annual RMCEI Work Plan Preparation and update continuously

	Objective:	Strategies:	KPI 2021	Measurement 2020	Current Baseline 2020	Improvement Actions 2021
4.	River Basin Management Plan 2018-2021 (WFD)	Support to LAWPRO and the EPA in the implementation of the objectives and plans relating to the Water Framework Directive 2000/60/EC. Engage with LAWPRO and EPA on the 3 rd cycle of the RBMP	Provide support where required	Implement WFD Plans	Current Rating	
5.	Beach Facilities	<p>Revise the Beach Bye laws in advance of the 2021 bathing season.</p> <p>Beach management including Blue Flag and Green Coast applications, maintenance, complaints handling and Lifeguards provision.</p> <p>Review beach operations to enhance visitor experience.</p>	Complete the 2021 Beach Bye Laws	Maintain existing number of Blue Flags	Current Rating	
6.	Central Waste Management Facility (CWMF)	<p>Ensure CWMF site operates in compliance with EPA Waste License W0109.</p> <p>Appoint contractor to progress the Closure Restoration and Aftercare Management Plan (CRAMP).</p>	Compliance achieved	Operations compliant Consultants appointed	New	

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
7.	County Clare Waste Management Bye-Laws, 2018	Continue to monitor and increase public awareness around the 2018 bye-laws and their content including household responsibilities, increase compliance and uptake with kerb side bin collection with the expected outcome to reduce illegal dumping.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan	2021 Target as set in RMCEI	-
8.	Litter Management and Enforcement	Implement objectives set out in the Litter Management Plan 2019-2021, which sets out objectives for the prevention and eradication of litter throughout County Clare and to continue enforcement of the Litter Pollution Acts, as amended.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan	2021 Target as set in RMCEI	
9.	Health & Safety	Implement requirements of Clare County Council's Occupational Health and Safety management system and programme. Update all relevant documents.	Annual RMCEI targets	Meet inspection targets in H&S Plan	2021 Target as set in Plan	

		Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
10.	Shannon Estuary Anti-Pollution Team (SEA-PT)	Support the 2021 training exercise supported by SEA-PT. The aim of this is to provide a unified response to oil pollution within the region. It will ensure that the Shannon region will continue to have the best cover, both in equipment and expertise that is possible in the event of an oil pollution incident.	Exercise undertaken	Complete	Current Rating		
11.	Limerick Clare Energy Agency (LCEA)	Joint agency with Limerick City & County Council and supported by the University of Limerick and Clare Local Development Company.	Continued development of ISO standard	Achieve reduction in energy usage	Current Rating		

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
			2021	2020		
12.	Gardening	<p>Prepare and implement an annual planting programme including maintenance of same.</p> <p>Provide support to community groups throughout the county to increase planting of biodiversity and pollinator friendly species in support of the All Ireland Pollinator Plan.</p>	Annual Planting	Introduction of All Ireland Pollinator	Current Rating	Achieve 30% planting of perennial and pollinator friendly plants
13.	Waste Enforcement and Regulation	<p>Processing and administering Waste Facility Permits and Certificates of Registration.</p> <p>Compliance with all regulations concerning waste and litter and any enforcement action required.</p>	Annual RMCEI targets	Meet inspection targets in RMCEI Plan	Current Rating	
14.	Waste Management and Recycling	<p>To comply with requirements of the Southern Region Waste Management Plan 2015-2021.</p> <p>Operating recycling centers, transfer stations and bring banks.</p>	Efficient Operation of Civic Amenity Sites Compliance with SRWMO objectives	Meet inspection targets in SWRMO Plan	Current Rating	Participate in the Southern Region Waste Management Team and development of the Regional Waste Management Plan aimed at management of wastes in a safe and sustainable manner.

	Objective:	Strategies:	KPI 2021		Measurement	Current Baseline	Improvement Actions 2021
			2021	2020			
15.	Environmental Awareness	Continue to raise environmental awareness with all stakeholders throughout County Clare. To promote and facilitate sustainable development at community level. Promote the concept of "Greener Clare" and "Leave no Trace"	SUP policy Effective Promotion of Education and Awareness initiatives	Policy document	Current Rating		Continue the annual RMCEI Work Plan Preparation
16.	Water, Wastewater, Air and Noise	To comply with EU Directives and National Legislation on Water, Wastewater, Air and Noise	Annual RMCEI targets	Meet inspection targets in RMCEI plan	Current Rating		
17.	Food Safety, Veterinary Services	To comply with all aspects and requirements of the Service Level Agreement with the Food Safety Authority of Ireland and to ensure integrity of all food produced in the county. Ensure all animals presented at Abattoirs receive full anti mortem and post mortem examination. Supervise and grant approval for all abattoirs and meat plants including Game establishments.	Comply with FASI guidelines Risk assess all new food businesses	Ensure compliance with risk rating	2020 Current		
18.	Animal control	To effectively manage the control of dogs in compliance with the Control of Dogs Act 1986, as amended utilising our new dog shelter and re-homing animals via our links with Dog Trust. To control and re-home loose stray horses in a caring manner and in compliance with the Control of Horses Act 1996, as amended.	Compliance with Control of Horses Act Compliance with control of Dogs Act	Non compliances	Current rating		

Water Services Delivery Plan 2021							
Principle Service: Water Services		Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Water Services: Manage all elements of the Service Level Agreement (SLA) with Irish Water (IW), including the monthly reporting, financial recoupment and meetings schedules.	Utilising the Service Level Agreement including the monthly reporting, financial recoupment and Tier 2-3 meetings schedules.	Comply with Irish Water Annual Service Plan which contains 17 KPIs, 39 Operational Measures and 9 Tracking Measures	-	-	-	To achieve an overall performance rating of >90% compliance with KPIs.
2.	Drinking Water: Provide efficient and high-quality water supply to customers of Clare's public water supply zones.	In accordance with Irish Water Annual Service Plan	Comply with Irish Water Annual Service Plan which contains 17 KPIs, 39 Operational Measures and 9 Tracking Measures	-	-	-	Working with Irish Water ensures sufficient water and wastewater capacity is maintained and developed to sustain continued growth in county Clare.
3.	Wastewater: Provide efficient foul wastewater collection, and wastewater treatment which produces effluents which do not pollute receiving waters, to customers of Clare's public wastewater agglomerations.	In accordance with Irish Water Annual Service Plan	Comply with Irish Water Annual Service Plan which contains 17 KPIs, 39 Operational Measures and 9 Tracking Measures	-	-	-	Working with Irish Water ensures sufficient water and wastewater capacity is maintained and developed to sustain continued growth in county Clare.

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
4.	Capital Investment: Manage the provision of new water and wastewater projects, and the upgrade of existing water and wastewater systems, through Clare's Capital Projects Office.	In accordance with Irish Water Capital Investment Programmes (CIPs), in particular the 2017-2021 CIP, Clare UTAS 2017 – 2021 and 2020-2024 CIP	-	-	-	Working with Irish Water ensures sufficient water, wastewater and network capacity is developed to sustain continued growth in county Clare.
5.	Asset Transfer: Orderly transfer of legal ownership of Water Services assets to Irish Water under Ministerial vesting orders.	In accordance with Agreed Protocol with Irish Water and Dept. of Housing Planning and Local Government	-	-	-	-
6.	Obsolete Assets: Insofar as budgetary resources allow, identify and maintain all disused and/or obsolete water services assets not being transferred to Irish Water in conjunction with the IPB Risk fund for such works.	Work with Irish Water and Dept. of Housing, Planning & Local Government to prepare strategies for the future maintenance of such infrastructure and its funding.	-	-	-	-
7.	Non – IW SLA Works: Insofar as budgetary resources allow Take in charge and or maintain developer-provided on-site wastewater systems not included in the SLA and not being maintained by a developer, management company or other entity	Work with Irish Water and Dept. of Housing, Planning & Local Government to prepare strategies for the future maintenance of such infrastructure and its funding.	-	-	-	-

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
8.	Group Scheme Sector: Continue to oversee and manage the Rural Water Programme.	Comply with Circulars Dept. of Housing, Planning & Local Government. Continue transfer of upgraded GWSS to IW public network.	-	-	-	Administer new Treatment system grants

Roads and Transportation Delivery Plan 2021						
Principle Service: Roads and Transportation						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Maintenance & Management of the Road Network	<p>Preparing and co-ordinating the delivery of the Road works Programme as part of the annual Schedule of Municipal District Works</p> <p>Comply with our statutory responsibilities to TII, DoT, RSA etc.</p> <p>Provide technical, legal, financial and procurement support to Municipal Districts</p> <p>Maximise funding from TII, DoT & NTA</p> <p>Surveying the Regional & Local Road Network</p> <p>Support the delivery of climate action mitigation/adaptation measures</p>	<p>KM of National, Regional & Local roads strengthened & maintained</p>	<p>Performance v targets</p> <p>Budgets and grant allocations in SMDW</p> <p>To maximise the % of Regional & Local roads that receive a PSCI rating</p>	<p>6.12% of Regional & local roads strengthened and maintained</p>	<p>261km of roads to be strengthened and maintained (6.35% of regional and local roads)</p>

		Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
				2021	2020		
2.	Road Design	Development of a sustainable transport network to cater for the future needs of County Clare	Projects Designed and Delivered	Performance v targets	-	-	
		Designing and delivery of Safety Improvement Schemes		Budgets and grant allocations in SMDW			
		Designing of Traffic Calming measures		LSMATS to be completed in Q4 2021			
		Management and delivery of Bridge refurbishment programme		DOT & TII funded projects to be completed by the end of 2021			
		Collating programme of work based on funding and needs of Area Engineers					
		Enhancing road network by the provision of design to relevant standards					
		NTA bus shelters and bus routes					
		TII road safety improvement measures					
		Management % Design of Active Travel Projects					
		Supporting the NTA with the Connecting Ireland project					
		Co-ordinating the delivery of LSMATS with NTA and Limerick City & County Council					
		Eurovelocycle project					
		Managing Road Schedule					
		Assessment of Planning Applications					

		Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
				2021	2020		
3.	General Design Office	Delivering of cross directorate services and projects Development of Clare Digi Hubs Development and refurbishment of Council properties and facilities Development of tourist amenity facilities Design support for Project Management Office capital schemes Design support for Transportation projects	Projects designed and completed Performance v Targets				
4.	Emergency responses & Winter Maintenance	Delivering the Winter Maintenance Programme Supporting aims and objectives of Major Emergency Plan Timely servicing of equipment and staff training in advance of Winter season Monitoring weather prospects and issuing information and warnings as required Dealing with emergencies such as flooding, fallen trees etc. Maintenance of winter maintenance of fleet and ensuring sufficient salt supplies are in place Managing Emergency Phone	% of road network treated & number of applications applied Performance v targets in Winter Maintenance Plan Performance v targets in Major Emergency Plan	697km per treatment	-		

Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions
			2021	2020	2021
5. Road Safety	Completing and implementing road safety action plan through the Road Safety Working Group. Promoting an integrated approach to Road Safety in the County	Completion of Multi Agency Road Safety Action Plan	Performance v targets in Multi Agency Road Safety Action Plan	-	-
6. Public Lighting	Management and maintenance of existing network of 14,420 public light installations. Implementing Regional Public Lighting Maintenance Contract Upgrading programme and introduction of LED schemes in Ennis and along NS Routes in County Participation in National Public Lighting Retrofit Project	Number of Public Lights refurbished	Performance v targets in no. of public lights refurbished	4,982 LED lights fitted 754 LED bulbs fitted	-
7. Machinery Yard	Maximising the use of Council owned plant as part of the Road works Programme Continually examining the Machinery Yard from an efficiency perspective Maintenance of all council owned vehicles Develop a multi annual fleet management plan	Machinery Yard Plant hired	Performance v targets,income generated by Machinery Yard from hiring plant Fleet management plan to be completed in Q3 2021	-	-

	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021	
8.	Road Grant Schemes	Administration of LiS, CIS Schemes & Community Hedge cutting Grant schemes	Number of Projects completed v grants approved	Performance v targets in number of projects completed v grant approved	LiS – 12 roads CIS – 4 roads Community Hedge cutting – 28 grants	-
9.	Insurances	Maintaining Insurance Register Processing of insurance claims Reviewing of insurance policies to ensure appropriate cover is in place	No. of insurance policies reviewed	No. of insurance policies amended following review	-	-
10.	Traffic	Collection of Parking fees and fines Monitoring Parking / Parking Permits Review of Parking including Bye Laws etc	No. of parking fines issued No. of parking permits issued Income generated from pay parking	Income generated from parking fines, parking permits and pay parking Parking Fines income - €18k Parking Permits Income - €60k	Pay Parking income - €723k	-

Project Management Office Delivery Plan 2021

Principle Service: Project Management Office- The Project Management Office manages the design and delivery of much of the Council's capital programme

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current	Improvement Actions 2021
				Baseline2020	0	
1.	To work across, and with, all the Directorates to improve the social and economic landscape for Clare residents and visitors alike. Some of the projects currently being managed and identified as priorities for 2021 are as follows:	To provide professional and effective management of key infrastructural projects throughout the county in line with the Council's strategic plans; consistent with best design and building practices; achieve optimum value for money and safeguarding the County's built heritage	National KPIs don't apply to the work that we do. That being said, everything we do should be about adding value to the communities we serve and ensuring strong returns on investments funded from the public purse.	Our own Performance Indicators look for the timely progress of ALL projects through the various stages of approval in accordance with the Public Spending Code and the various state guidance documents such as Project Management Guidelines, Project Appraisal Guidelines, Capital Works Management, Capital Appraisal Framework, etc.	-	We constantly strive to improve our performance and efficiencies in the public interest and this will continue.

Civil Defence Delivery Plan 2021						
Principle Service: Assistance to the Principle Response Agencies (LA, An Garda & HSE). To assist at community & charity events.						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Continuity of services during the COVID-19 pandemic	Civil Defence COVID-19 business continuity plan Risk assessment for Civil Defence activities Provide mandatory training Assisting the HSE with the vaccination roll out and other essential COVID-19 activities	Update of safety statement & risk assessments Training records Records of assistance and services provided	Internal Review	Annual review & audit of activity	No improvement action required at this time
2.	Support to the frontline emergency services with particular emphasis on COVID-19 assistance	Engagement with the Principle Response Agencies Update of and training in COVID-19 strategies Availability of volunteer members to assist with requests for assistance received	Completion of tasks requested by the Principle Response Agencies Training Records	Internal Review	Annual review and audit of activity	No improvement action required at this time
3.	Provide support to community events – should it be safe to do so and these activities are allowed for	Review any/all requests for community assistance Abide by current government guidelines in relation to community events & public gatherings	Volunteer & Equipment Management System	Vehicle proposals approved for grant aid funding or procured	Annual review & audit of activity	No improvement action required at this time

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
				2021	2020	
4.	Maintenance and improvement of current vehicle fleet	Fleet service & maintenance program Apply to the Dept. of Defence for funding for fleet improvement	Vehicle service & maintenance records Purchase of additional vehicles/equipment	Vehicle proposals approved for grant aid funding or procured	Review of fleet management records Fleet update records	No improvement action required at this time
5.	Introduction of newly appointed Assistant Civil Defence Officer to the policies & procedures of Clare County Council and the Dept. of Defence	Induction Training Assistance Review	PDP Review with Line Manager	PDP Review		No improvement action required at this time

Fire & Building Control Delivery Plan 2021							
Principle Service: Fire & Building Control		Objective:	Strategies:	KPI 2021	Measurement 2020	Current Baseline 2020	Improvement Actions 2021
1.	Prepare a programme of works to upgrade Ennis Fire Station and associated facilities	Prepare a programme of works to seek capital funding to upgrade Ennis Fire Station to include: Staff Consultation Planning Authority Consultation NDFEM Guidelines	To be in a position to prepare a Part VII Planning Application to Clare County Council	Internal reviews	Completion of Brigade Maintenance Facility at Ennis Fire Station	No improvement action required at this time	
2.	Retain Accreditation to ISO 45001:2018 for the Fire & Building Control Safety Management System	Continue to engage with the Health & Safety Section Include NSAI commentary/advice from previous Site Assessments	Continued Accreditation to ISO 45001:2018	NSAI Surveillance Audits	Accredited to ISO 45001 in 2020	Continuous improvement based on 2020 Audit by NSAI	
3.	Develop the Fire Service fleet with the preparation of appropriate submissions for grant aid funding from the DHPLG	Continuous review of Fire Service Fleet Preparation of Capital Funding proposals	Place order for the purchase of 1 new Class B Fire Appliance in 2021; identify and procure Pre-Owned Class B Fire Appliance Updates to other vehicles	Vehicle proposals approved for grant aid funding or procured	Ongoing	-	

		Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions
						2020	2021
4.	Delivery of the Operational Fire Service	<ul style="list-style-type: none"> • Respond to all emergency calls for assistance • Delivery of 2021 Training Programme • Continuation of Preventative Maintenance Programme • Ongoing recruitment of Personnel to maintain crew levels 	<p>F1 Cost per Capita of the Fire Service</p> <p>F2 Service Mobilisation</p> <ul style="list-style-type: none"> • Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations in respect of fire • Average time, taken, in minutes, to mobilise fire brigades in Part-Time Stations in respect of all other emergency incidents <p>F3 Percentage of Attendances at Scenes</p> <ul style="list-style-type: none"> A. % of cases in respect of fire where first attendance is at the scene within 10 minutes B. % of cases in respect of fire in which first attendance is at the scene after 10 minutes but within 20 minutes C. % of cases in respect of which first attendance is at the scene after 20 minutes D. % of cases in respect of all other emergency incidents in which first attendance is at the scene within 10 minutes 	<p>Based on outturn of 2021 Budget</p> <p>Carried out in conjunction with Munster Regional Communications Centre</p> <p>4.77 minutes</p> <p>36.5%</p>	<p>€52.12 (2019 Figure)</p> <p>5.28 minutes</p> <p>Ongoing review of incidents to ensure that where unusual times are noted, with identified remedial actions implemented, where necessary</p>		

E.	% of cases in respect of all other emergency incidents which first attendance is at the scene after 10 minutes but within 20 minutes	43.3%
F.	% of cases in respect of all other emergency incidents in which first attendance is at the scene after 20 minutes	16%

		Objective:	Strategies:	KPI 2021	Measurement 2020	Current Baseline 2020	Improvement Actions 2021
5.	Continue to enhance the culture of compliance with the Buildings Regulations throughout County Clare	<ul style="list-style-type: none"> Process and validate Commencement Notices Process, validate and grant Disability Access Certificates Monitor new works for compliance with the Building Regulations Implement the Construction Products Regulations as required 	P1 % of New Building Inspected	Meet DHLP inspection target of 12% – 15%	4.7%	Review of Relevant Fire Officers workload to ensure that Building Inspection targets are met	
6.	Monitor and enforce compliance with Dangerous Structures Legislation	<ul style="list-style-type: none"> Deal with Dangerous Structure complaints as they arise Carry out enforcement proceedings as required Recoup local authority costs, where possible 	-	-	-	Review of the efficiency of the delivery of this function by the Building Control Section – this may involve assistance from the Municipal Districts, together with a closer working relationship with the Derelict Sites Section	

	Objective:	Strategies:	KPI 2021		Current Baseline 2020	Improvement Actions 2021
			Measurement 2021	Measurement 2020		
7.	Continue to develop and implement a comprehensive fire safety education and awareness campaign throughout the county	<ul style="list-style-type: none"> Completion of Primary Schools Programme Provision of various Community Fire Safety initiatives Advise the Courts under the relevant Intoxicating Liquor Legislation Assessment of Fire Safety Certificates 	<ul style="list-style-type: none"> Deliver Programme to 114 Primary Schools in Co. Clare Delivery of training where requested Fire Officer Report to be submitted in advance of court date P5 - Applications for Fire Safety Certificates 	<p>% of Schools Completed</p> <p>No. of Training Seminars provided</p> <p>No. of Licences dealt with annually</p> <p>P5 - Applications for Fire Safety Certificates</p> <p>A. % of applications for fire safety certificates received in 2020 that were decided (granted or refused) within two months</p> <p>B. % of applications for fire safety certificates received in 2020 that were decided (granted or refused) within an extended period agreed with the applicant</p>	<p>N/A</p> <p>3</p> <p>75</p> <p>69%</p> <p>24%</p>	<p>Note – due to the public health emergency, some community fire safety programmes may not be delivered in 2021</p> <p>Ongoing review of workload of Fire Officers</p>

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions
			2021	2020	2020	2021
8.	Facilitate the preparation of the Major Emergency Plan and associated response by the Local Authority in conjunction with other agencies	<p>Support the Local Authority Major Emergency Management Committee</p> <p>Maintain and Update the Major Emergency Plan</p> <p>Engagement with other agencies at a local, regional and national level</p>	<p>Facilitate MEM Committee meetings</p> <p>Review of Major Emergency Plan</p> <p>Completion of Regional Work Programme</p> <p>Completion of COMAH Exercises where required</p>	-	-	Internal Review / NDFEM Feedback

Ennis Municipal District Delivery Plan 2021

Principle Service: Ennis Municipal District

		Principle Service: Ennis Municipal District					
		Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Achievement & maintenance of accreditations to enhance Ennis' profile	Maintain standards required for existing accreditations and investigate other accreditations which would benefit Ennis as a 'go to' location	Focus efforts on 'Ennis tidiest town in 2021'	Achievement of national tidiest town award	-	-	Review progress in previous years and implement suggested improvements for <ul style="list-style-type: none"> • Purple Flag • Most Enterprising Town • Friendliest town • Tidy towns • IBAL • Continue to implement innovative projects
2.	Administrative & Technical Support to Elected Members	Act as an interface with other sections of the Council. Provide technical knowledge in a timely manner to inform decision making. Deliver on GMA funding.	Maintain service while remote working and hosting meetings online	CRM cases closed in a timely manner. NOMs responded to and acted on in a timely manner	-	-	-
3.	Covid19 Response Planning & Implementation	Continually review Ennis Town Centre mobility plan & engage with business community. Ensure signage for social distancing is in place	Effective communication and engagement	Co-operation from communities			

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
			2021	2020		
4.	Delivery of Capital Projects	Effective project management	Achieve 2021 milestones	Works completed against plan. Adhere to grant deadlines	-	<ul style="list-style-type: none"> Completion of Parnell St. Laneways & Boways Clarecastle & Barefield -Town and Village schemes Kilhamona -Char scheme Advance statutory processes for Ballialla project Advance O'Connell St, O'Connell Sq, Barrack Sq, & Barrack St - URDF
5.	Active Travel	Enhance pedestrian walkways and cycleways including advancement of Earth Route Recreational trails	Advance Active Travel Project approved by the National Transport Authority	Project Delivery	Delivery of Active Travel Projects approved by National Transport Authority	
6.	Delivery of the Schedule of Municipal District Works Programme	Effective management of resources to achieve planned outcomes	Deliver on time, factoring in Covid-19 level 5 restrictions	Program delivery	-	-
7.	Environmental - Litter Management	Maintain standards, IBAL classification and positioning	Maintain IBAL classification	Timely removal of reported illegal dumping	-	-
8.	Environmental - Street Cleaning	Maintain standards	-	-	-	-

	Objective:	Strategies:	KPI 2021		Current Baseline	Improvement Actions 2021
			2021	2020		
9.	Festival & Events co-ordination & support	Provide assistance to physical festivals where requested. St. Patrick's Day event to be held online. Aim to host Christmas festival	Work within Covid-19 parameters	-	-	<ul style="list-style-type: none"> • Co-ordinate St. Patrick's Day online event • Produce 'Christmas in Ennis' programme in line with covid19 guidelines • Facilitate other festivals, through installation of barriers, street cleaning etc.
10.	Management & maintenance of Fergus and Manus Drainage Districts	Manage and investigate ongoing claims. Submit Engineers reports. Liaise with IPB and Insurance section		-	-	Complete a structural assessment on Clarecastlebarrage
11.	MD Emergency response	Ensure capability and capacity to deal with various types of emergencies	Effective and timely response	Issue resolved in a safe and timely manner	-	-
12.	Public Liability Claims investigations	Provide Engineer's detailed report in a timely manner	Investigations carried out in a timely manner	Respond to legal requirements in a timely fashion		

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
13.	Public Realm conservation & enhancement	Effective project management and strong engagement with contractors	Ongoing evaluation of current project deliverables against original programme	Appropriate funding drawn down. New applications submitted	Procure contractors and ensure standards achieved in the following areas: <ul style="list-style-type: none"> • weed killing • grass cutting • street furniture maintenance • tree management 	
14.	Road Opening Licensing	Effective operation & billing	On time billing	Appropriate funding drawn down. New applications submitted.	Work with RMO to implement changes in billing	
15.	School Wardens	Maintain high level of service	Maintain service during pandemic when schools are open			
16.	Storm water network maintenance	Maintain storm water network			Inspection of storm water network maintenance to include jetting and recording of same	

Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
17. Support to community & business groups	Strengthen engagement process	Implement Engagement HQ consultation platform	Effective citizen engagement with EMD		<ul style="list-style-type: none"> Continue to work in collaboration with 'Promote Ennis' Review 'Ennis Town Centre Mobility Plan' Process applications under festivals & events for potential GMA funding Liase with community groups on advancement of projects
18. Sustainable Transport Planning	Ongoing engagement with NTA regarding bus service. Draft potential project proposals and liaise with the National Transport Authority with regard to funding opportunities	Match potential projects with available funding opportunities	Rollout of upcoming funded projects		<ul style="list-style-type: none"> Continue engagement with NTA on bus service Approved projects under 'Active Travel' and 'Climate Action' - complete design, conclude statutory processes and construct accordingly
19. Planned & reactionary maintenance	Work on issues identified by the Public	Carry out works in a timely manner	Number of CRMs closed		
20. Mobility Plan	Development in line with requirements under RSES	Plan completion			<ul style="list-style-type: none"> Procure consultants Undertake public consultation Complete plan



RURAL DEVELOPMENT



LEONARD CLEARY
Director of Rural Development



The principal function of the Directorate is to ensure that a strategic focus is maintained when delivering plans, programmes and initiatives across the functional areas of community, tourism, broadband and digital infrastructure provision so that the revitalisation of towns and villages in County Clare occurs and that jobs will be created as a result.

The Rural Development Directorate is responsible for rural, community & Tourism development, Cliffs of Moher, along with Broadband and Digital Transformation. The Director, Leonard Cleary is also responsible for the West Clare Municipal District headed by John O’Malley, Acting Senior Executive Officer, with Deirdre O’Shea, Acting Head of Tourism, Urban McMahon, Head of IS – Digital & Broadband, Bernadette Haugh, Acting Senior Executive Officer, Rural Development and Geraldine Enright, Director of Cliffs of Moher Visitor Experience.

The principal function of the Rural & Community Section of the Rural Directorate is to ensure that a strategic focus is maintained when delivering plans, programmes and initiatives across the functional areas of rural development and community so that the revitalisation of towns and villages in County Clare occurs.

For 2021, a key focus of the Tourism Department:

- Commence the implementation of the Clare Tourism Strategy 2030 – ‘Guiding our Journey to a Vibrant New Future in Tourism’.
- Support the Local Tourism Industry and Trade through the continued work of the Clare Tourism Recovery Taskforce.
- Manage and Lead the Tourism Department on the delivery of the Strategic Marketing Plan 2021, with due cognisance given to the Covid-19 Pandemic and Covid Safe Procedures.
- Manage and Lead the Tourism Department on the delivery of four key capital projects throughout the County.

The overall work programme of the Tourism Department of Clare County Council is fully aligned to national, regional and local policy, which seeks to underpin socio-economic regeneration generally. The approach of the Tourism Department is to take a pro-active approach to rural and small urban regeneration. This is a key national policy objective under the National Planning Framework. The position of Tourism Department within Clare will address the capacity of Clare County Council to position itself to access national investment packages, under the National Development Plan, for rural tourism initiatives as well as bespoke tourism funding through Fáilte Ireland and other state agencies.

The key focus of the Broadband and Digital Department:

- Implement the Clare Digital Strategy
- Work in partnership with NBI (National Broadband Ireland) on the implementation of the National Broadband Plan.

The key focus of the Cliffs of Moher Department is research and

- Implement the Cliffs of Moher Strategy 2040
- Operate the Cliffs of Moher Visitor Experience
- Manage the Cliffs of Moher Centre Ltd as a subsidiary company of Clare County Council.

Rural Development Delivery Plan 2021

Principle Service: Rural & Community 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 Co. Clare.

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Manage the delivery and implementation of the Clare Rural Development Strategy 2026 through the facilitated input of the Clare Rural Development Forum	Clare Rural Development Strategy 2026		Continued delivery of the actions under the 5 pillars of the Clare Rural Development Strategy 2026		
2.	Manage the Local Community Development Committee (LCDC) in its range of programmes including the Social Inclusion & Community Activation Programme (SICAP) and partnership as the LAG with local development stakeholders for the LEADER programme	Local Economic and Community Plan 2016-2021 Social Inclusion and Community Activation Programme 2018-2022		SICAP KPI1: 32 Community Groups KPI 2: 470 Individuals	SICAP KPI1: 32 Community Groups KPI 2: 470 Individuals	
3.	Review & Guide the implementation, monitoring & evaluation of the community element of the statutory Local Economic & Community Plan	Local Economic and Community Plan 2016-2021		Competition of 42 community actions and review of full LECP as per DRCD guidance	42 Community Actions	

Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline	Improvement Actions
			2020	2021	
4.	Coordinate the Age Friendly Strategy & Healthy Ireland Strategy.	Age Friendly Strategy 2018-2022 Healthy Clare Strategic Plan 2019-2021	Y1A: Participation in ComhairleannÓg Scheme (NOAC)	Continued delivery of the actions under the Age Friendly Strategy	
5.	Coordinate National & local grant schemes to identify projects that will enhance public realm for rural towns and villages, large-scale capital projects that have the potential to have a transformative impact on a community and projects that will enhance the recreational amenity of the county (RRDF, CLAR, Town & Village Renewal, ORIS, Community Enhancement Programme)		Continued delivery of the actions in line with Dept. of Health Agenda		
5.	Coordinate National & local grant schemes to identify projects that will enhance public realm for rural towns and villages, large-scale capital projects that have the potential to have a transformative impact on a community and projects that will enhance the recreational amenity of the county (RRDF, CLAR, Town & Village Renewal, ORIS, Community Enhancement Programme)		Number of projects submitted for funding Number of applications in receipt of funding Amount of funding received	Number of projects submitted for funding Number of applications in receipt of funding Amount of funding received	

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
6.	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			Where communities have been assessed and identified as being vulnerable to the impact of climate change, to engage with such communities to access the appropriate expertise in order to develop and implement a programme to enhance their capacity to respond to and recover from extreme weather events.		
7.	Preparation of a Migrant Integration Strategy for the County			Prepare a scope and terms of reference for the appointment of a Consultant to prepare a Migrant Integration and Social Cohesion Strategy for County Clare.		
8.	To manage the Burial Ground function in accordance with statutory requirements, having regard to the sensitive nature of the function			Ensure records are maintained and rules of operation adhered to.		Implementation of recommendations arising from BG Review process.
9.	Facilitate continued engagement with the Clare Public Participation Network to enable input and consultation within the formal decision-making processes of Clare County Council.	Memorandum and SLA in place with Clare PPN	Y2A: Groups association with the Public Participation Network (PPN)	Continued engagement and support to Clare PPN. Agree work plan for Clare PPN for 2021 and engage with any national review of PPN structures		

Tourism Delivery Plan 2021						
Principle Service: Tourism Delivery Plan 2021		Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	To commence implementation of the 10 year Clare Tourism Strategy	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Continue outputs of the Clare Tourism Recovery Taskforce.	Number of catalyst and / or supporting Tourism projects explored and delivered with the support of the Tourism Department.	Same	Review engagement with the tourism trade and database to identify possible further enhancements. Review opportunities for enhanced digital marketing opportunities.
2.	Lead on the Strategic Marketing Plan for Clare for the recovery period post Covid-19 pandemic.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Sensitive to the Covid-19 Pandemic, Clare Tourism Dept will promote and market the County, providing necessary supports and collateral to the local Tourism trade and industry. Also align to regional and national Failte Ireland and Tourism Ireland Marketing Campaigns.	Continued Tourism Industry engagement	Same	Continually review and engage with local tourism industry and national state agencies in line with Government guidance.

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
3.	Strategic Partnership with state agencies to include Fáilte Ireland to ensure the implementation of Clare County Council actions under the specific Wild Atlantic Way and Ireland's Hidden Heartlands Projects.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Implementation of Clare County Council actions under: Shannon Estuary Way; Burren Discovery Trail; Burren and Cliffs of Moher Visitor Experience Development Plan (VEDP); West Clare and North Kerry DEDP; Ennistymon Tourism Destination Towns; Ireland's Hidden Heartlands Lough Derg VEDP	Implementation of CCC Actions as set out in each project strategy document.	Same	Continued engagement with Elected Members, key Stakeholders and Local Tourism Communities.
4.	Project Management of each RRDF capital project (Loophead Lighthouse; InisCealtra, Vandeleur Walled Gardens and Ennistymon Project)	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Advanced design and issue of Tender for construction at Vandeleur Walled Gardens and Loophead Lighthouse Visitor Experience. Advanced planning design of Iniscealtra (Holy Island) Visitor Experience with the identification of the Rectory to provide the Visitor Offering.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	Same	Continued engagement with Elected Members, Board Members, key Stakeholders and Local Tourism Communities.

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
5.	Manage the work of the Geopark Steering Group to collaborate with all identified key partners for the continued implementation of the UNESCO Accreditation Criteria.	<p>Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.</p>	<p>Manage the marketing, promotion and brand of the Burren and Cliffs of Moher UNESCO Global Geopark.</p> <p>Support the work of the Burren Ecotourism Network.</p>	<p>Implementation of CCC Actions as set out in each KPI / strategy document.</p>	Same	<p>Continually review and engage with local tourism industry and national state agencies in line with Government guidance.</p>

Principle Service: Digital and Broadband

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Facilitate the roll out of Fit for Purpose High Speed Broadband Access for All Encouraging new investment, job creation and sustainable employment	Advance the Strategic Actions of the Clare Digital Strategy 2018 – 2023	Liaise with Service Providers to facilitate the roll out of broadband networks Provide the necessary supports and assistance to ensure successful rollout of Broadband in Clare under the National Broadband Rollout programme Roll out of Broadband connection points throughout the County and develop programmes with local owners			
2.	Build community awareness and enhance community abilities by collaborating with educational and learning providers to promote digital skills development of all sectors of our communities.	Advance the Strategic Actions of the Clare Digital Strategy 2018 – 2023	Provide supports to Service Providers to deliver community based training programmes. Facilitate the delivery through our Hub network. Source funding through Department Schemes and initiatives to support locally led programmes.			
3.	Identify, support and promote digitally focused projects of scale throughout the County.	Advance the Strategic Actions of the Clare Digital Strategy 2018 – 2023	Work with communities and groups develop smart community projects. Partnering with communities to rollout WIFI networks in strategic locations through the EU Funded WIFI4EU Programme			

Principle Service: West Clare Municipal District						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Plan and Delivery of the annual Schedule of Municipal District Works	Strategically plan work base on geographical areas and resource availability	Complete list of works included in annual Schedule of MD Works	Works completed throughout year and measured through how budget allocated balances at end of financial year		
2.	Supporting local community groups, Town Teams, etc	Engage with groups on ongoing basis in conjunction with Rural Development Officer	Ensure successful partnerships and that works for areas progressed	Feedback on engagement. Outputs from discussions, workloads for MD		
3.	Responding to public, Councillors. Dealing with complaints. Council meeting, Notice of Motions. GMA allocations and spending related to MD works	Develop good relations with public representatives and have open and clear communication. Deal with public queries and complaints efficiently	Efficient response to queries/complaints. Bi Monthly Notice of Motion responses	CRM output		

	Objective:	Strategies:	KPI 2021	Measurement	Current Baseline	Improvement Actions 2021
				2021	2020	
4.	Road Opening Licences, Licences for scaffolding, hoarding and skips (Planning)	Operate an effective road licensing system and ensure that works affecting roads and footpaths are managed in a co-ordinated way. Work with Planning section to ensure coordinated and effective management system in place.	Number of – Road Opening Licences Skip Licences Street Furniture Licences	Monthly reports from Roadmap Licensing System		Increase number of licenses authorised with staff resources available in MD offices to meet these targets.
5.	Illegal parking/encampments/ Trading/Dumping/Dead Animals	Working with Roads, Environment, Economic Development, Community Wardens etc to ensure that illegal activity tackled immediately it is notified.	Number of complaints and how efficient being dealt with	Meeting targets in Environment RMCEI Plan (Environment)		Ensure continued cooperation across departments
6.	Respond to emergency situations	Respond in line with Clare County Council Occupational Health & Safety Management System and Major Emergency Plan where required		Determine how emergencies are being responded to by assessing response on ground through debrief meetings		

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
7.	Traffic management H&S	Oversee the management of Clare County Council's Occupational Health & Safety Management System in M.D. Ensure that Temporary Traffic Management procedures are up to date on the ground	Audits ongoing Inspection targets set for year	NCR/PAR to be reviewed monthly. Inspection targets reviewed regularly during year		
8.	Derelict sites Dangerous structures	Working with Fire & Building Control and Corporate Sections in dealing with issues related on the ground.	Measure how issues are being responded to through communications with public reps etc			Measure number of cases open each year and number closed out. Spreadsheet to be kept up to date
9.	IPB public liability claims	Investigate ongoing claims. Submit Engineers reports. Deal with legal team on cases. Attend court where required				

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
10.	Port, Piers and Harbours	Works required annually to maintain. Grants applied for and works carried out under Fisheries and Harbours and FLAG etc.		Ensure responses to issues dealt with efficiently.		
11.	Office work - Motor Tax online, Housing rents, Receiving Civic Amenity Sites cash, General public and Councillor queries, Back office payroll	Staff available to carry out roles. Procedures for dealing with public, handling complaints and cash etc		On line systems to measure		



SOCIAL DEVELOPMENT



ANN HAUGH
Director of Social Development



Anne Haugh, Director of Service leads the Social Directorate with Siobhán McNulty, Senior Executive Officer with responsibility for Housing and Sport & Recreation; Helen Walsh, County Librarian with responsibility for Library, Arts & Cultural services and Morgan Lahiffe A/Senior Executive officer with responsibility for the Killaloe MD.

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



Housing

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



Sports and Recreation

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



Killaloe Municipal District

Area administration of functions with particular focus on the physical environment.



Cultural Services

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

The overarching vision for the Social Directorate is:

To enhance the quality of life for the people of County Clare through the 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.

The above vision transfers to functional responsibility in the delivery of Housing, Cultural, Sports and Recreational Services in the County and functional responsibility for the Killaloe Municipal District. These business areas are represented in Divisions A, B and F of the budget 2021.

The Directorate objectives are agreed in the 2021 Team plan; the plan acknowledges the impact of COVID 19 restrictions on services. Housing delivery continues to be a priority for the Directorate in addition for 2021 there is a renewed focus on the redevelopment of vacant properties in rural towns and villages in Killaloe MD. The Road Works Programme for 2021 is as set out in the Schedule of Municipal District Works. The key priority for the Library service is the commencement of the new County Library during 2021 with a completion date in 2022. This Council continues to support and invest in the recreational facilities in the County to ensure Clare is recognized as a centre of excellence for sport and recreational facilities.

Social Development Delivery Plan 2021

Principle Service: All Services

Principle Service: All Services						
Social Development Delivery Plan 2021						
	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the 2021-2024 underpinned by regular staff meetings	Corporate Plan 2019 -2024 Management Objectives 2021 - 2024 Senior Team Plan 2021		Performance against target set in relevant document		
2.	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	Climate Change and Adaptation Strategy 2019-2024 Senior Team Plan 2021		Number of actions closed from Senior Team Plan 2021	Number of objectives commenced/closed out in 2020	
3.	Recognise the increasingly culturally diverse nature of our county and ensure that our services across the directorate are accessible to all	Corporate Plan 2019 -2024 Customer Charter		Number of customer complaints	2020 complaints	

Principle Service: Housing		Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	<p>Develop Housing-led accommodation projects appropriate to identified needs across the range of delivery streams</p> <p>Work with approved housing bodies and agencies to maximise use of available accommodation options and associated funding</p> <p>Implement an appropriate land acquisition strategy to facilitate existing and future construction programme needs</p> <p>Deliver Affordable Housing in line with targets to be set by DHLGH once details of new Affordable Housing Scheme and Serviced Sites Initiative</p>	<p>New Government policy 'Housing for All'</p> <p>Awaiting Affordable housing policy and service site fund policy documents.</p>	H1: Social Housing Stock	Projected target delivery of ~150 new social housing units pa	Outturn 2020 = 86 Build 35 Acquisition 28 leased units		
2.	Facilities & Asset Management	<p>Embed the new Customer Relations Management System to manage customers and processes within the Housing Department</p> <p>Build on the existing planned maintenance approach to implement a full asset management model across the fixed assets of the directorate</p> <p>Review and reduce vacancy period for re-lets.</p>	<p>Housing Regulations 2019 (Standards for Rented Houses)</p>	<p>H2: Housing Vacancies</p> <p>H3: Average Re-letting Time and Direct Costs</p> <p>H4: Housing Maintenance Direct Costs</p> <p>H5: Private Rented Sector Inspections</p>	<p>Monitoring of use of new CRM system</p> <p>Introduction of new asset management model</p> <p>Number of days a property is taking to re-let.</p>		<p>Average time taken to re-let a property.</p>

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
3.	Housing Support Services Review and enhance the model for estate management and tenancy sustainment across the Council social housing stock	Anti-Social Behaviour Strategy 2020-2026 Housing Allocation Implement Social Housing Allocations Scheme in the allocation of dwellings to those deemed qualified for social housing support.	Social Housing Allocation Scheme 2021	Number of complaints received, processed and closed in period	Tenancy enforcement team established	
4.	Housing Applications Assess Social Housing applications in accordance with Social Housing Assessment Regulations 2011	Social Housing Assessment Regulations 2011 Summary of Social Housing Assessments (SSHA) for 2021	Number of social housing applicants approved for social housing support in the period	Number of applications approved in the period		
5.	HAP/RAS including Private Rented Inspections Endeavour to inspect a minimum of 25 private rented properties weekly. COVID restrictions will impact on this target	Minimum Rented Standard SI 17 of 2017 as amended by SI 137 of 2019	H5: Private Rented Sector Inspections	Progress against target and income generated	Out-turn 2020= 274 properties inspected. COVID restrictions had a severe impact	

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
6.	Implement the objectives for Clare under the Mid-West Region Homeless Action Plan	Mid-West Region Homeless Action Plan 2021 - 2024	H6: Long-term Homeless Adults	Number of households housed from homeless services in the period	The number of households housed from homeless services	
7.	Restructure and strengthen resources towards implementing the objectives of the Traveller Accommodation Programme for 2019-2024	Traveller Accommodation Programme 2019-2024		Appointment of Traveller Liaison Officer Develop systems for management of transactions		

Principle Service: Sports and Recreation					
	Objective:	Strategies:	KPI 2021	Current Baseline 2020	Improvement Actions 2021
1.	Sports Capital Complete approved Sports Capital projects at Tim Smythe Park, Cloughleigh and Active Ennis.	Corporate Plan 2019 -2024 Senior Team Plan 2021	Completion of projects on time and within budget		
2.	Clare Sports Partnership Work with Clare Sports Partnership to promote participation in sport in Clare	Healthy Ireland Healthy Clare Strategic Plan 2019 - 2021	Increase in active participation in sport in the County	Baseline impacted by COVID restrictions	

Principle Service: Cultural Services						
	Objective:	Strategies:	KPI 2021	Measurement 2020	Current Baseline 2020	Improvement Actions 2021
1.	Library HQ and Branch Operations Re-establish library provision post Covid including programming of events and visits by public to the library Assist Dept. initiatives to close the digital divide. Pursue grant schemes as they arise	Library Development Plan – Charting the future 2 (2016-2021) L2: Cost per capita of operating a Library Service and per capita expenditure on collections	L1: Library Visits, Issues and Registered Members	KPI's as 2020 L2: Cost per capita of operating a Library Service and per capita expenditure on collections	Latest KPI's for 2020 not available yet	
2.	Capital Delivery - New County Library Recommendation of the construction programme	Our Public Libraries 2022		Performance against programme for re-tender of library capital project	Project started on 6/1/2020 - halted in July 2020	
3.	Arts Programme Support to the Arts sector in recovery from closure of venues and performance spaces	"Flourish" Clare Arts Development Plan 2019 – 2023		As 2020 Annual returns to the Arts Council of Ireland and through the Local Authority Annual Report	Programmes and activities moved online during 2020	
4.	County Museum Re-establish visitor numbers for 2021	Clare Heritage Plan 2017 – 2023 / MPSI Standards Programme including 3 year strategic plan		No KPIs – performance based on numbers accessing the Museum	Service closed for most of 2020 due to Covid	

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
5.	Archives	Statutory requirement for each Local Authority to preserve and make accessible archival material to the public		No KPIs – performance based on number of queries handled and closed out and materials preserved	Minimum numbers requesting archival materials in 2020	
6.	Glór	Glór Strategic Plan 2020 - 2022 Re-establish audience members post Covid. Assist Arts sector in recovery of performance spaces		Annual returns to Balanced accounts at year end	In house attendance numbers up to March 2020 and online thereafter. Financial performance	

Principle Service: Killaloe Municipal District

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
1.	Submission of Proposals for Rural Grants 2021	Clare Rural Development Strategy 2026	Number of Submissions made by MD across available funding streams	Delivery of CLAR, TVR schemes	ORIS completed, multiple successful funding submissions across all Rural Grant streams	
2.	Delivery of Rural projects granted in 2020	Clare Rural Development Strategy 2026	Delivery within timeframe of funding			
3.	Blue Flag Amenity –Upgrade and Maintenance of Blue Flag Amenities Areas	Corporate Plan 2019 - 2024 – linking with the Environment Section	Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag	Blue Flag retained	
4.	Delivery of Schedule of Municipal District Works 2021	County Development Plan 2017 -2023, NDP	R1: Pavement Surface Condition Index (PSCI) Ratings	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD	SMDW completed in full as adopted at Council.	

	Objective:	Strategies:	KPI 2021	Measurement 2021	Current Baseline 2020	Improvement Actions 2021
5.	Active Travel Projects	NTA Sustainable Transport Measures	R2: Road Works	Delivery of Active Travel Projects 2021	All 2020 Active Travel projects completed	
6.	To deliver through the Scariff Office - Motor Tax online, Housing rents, Receiving Civic Amenity Sites cash, General public and Councillor queries, Back office payroll & Roadworks Programme administration	Corporate Plan 2019-2024 Team Plan 2021	R3: % of motor tax transactions conducted online	On-line systems to measure including timely payment of invoices plus internal review of practices	Service demand during all levels of restrictions during 2020	
7.	Engage with all parties associated with IPB public liability claims to ensure progress.			No. of insurance claims processed		
8.	To progress in a consistent manner statutory licences Ensure systems such as Map Road Licensing, Signage Licensing are progressed with consistent speed and quality.			Monthly reports from Roadmap Licensing System	Number of Road opening/signage/street furniture licences processed during 2020	



APPENDICES



INDICATIVE LIST OF STRATEGIES / PLANS INFLUENCING LOCAL GOVERNMENT ACTIVITIES	
NATIONAL/EU	
	<ul style="list-style-type: none"> • 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 Adaption Strategy Document 2019 to 2024 • 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 • e-Government 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
- OECD Studies on SMEs and Entrepreneurship: SME and Entrepreneurship Policy in Ireland
- Report of the SME Taskforce: National SME and Entrepreneurship Growth Plan
- 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 – 2021
- 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

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CLARE COUNTY COUNCIL