



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL



ANNUAL SERVICE DELIVERY PLAN 2022



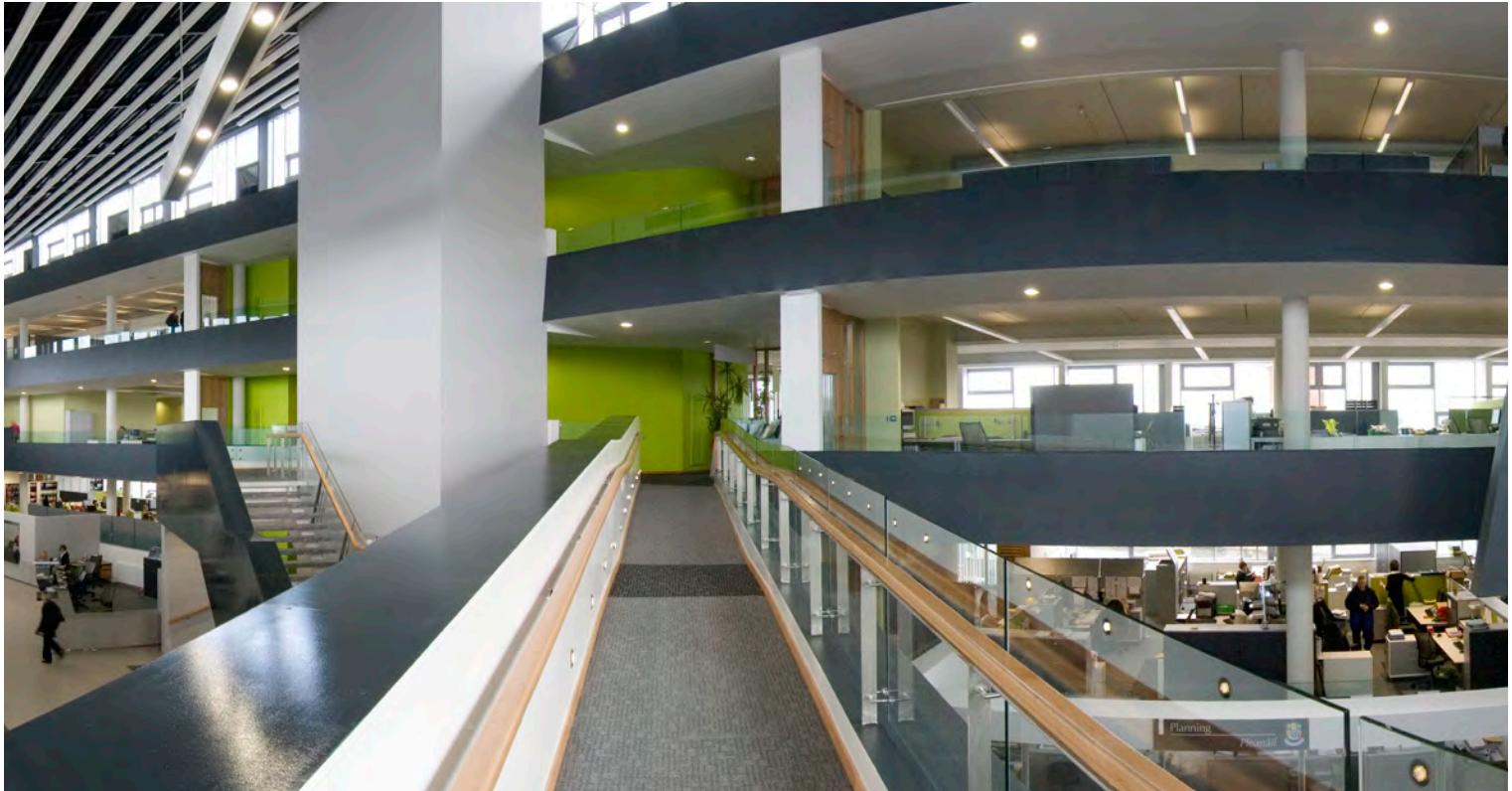


TABLE OF CONTENTS

Note from Chief Executive	5
Introduction	6
Our Purpose, Vision and Core Values	8
Strategic Objectives 2019-2024	10
Operating Structure	11
Staffing Structure	15
Financial Landscape - Budget 2022	16
Delivery Plan by Directorate	
Finance and Support Services	21
Economic Development	37
Physical Development	55
Rural Development	83
Social Development	97
Appendices	109



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 2022. 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 2022, 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 2021 continued to be an extraordinary one globally in the context of the Covid-19 pandemic. 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.

In response to the Ukrainian crisis, Clare County Council has established a Community Response Forum to manage arrivals from Ukraine into the county. This forum provides a co-ordination point for community and voluntary groups working to provide accommodation and services to the Ukrainian community.

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
- Performance Management Development System (PMDS Process)
- Budget 2022
- 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 (2022).

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.

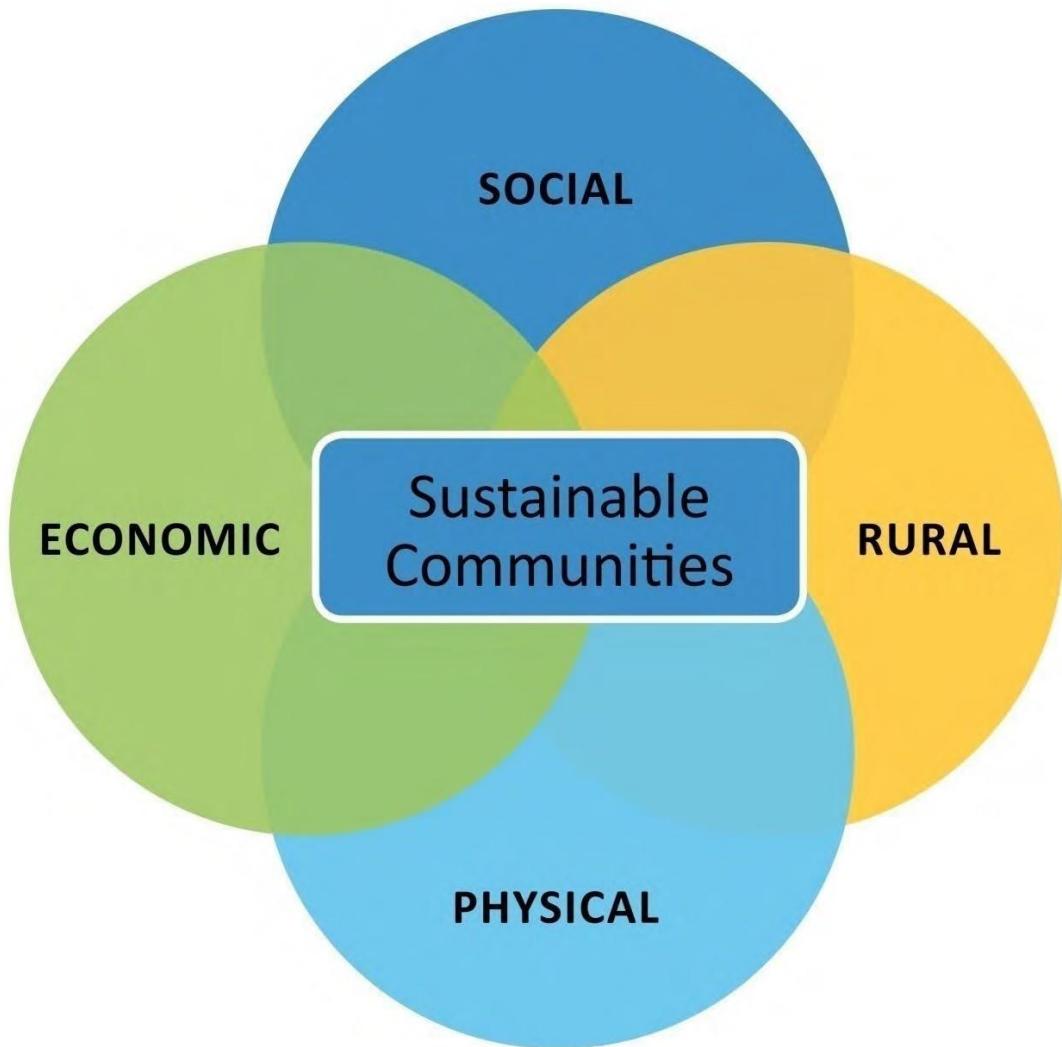
Improvement Actions:

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.

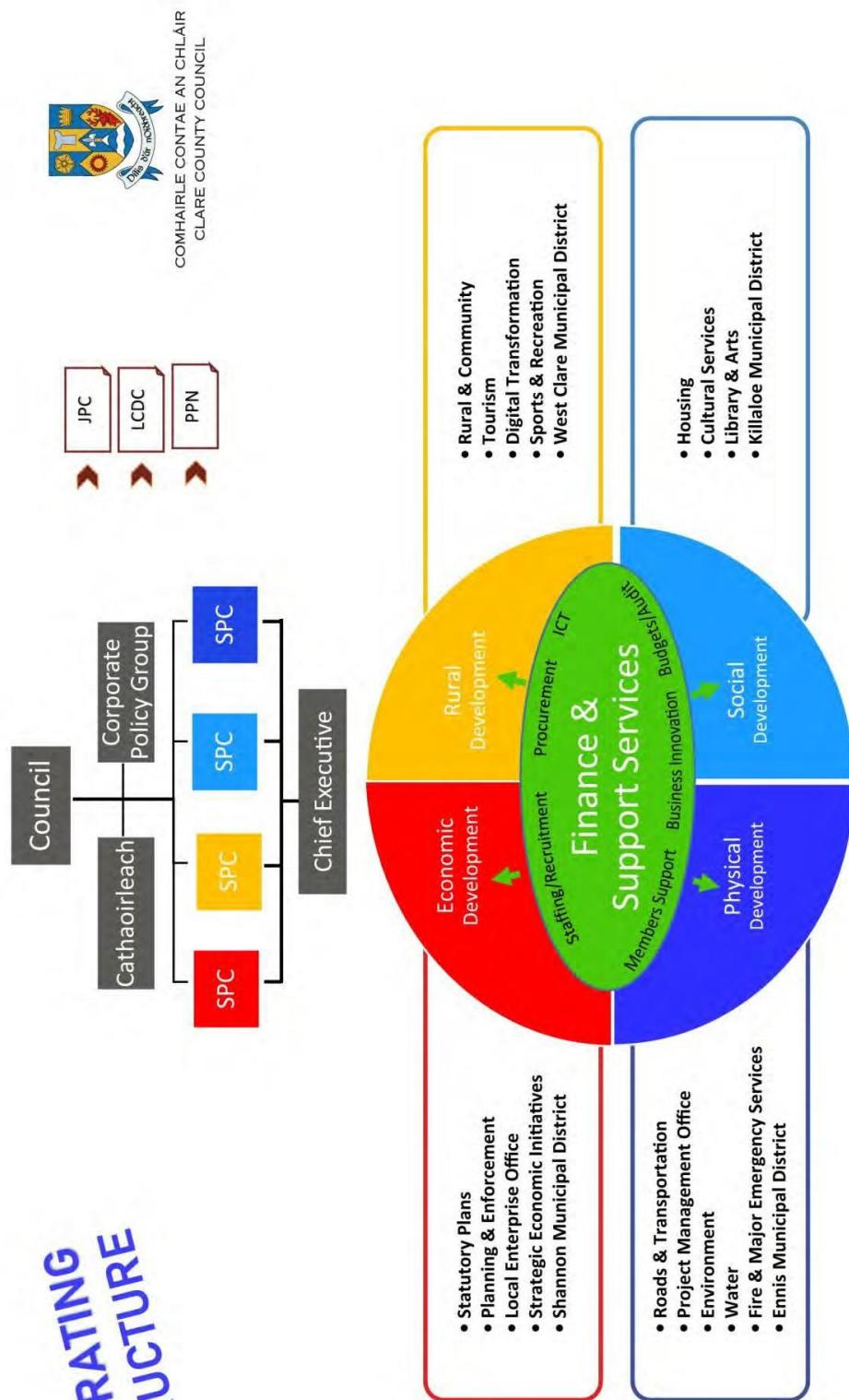
Rural Development Directorate:

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

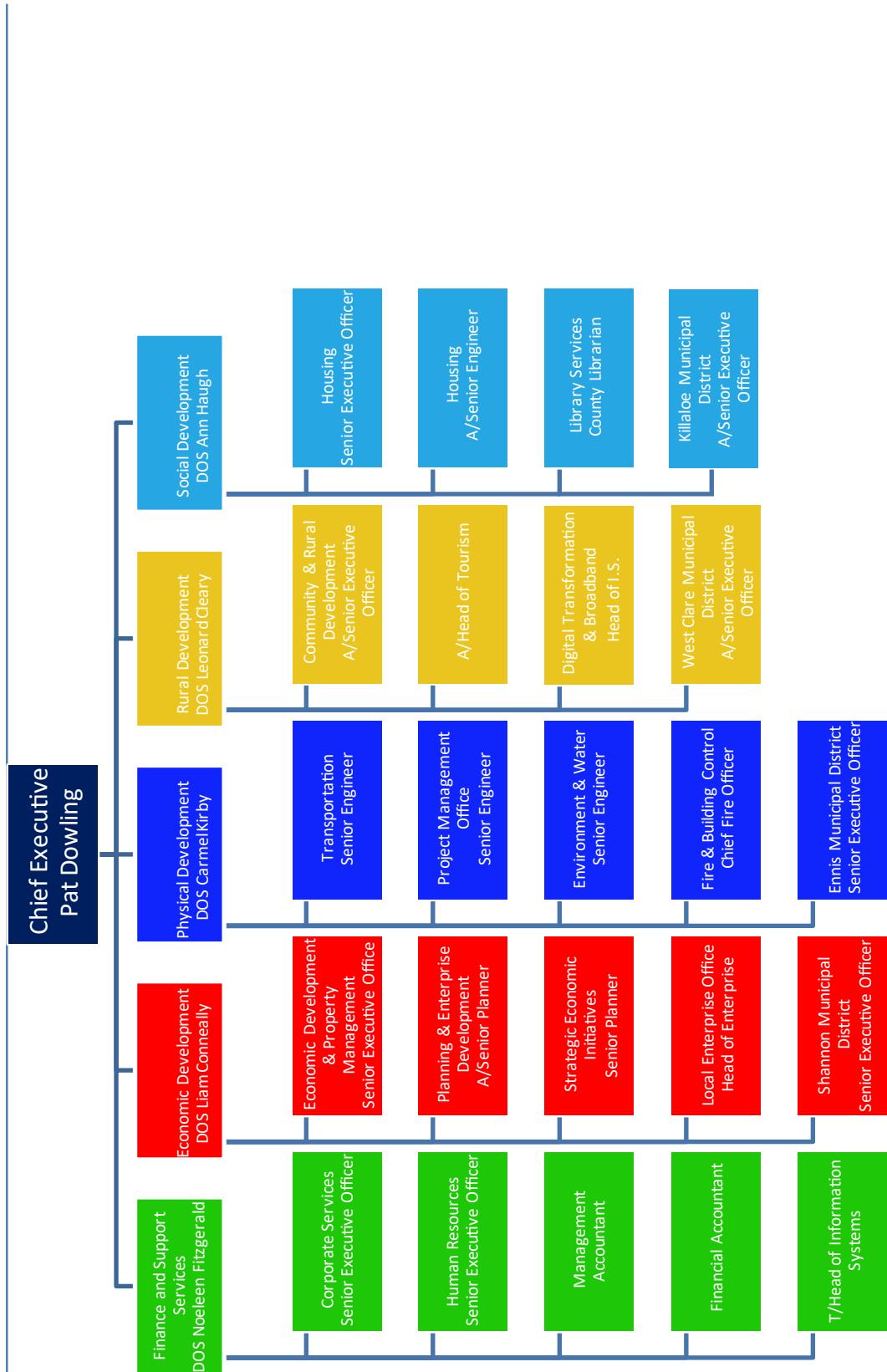
In line with best Corporate Governance Practice, the Council has established an independent Audit Committee. The Committee's role is to support the Elected Council by providing an assessment of the financial reporting, financial management, internal audit processes and risk management practices in the 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 provide an oversight for the elected members of the Chief Executive's discharge of his executive functions.

STAFFING STRUCTURE



CLARE COUNTY COUNCIL TOTAL HEADCOUNT 989



FINANCIAL LANDSCAPE – BUDGET 2022

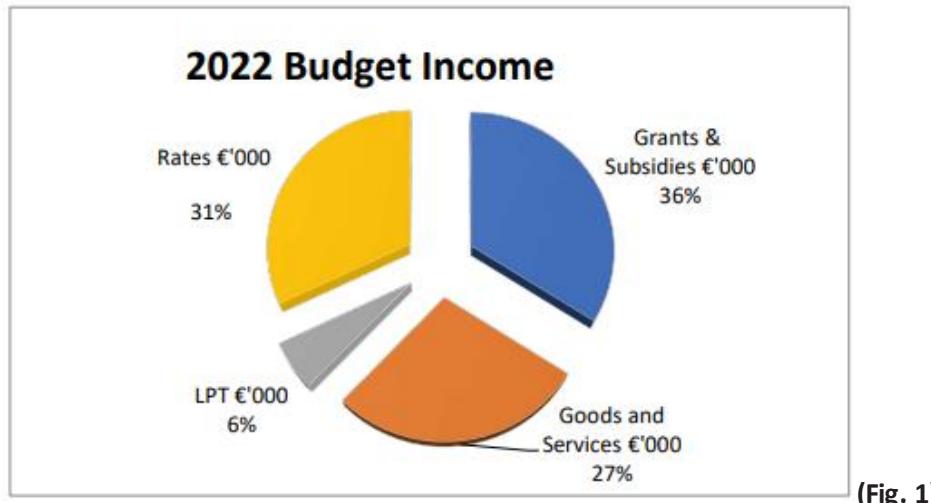
In 2021 COVID-19 continued to impact on this council with significant losses of income across a number of income headings and incurring additional expenditure while maintaining continuity of services uninterrupted throughout the pandemic. In supporting businesses, this Council implemented the Commercial Rates waiver in line with the national scheme across the sectors most impacted as a result of the restrictions on businesses and society during this time. This has been positively received, particularly in the Hospitality, Leisure, and Aviation sector here in Clare and represents €11.4m of commercial rates to this council, mitigating earlier indications of an impact here.

The financial impact in 2021 on, goods and services income and additional expenditure incurred is evident in the projected deficit outlined in this report of close to €5m in 2021.

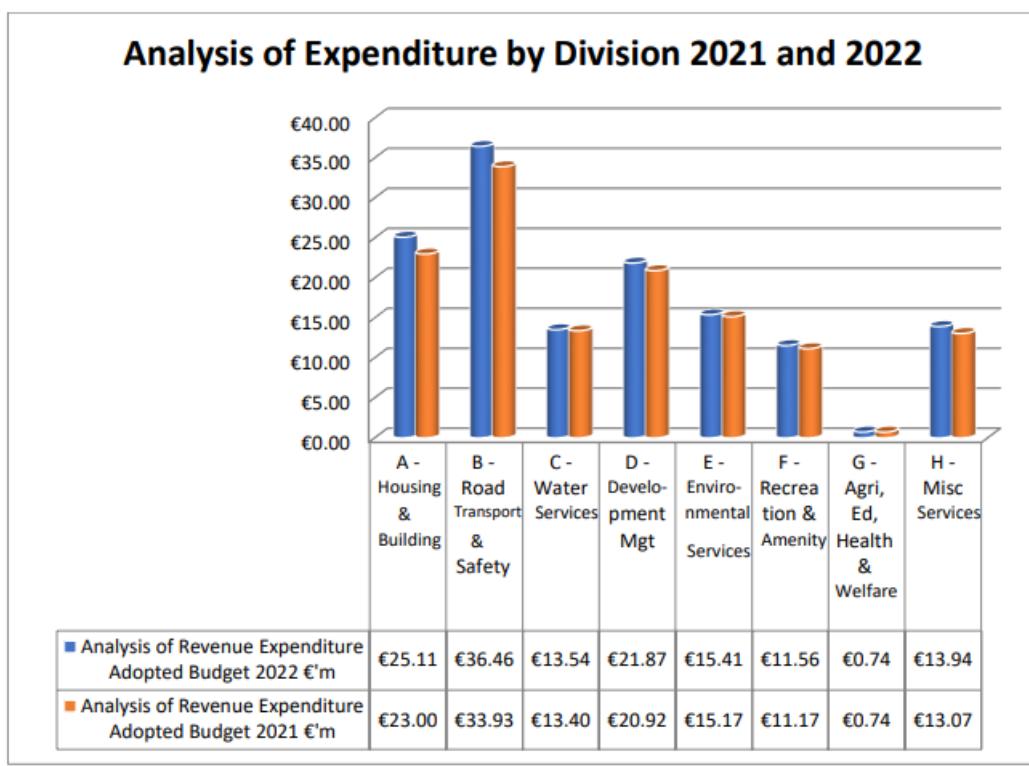
The 2022 Adopted Budget was prepared with the central objective being the maintenance of existing levels of service. The focus is mainly on the planning and delivery of various capital projects for the future development and benefit of the County.

The Adopted Budget provides for expenditure of €139m, an increase of €7.8m 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**)



Division	Budget 2022	Budget 2021
A - Housing & Building	€25,108,884	€23,004,684
B - Road Transport & Safety	€36,460,544	€33,925,466
C - Water Services	€13,541,955	€13,404,238
D - Development Mgt	€21,872,464	€20,924,022
E - Environmental Services	€15,410,413	€15,170,951
F - Recreation & Amenity	€11,555,609	€11,167,023
G - Agri, Ed, Health & Welfare	€739,218	€736,206
H - Misc Services	€13,941,349	€13,067,509
Total	€138,630,435	€131,400,099



(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 2022 was confirmed as €6.45m.

The Local Government Reform Act 2014 and associated Regulations permits the Members of the Council to vary the Rate of LPT. Clare County Council continues to be a net contributor to the national equalization fund, an area we continue to input into with our colleagues in the Local Government Finance section of the Department. This review has been commenced during the summer of 2021 by the Minister and will not take effect until 2023 at the earliest.

Clare County Council has consistently raised the requirement for the full Local Property Tax €10.2m income collected in the county to be retained in the county for the provision of local services. This base line review of the LPT model is ongoing at a national level and we will continue to meet with our colleagues in the Local Government Finance section of the department to represent this county and outline the need for the total income for this source to be maintained for the revenue budget process. The difficulty in the balancing of this budget 2022 again highlighted the deficit of income into this county from this source and the over reliance on the commercial rate population to fund local services.

Organisational Resources approved at Budget 2022

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2022 provides for a total expenditure of €138.6 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 2022	% of Budget
A - Housing & Building	€25,108,884	18%
B - Road Transport & Safety	€36,460,544	26.4%
C - Water Services	€13,541,955	9.8%
D - Development Management	€21,872,464	15.8%
E - Environmental Services	€15,410,413	11%
F - Recreation & Amenity	€11,555,609	8.4%
G - Agri, Ed, Health & Welfare	€739,218	0.6%
H – Miscellaneous Services	€13,941,349	10%
Total	€138,630,435	





FINANCE AND SUPPORT SERVICES



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



The Finance and Support Services Directorate primarily delivers internal services to the Economic, Physical, Social, and Rural directorates of the council by supporting them in the delivery of services to customers in an efficient manner and implement best practice in corporate governance. The directorate also provides services direct to the public 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, budgeting, commercial rates billing and collection, supplier payments, payroll administration, procurement compliance, the budget process, treasury management and other accounting and compliance activities. The Finance Department oversees effective expenditure controls and debt collection, with the overall objective of providing support services to the Social, Economic, Physical and Rural directorates of the council.

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

The Human Resources Department will deliver in 2022 an updated Workforce Plan for this council that will identify emerging staffing requirements with a focus on skills, recruitment, and retention.

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 and council meetings, maintaining the register of electors, dealing with freedom of information, data protection, business innovation, and records management. The department provides communications and media services within the council.



The **Motor Tax** Section has responsibility for dealing with motor tax applications from the motor tax office in Ennis. In addition, the Municipal District in Kilrush, Ennistymon and Scariff facilitate the renewal of motor tax online. In 2022 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 management control assertions and provide independent assurance that governance and internal control processes are operating effectively. The section reports to the council's Director of Finance and Support Services with all reports circulated to the Chief Executive and independent audit committee.

The **Information and Communication Technology (ICT)** Department provides a wide range of support services across the organization with responsibility for system, network, and web technology of the council. The 2022 plan include the continuation of assessing further opportunities for technology opportunities in the delivery of services with online and mobile technology to improve customer services while also protecting the maintenance of services in a robust ICT environment.

Finance and Support Services Delivery Plan 2022						
PRINCIPAL SERVICE: CORPORATE SERVICES			Strategies:			
	Objectives:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Underpin the Physical, Social, Economic and Rural Directorates' strategic and operational plans with Finance, Human Resources, ICT and Corporate Services support in the delivery of their objectives	Support all departments in meeting their corporate responsibilities in the areas of, Corporate Governance, Ethics, Customer Service, Financial and Tax.	N/A	N/A	N/A	N/A
2	Underpin the Physical, Social, Economic and Rural Directorates' strategic and operational plans with Finance, Human Resources, ICT and Corporate Services support in the delivery of their objectives	Support and provide Administration to the Audit Committee.	N/A	N/A	N/A	N/A
3	Further develop and support all directorates in the corporate compliance and support role in procurement, data protection, freedom of information, ethics, internal audit and overall corporate governance	Review Customer Care policies and procedures including Customer Care Coordinator complaints processes to achieve compliance. To uphold the Customer Charter and deliver good customer service. Optimise service delivery and customer care through ongoing review and improvement.	N/A	Reduction in complaints to Ombudsman Acknowledge all customer service queries within 5 working days. Aim to provide a full	14 in 2021 17 in 2020 23 in 2019	Ongoing Customer Service training



	<p>“Ethics” register completed annually. Declaration of interests and donations submitted annually.</p> <p>Facilitate the processing of FOI requests, Internal Reviews and Office of the Information Commissioner Appeals</p> <p>Monitor compliance with GDPR and Data Protection legislation</p>	<p>response within 21 days</p> <p>Returns completed online by statutory deadlines</p> <p>Process requests within the designated timeframes under the FOI Act, 2014</p>	<p>Online system introduced in 2021 and review in 2022</p> <p>Compliance with FOI legislation –</p>	<p>Regular updates and training for FOI decision makers</p>
	<p>Manage the Annual Register of Electors. Process updates and Publish register in accordance with statutory dates</p>	<p>Process Data access requests within statutory timeframes</p>	<p>Compliance with Data Protection Legislation –</p>	<p>Ongoing training and updates for Data Protection nominees</p>
4	<p>Launch and Co-ordinate the delivery of Clare Co Co Innovation Strategy to include centralised Customer Service CRM and a Record Management system and work with departments to deliver innovation in service delivery</p>	<p>Launch the Council’s Business Innovation Strategy and support the Business Innovation Group and individual business units to deliver the key agreed projects under the Strategy</p>	<p>No of business improvement Projects supported and delivered</p>	<p>Delivery on project proposals</p>

	Progress the development of an Organisation wide Customer Service CRM	Phased Project Plan in place	Phase 1 Tender process complete and Project Team in place
5	<p>Enhance communication and share information so that all staff, Elected Members, and citizens understand the aim, purpose and scope of Clare County Council's including review of our communication platforms including website and social media platforms</p> <p>Complete the draft Clare County Council Communications Strategy and Provide associated guidance to Council staff in the form of templates and procedures</p> <p>Administer Council meetings in accordance with statutory requirements, including publication of agendas, minutes and reports and facilitating public and media access to meetings.</p> <p>Continue to review, develop and expand the methods of communicating key Council messages externally to members of the public and internally to staff, through newsletters, monthly management report, media releases, media replies, social media, intranet/extranet, MapAlert, video/photography, publications, website.</p>	<p>Strategy in place to guide and inform internal and external communications</p> <p>Meetings scheduled in accordance with statutory requirements and remote meetings facilitated</p>	<p>Templates and procedures in place</p> <p>Compliance with legislative requirements</p> <p>Meetings scheduled in accordance with statutory requirements.</p> <p>Social Media followers</p> <p>Increase media following through targeted media campaigns</p> <p>2019: 180,697 2020: 195,573 2021: 221,568</p> <p>High-quality output of printed material and design, complemented with a consistent and strong brand.</p>



		Online training videos available to staff
		One contact per department available to communicate as Gaeilge.
Continue the delivery of communications in the Irish language.		

PRINCIPAL SERVICE: FINANCE		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Continue the forward plan for the Council's financial transition and stabilisation arising from the impact of Commercial Rates revaluation, climate policy and national development plans and the national review of the Local Property Tax allocation model.	Prepare for "Revaluation 2023" on commercial rates properties Engage with Department, Valuation Office, Commercial Property Owners to achieve financial recovery for the loss of income from power stations in the county. Provide input to the National Local Property model review to secure 100% of Clare County LPT income to the revenue budget	No. of properties reviewed.	No of properties reviewed.	2022 valuation database	Identify new and amended commercial properties in the county.
2	Underpin the Physical, Social, Economic and Rural Directorates' strategic and operational plans with Finance, Human Resources, ICT and Corporate Services support in the delivery of their objectives	Prepare and publish Quarterly financial reporting and annual financial statements in line with National accounting code of practise and stat deadlines Budgeting – adoption of Local LPT adjustment factor and completion of annual budgets for both revenue and capital expenditure taking into consideration the planned strategic and operational projects within each Directorate, in consultation with public and elected members	No. of Deadlines met	No. of reports submitted within deadline.	Accurate and timely reporting supported by period end reviews.	Enhance processes to improve reporting
				Balanced budget.	Public Consultation, CPG and Member engagement in line with statutory regulations and timelines	Budget – Overall review of budget process with a view to automation to minimise manual input and improve overall efficiency of process. Ensure inclusion of the required resources to support the Directorates in their



				operational and strategic plans.
3	Complete review of Commercial Rates properties across the county in parallel with the Central Valuation Office Revaluation programme in 2023 to optimise income for the county	Prepare for "Revaluation 2023" on commercial rates properties Review the Valuation Office property database for County Clare to maximise income to this council.	No of properties reviewed	No. of new properties included in valuation.
4	Further develop and support all directorates in the corporate compliance and support role in procurement, data protection, freedom of information, ethics, internal audit and overall corporate governance	Implementation of the Council's Corporate Procurement Plan for 2022 – 2024. Promote best practise procurement compliance across the council to deliver VFM, efficiencies mitigate procurement risks and compliance with local and national policy. Carry out a full taxation review across all main tax heads.	All contracts are procured in line with OGP guidelines.	No. of contracts procured in compliance with OGP guidelines.
		Provide an efficient billing and collection service across the Commercial Rates and Non-Principal Private Residence (NPPR) service	Fully tax compliant Tax compliance 100%	Current procurement compliance 87% % collected

PRINCIPAL SERVICE: MOTOR TAX		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Launch and Co-ordinate the delivery of Clare Co Customer Service Innovation Strategy to include centralised Customer Service, CRM and a Record Management system and work with departments to deliver innovation in service delivery	Deliver efficient vehicle licencing service and maintain the increased use of www.motortax.ie (increased substantially during Covid19 pandemic)	% of online transaction	Level of use of online motor tax service. www.motortax.ie	82%	Continue to promote and encourage increase in online motor tax renewals Develop and implement promotional and educational workshops, for customers, voluntary and community organisations and age action groups, in conjunction with Clare Library Service and Department of Transport re online motor tax system



PRINCIPAL SERVICE: Human Resources		Action	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Implement the objectives of the Local Authorities people strategy action plan in building capacity and capabilities for effective management and a workforce of the future.	Develop and implement a Staff Development Programme which will have regard to the Workforce Plan objectives	Number of staff availling of the Programme	Progression because of participation in the Programme	2021 Learning and Development suite of courses	Expanding on existing suite of Learning and Development suite of courses.
		Develop and implement an Employee Health & Wellbeing Plan 2022, that incorporate staff welfare, proactive health awareness and resilience	Number of staff participating in and availling of initiatives.	Employee Health & Wellbeing Plan in place.	2021 Employee Welfare programme of supports.	Revisit in 2022 Staff Health Checks
2	Implement the Finance and Support Services Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office	Prepare and implement a Remote Working Policy having regard to national legislation and guidance and a local mapping exercise.	Number of staff remote working.	Remote Working Policy implemented.	Covid-19 Remote Working practices.	Implement a CCC Remote Working policy having regard to national legislation and guidance

3	Underpin the Physical, Social, Economic and Rural Directorates' strategic and operational plans with Finance, Human Resources, ICT and Corporate Services support in the delivery of their objectives	Ensure the sufficient allocation of staff resources across the organisation and provide key supports in Recruitment, IR, Welfare, Core & Superannuation/Payroll	Workforce Plan Completed and implemented.	Workforce Plan Completed and implemented.	Continuing HR support to Directors in staff placement, management, IR, and Welfare.	Workforce Plan Completed and implemented.
4	Enhance communication and share information so that all staff, Elected Members, and citizens understand the aim, purpose and scope of Clare County Council's including review of our communication platforms including website and social media platforms.	Maintain in partnership employee relations with unions and staff representatives.	Good practise maintained with appropriate communications and information to staff and their representatives.	Good practise maintained with appropriate communications and information to staff and their representatives.	Positive working relationship with staff representatives	Continued engagement with staff and their representatives
5	The preparation of a comprehensive workforce plan for the Council based upon the strategic priorities and objectives of the Council Directorates and the resource needs for the delivery of the forthcoming County Development Plan having regard to resources (both financial and human) available.	Prepare, present, and implement a Workforce Analysis and review of the current Workforce Plan 2022 – 2024 to Management team, staff, and unions.	Workforce plan 2022 completed and implemented	Workforce plan 2022 completed and implemented	2015 Workforce Plan incorporating I Department Sanctioned Posts	2022 Action - Prepare, present, and implement a Workforce Analysis and review of the current Workforce Plan 2022 – 2024 to Management Team, staff and unions



PRINCIPAL SERVICE: ICT	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	The preparation of a comprehensive workforce plan for the Council based upon the strategic priorities and objectives of the Council Directorates and the resource needs for the delivery of the forthcoming County Development Plan having regard to resources (both financial and human) available.	ICT to determine a framework of systems and services required to support blended working arrangement	Workforce Plan Complete and Implemented with ICT requirements identified.	Workforce Plan Complete and Implemented with ICT requirements identified.	Remote working not implemented pre COVID-19	Identification of needs and provide support in the implementation of a Blended Working Policy in CCC.
2	Underpin the Physical, Social, Economic and Rural Directorates' strategic and operational plans with Finance, Human Resources, ICT and Corporate Services support in the delivery of their objectives	ICT provide a professional ICT support service reducing the impact of any service disruption. Calls will be prioritised on business need.	Continuous Improvements to ICT systems and Processes	Continuous Improvements to ICT systems and Processes	Continuous Improvements to ICT systems and Processes	Advance Notice to users whose password is due to expire
3	Further develop and support all directorates in the corporate compliance and support role in procurement, data protection, freedom of information, ethics, internal audit and overall corporate governance	Work with HR to provide cyber awareness training ICT ensure adequate security control are in place to protect against cybercrime	ICT users to receive Cyber security training at least once every two years.	Number of users trained.	Cyber Security course is ongoing	Review current delivery Model and if required update to protect against emerging cyber security concerns.

<p>4</p> <p>Launch and Co-ordinate the delivery of ClareCo Co Innovation Strategy to include centralised Customer Service CRM and a Record Management system and work with departments to deliver innovation in service delivery</p>	<p>Promote and introduce process automation Lead on development of CRM Solution to delivery on customer service requirements Provide Addition digital services</p>	<p>Innovation Strategy launched with key projects identified.</p>	<p>No of project associated with the innovation Strategy in train.</p>	<p>Limited digital service footprint.</p>	<p>Further develop grants platform for all LA appropriate serviced. Support the development of additional digital service options to replace manual services. Support on the development of CRM solution to delivery on customer service requirements</p>
<p>5</p>	<p>Enhance communication and share information so that all staff, Elected Members, and citizens understand the aim, purpose and scope of Clare County Council's including review of our communication platforms including website and social media platforms</p>	<p>Upgrade to extranet site Overhaul Clare County council web presence.</p>	<p>Extranet updated.</p>	<p>Extranet Hosted on Old technology.</p>	<p>Work With Corporates Services to define the Goals of the projects.</p>
<p>6</p>	<p>Continue to Implement an ICT review and improvement Programme for the business needs of the Council</p>	<p>Support the rollout of system upgrades to various functional areas including planning, FMS, HR, Emergency Services.</p>	<p>Systems upgraded in line with Directorate plans to include servers and licence use optimised.</p>	<p>Systems upgraded in line with Directorate plans to include servers and licence use optimised.</p>	<p>Rationalise System users of front versus back-office functionality.</p>
<p>7</p>	<p>Review of the Council's Business Continuity Plan following the implementation and experience of the Covid-19 pandemic</p>	<p>Set up off site DR locations for Critical Applications Document the procedures and agree procedure when DR site should be activated</p>	<p>DR Site established for Critical ICT services and tested with Immutable backups in place</p>	<p>Disaster Recovery Site improvements implemented and documented.</p>	<p>Challenging DR setup and back up arrangements, highlighting areas for improvement.</p>
<p></p>	<p>Implement Immutable backup to protect against the increasing risk of ransomware</p>	<p></p>	<p></p>	<p>Update the Disaster response Procedure addressing all aspects including recovery processes, backup, monitoring, testing, etc.</p>	<p></p>



	Upgrade existing Virus protection system to provide 24/7 monitoring and alerts RDP access to servers is MFA protected Upgrade Active directory			
8	Implement the Finance and Support Services Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office	Support facilities to manage and monitor power usage in Clare Co Co ICT continued commitment to reduce power usage where opportunities arise.	Power Usage metrics	Power Usage metrics Reintroduce Power management to PC



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 function, Local Enterprise Office, Property Management, Strategic Economic Initiatives, and related support services. The Directorate 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

Planning Department

Strategic Economic Initiative

Local Enterprise Office

Shannon Municipal District

Property Management

Town Centre First Implementation



Economic Development Delivery Plan 2022					
PRINCIPAL SERVICE: Economic Development					
	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021
1	Progress the development of an Enterprise and Innovation Centre for Ennis and County Clare to incorporate a FDI landing space	Finalise and assess the funding platform to provide this	Planning permission granted design completed and construction underway	Stage of process	Planning permission applied for
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 as per the establishment of the Ennis 2040 DAC.

PRINCIPAL SERVICE: Strategic Economic Initiatives

	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Progress the initiation, development and completion of several Strategic Economic Plans and Projects, including (a) Shannon Town Masterplan (b) UL/South Clare SDZ (c) Clare Maritime Economic Zone (MEZ) (d) Roche Masterplan (e) Implement the Government's Town Centre First (TCF) initiative for Co. Clare	Secure Funding, Define Scope and desirable Outcomes Collaborate with internal expertise and external agencies Establish project teams, apply for funding and develop & complete projects Secure the resources to implement TCF	Stages of Plans/Projects developed. Collaboration with Agencies (internal & external) Funding acquired	Complete (a)(i) Shannon Town Masterplan (a)(ii) Identify a number of projects from the plan to take to JRDF funding including the One Shannon Hub/Civic & Community hub (a)(iii) Complete the Design Brief for the One Shannon Hub. & TCF Regeneration Officer recruitment. Selection of TCF towns by Council	(a) Draft Plans near conclusion (c) Consideration of Legal issues; background SEA/HDA work undertaken (d) Business Plan; EI Funding Obtained; Preferred Model of delivery in progress. (e) initial Engagement with Roche and environmental baseline	Continue to progress and conclude the Projects Establish & resource project teams. Participate in the Government's Shannon Estuary Taskforce work with the objective of facilitating the development of the offshore renewable energy (ORE) off our coast & the creation of supply chain job creation for the ORE sector.



PRINCIPAL SERVICE: Forward Planning		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Continue with the Preparation of the CDP 2023-2029 in line with legislative requirements	Finalise public consultation stages of the Draft Plan, prepare Chief Executive Reports as required and facilitate the members consideration of the draft plan.	Issue Chief Executives Report to the Elected Members by July 10th, 2022, and facilitate a Council Meeting for the members consideration of the plan by the 21st of October 2022.	Meeting statutory requirements	2nd stage of public consultation on the Draft Plan completed as of the 28th of March 2022.	Commence drafting of the Chief Executives Report for the Elected Members
2	Complete/Commence non –statutory plans including Corofin Streetscape Enhancement Strategy, Ennistymon Masterplan and Sixmilebridge Town Centre First Plan	Provide support to the Kilrush Town Team to develop a Kilrush Masterplan	Complete /COMMENCE masterplans for the sites identified.	Prepare Briefs, hold public consultation as required, produce draft plans. Present draft plans amend based on feedback and conclude. Provide Town Teams support	Have the plans been completed?	Plans to be produced for Ennistymon, Corofin, Sixmilebridge and Kilrush. Ennistymon are advancing well and the Sixmilebridge plan is at tender procurement stage.
3	Process Vacant Sites across the County	Comply with statutory requirements.	Meet statutory requirements Value lands Engage with landowners	Are statutory requirements being met?	On-going	Statutory compliance

PRINCIPAL SERVICE: Development Management					
	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021
1	Process planning applications, pre-planning's, Section 5's, Part VIII applications, Section 57 Declarations etc.	Management and Organisational procedures in place to meet legislative requirements	Compliance with statutory deadlines	ISO 9001 procedures, Board Pleanala decisions	Processing of files ongoing

PRINCIPAL SERVICE: Planning Enforcement					
	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 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



PRINCIPAL SERVICE: Heritage		Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Complete Heritage Council Funded Projects once funding approval has been announced.	Prepare briefs and award tenders. Manage consultants	Prepare briefs and award tenders. Manage consultants and facilitate public consultation in the plan preparation.	Projects to be completed by October 2022.	Have the projects been completed and Heritage Council money drawn down	Acceptance of proposals by the Heritage Council	Finalise projects
2	Complete Lisdoonvarna Heritage Appraisal plan	Prepare brief and award the tender. Manage consultants and facilitate public consultation in the plan preparation.	Project to be completed October 2022.	Has the plan been completed, and Heritage Council Funding drawn down	Brief preparation and commencement of the procurement process.		Brief to be finalised and consultants to be appointed.
3	Process Conservation Grants including Built Heritage Investment and Historic Structures Funding	Manage the award of Conservation grants to the public.	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 2022

PRINCIPAL SERVICE: Taking in Charge of Estates						
	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
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 therein to a satisfactory standard for Taking in Charge	Active engagement with Developers, Receivers & Bondholders	Take in Charge 10 Estates in 2022 Carry out remedial works to 3 major estates – with priority to be given to the Shanballa and Cappahard Estates in Ennis	Have the targets been met?	Programme of works agreed for 2022	Review Registers and historical information

PRINCIPAL SERVICE: Development Contributions						
	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Maximise the collection of development contributions. Review Bad Debts	Engage with those in arrears. Carry out a review of all historical balances. Set up meetings in Q2 2022	Bad debts review of top 20 debtors to be completed by June 2022	Reduction of long-term debt.	Review requested by Auditor.	Ongoing review of Development contribution debtors. Setting up meetings and have discussions with relevant personnel.
	Engage with all Directorate to identify suitable projects for funding from Contributions.		Projects to be identified by July 2022	Additional Development Contributions to be assigned as part of 2022 AFS		



PRINCIPAL SERVICE: Property Management		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Implement work programme of Property Management unit, to include leases, licences to community groups and business organisations in relation to Council owned lands and properties	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. Projects include: <ul style="list-style-type: none">• Emergency works at Blakes Corner Buildings• Ballymaley Enterprise and Innovation Centre• Work on Council owned buildings• Relocation of Kilrush Digital Hub to Mill Building at Francis Street on a long term lease• The subsequent conversion of first floor offices at Kilrush Town Council to staff office accommodation	Buildings and property to be developed in line with capital works programme.	Projects commenced and completed.	Project progression	Current stage of each project	Completion of the projects commenced in 2021 early 2022.

PRINCIPAL SERVICE: Derelict sites		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	<p>Review the derelict sites process to date and ensure a targeted approach to reducing the level of dereliction in towns and villages.</p> <p>Work with other directorates on specific programmes to rejuvenate such sites</p> <p>Do briefings to the elected councillors by Municipal District on the opportunities and challenges in this area</p>	<p>Ensure a targeted approach to reducing the level of dereliction in towns and villages.</p> <p>Deal with all new complaints in a progressive and consistent manner</p>	<p>Review of all files to address the issues arising with a view on solving such sites</p> <p>Do a pilot project one town / village</p>	<p>Review to be completed and brought to Management Team</p>	<p>Expand the activity in this area, which has been limited in recent years</p>	<p>Prepare strategy which will involve additional resourcing in this area</p>
PRINCIPAL SERVICE: Casual Trading						
1	<p>Manage the annual casual trading licences, under 2021 Bye-Laws</p> <p>Develop CRM system to improve administration of licences</p>	<p>Manage the annual casual trading licences.</p> <p>Work with IT Department</p>	<p>Number of licences issued</p>	<p>As required</p>	<p>Scope to be done for new system</p>	<p>As required</p> <p>Manual only</p> <p>Develop CRM system</p>



PRINCIPAL SERVICE: Facilities and Buildings Management

	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Manage and maintain our corporate buildings to a high standard and in line with Health and Safety requirements Prepare plan for Procurement of service contracts across buildings	Implement improvements in Aras Contae and 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
2	Prepare plan for review of Council buildings, set up on Flex Buildings Management system with focus on service contracts, standards and energy improvements	Manage Council owned buildings to standard and ensure compliance with governing regulations	Plan prepared for 3-year programme	Plan approved and funding regime put in place	Plan approved	Buildings Manager to be recruited

PRINCIPAL SERVICE: Shannon Municipal District		Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Surface Dressing Programme: To surface dress 11.3Km of road identified across the MD. –7 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 & recent H&S guidance.	
2	Restoration Improvement: 4.198Km road identified for restoration in SMD – 11 segments of road identified.	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. 8 segments of road identified for treatment in 2022	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.	-	



5	Green Space and Street Cleaning: Including the grass cutting contract for the 130 Ha green space in 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 level maintained at each school	Continuity of service and expectations met.	Standard Operating Practices in place
7	Town and Village Renewal Schemes: Bunratty (€165K), Parteen (€122K), Clonlara (€500K) and Drumgeely (€250K) Town and Village renewal schemes.	Resources confirmed and works planned	Projects being progressed in priority of approval - Bunratty and Parteen to be completed in 2022 with Drumgeely and Clonlara at design	Project deliverables > 50% completed	Programmed work
8	Active Travel Programme: Greenway Development (with PMO) / Meelick Footpath / Ballycasey Green Area / Additional Footpath Works (€1.2m)	Resources confirm and project phases progressing	Delivery of key phases	Projects to be delivered	Programmed works
9	Disability Funding: Shannon Town Playground (€27K)	Works planned	Delivered	Delivered	
10	ORIS - Outdoor Recreation & Infrastructure Scheme: Drumgeely (€20K), Newmarket On Fergus (€180K)	On-site Works progressing in Drumgeely – NoF at Design	Delivery of Works	Projects to be delivered	Programmed Works

11	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.
12	Covid19 Response Planning & Implementation: Continue to review H&S and policy inputs and project design with mitigation to COVID crisis in mind.	Effective communication, strategic planning, and engagement.	Co-operation from communities.
13	Low Cost Safety Schemes: Including the Cratloe Road.	Resources confirmed and allocated and works planned	Projects delivered and grants secured
14	Green Flag Award: Achieve a Green Flag standard for the Shannon Town Park	Achieve the standards required for accreditation	Standard Achieved
15	Other Projects Including: Sixmilebridge Master planning, improving Public Spaces, Biodiversity (Shannon In Bloom), GMA and URDF Development Effective project management.	As Resources are confirmed the works will be scheduled	Projects delivered and grants secured
16	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



17	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.
18	Storm water network maintenance: Maintain storm water network.		Inspection of storm water network maintenance to include jetting and recording of same.
19	Support to community & business groups: Strengthen engagement process.	Implement Engagement HQ consultation platform.	Continue to work in collaboration with Community Groups across the MD
20	Sustainable Transport Planning: Ongoing engagement with NTA regarding public service. Draft potential project proposals and liaise with the National Transport Authority regarding funding opportunities.	Match potential projects with available funding opportunities.	Continue engagement with NTA on public service Approved projects under 'Active Travel' and 'Climate Action' - complete design, conclude statutory processes and construct accordingly.
21	Public Realm conservation & enhancement: Effective project management and strong engagement with contractors.	Ongoing evaluation of current project deliverables against original programme	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 Appropriate funding drawn down. New applications submitted.

PRINCIPAL SERVICE: Local Enterprise Officer

	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Proactive client engagement through advisory clinics and mentoring programme	Discuss all LEO Clare services with clients	Number of clients who engage with services	300 individual mentoring participants	350 (increased numbers C19 related)	More targeted approach by aligning mentoring assignments with upskilling training.
2	Develop and support the creation of an eco-system focused on innovation and exporting.	Information webinars, export focused event and export development programme.	Number of participants on Export Development Programme.	12 clients	N/A	Proactive engagement with minimum 60 clients to assess their ambition and capability to innovate and enter export markets.
3	Realignment of training programme focused on building competitiveness and entrepreneur development.	Specific management and leadership development programmes. Delivery of training will be a combination of physical and online.	Number participants attending training courses and workshops	1,500 (75 on management development programme)	1,537	Enhance use of social media to raise awareness coupled with targeted approach to minimum 60 enterprises.
4	Green for Micro, LEAN for Micro and Digitalisation initiatives	Promotion via LEO website, social media and newsletter	Number of participating enterprises	42	29	Proactive engagement with minimum 60 clients



5	Develop female entrepreneurship	Invite participation on a 9-month development programme.	Number females participating	8	N/A	Participants are selected based on ambition and capability.
6	Ongoing delivery of Measure 1 grant support	Promotion of Measure 1 grant offerings via LEO website, social media, online events and newsletter	Number of enterprises to apply for various grants	30	28 approved	Promotion via social media and local media.



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; co ordinating 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 wastewater 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.

Physical Development Delivery Plan 2022					
PRINCIPAL SERVICE: ENVIRONMENT		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021
	Objective:				Improvement Actions 2022
1	Climate Change Adaptation Strategy	<p>Detail and implement objectives identified in Climate Change Adaptation Strategy 2019-2024 for County Clare.</p> <p>Document in a prescribed format the progress in implementing the allocated actions under this strategy.</p>	Implement objectives	Achieve compliance with Physical Development Objectives	N/A
2	Climate Change	<p>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.</p> <p>Engage with CARO on projects and plans to achieve energy and carbon targets</p>	50% energy user reduction by 2030	Target achieved	2021 energy usage
3	RMCEI Plan 2022	Achieve the actions specified in the 2022 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	2021 RMCEI inspections
4	River Basin Management Plan 2018-2021 (WFD) and the pending 2022-2027 plan	Support to LAWPRO and the EPA in the implementation of the	Provide support where required	Implement WFD Plans	New



	objectives and plans relating to the Water Framework Directive 2000/60/EC. Engage with LAW/PRO and EPA on the 3 rd cycle of the RBMP	2021 Beach Bye Laws	Maintain existing number of Blue Flags	Maintain 2021 Blue Flags status
5	Beach Facilities	Continue to ensure compliance with the Beach Bye laws 2021, and monitor all activities regulated by such Bye laws. Beach management including Blue Flag and Green Coast applications, maintenance, complaints handling and Lifeguards provision. Review beach operations to enhance visitor experience.		
6	Central Waste Management Facility (CWMF)	Ensure CWMF site operates in compliance with EPA Waste Licence W0109. Complete the Closure, Restoration and Aftercare Management Plan (CRAMP).	Compliance achieved	Operations compliant Project completion
7	County Clare Waste Management Byelaws, 2018	Continue to monitor and increase public awareness around the 2018 byelaws and their content including household responsibilities, increase compliance and uptake with kerbside bin collection with the expected outcome to reduce illegal dumping.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan
8	Litter Management and Enforcement	Update Litter Management Plan. Implement objectives set out in the Litter Management Plan, which sets out objectives for the prevention and eradication of litter throughout Clare and to continue enforcement of the Litter Pollution Acts, as amended.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan

9	Health & Safety	Implement requirements of Clare County Councils Occupational Health and Safety management system and programme. Update all relevant documents.	Annual Health and Safety targets	Meet inspection targets in H&S Plan	2022 Target as set in Plan
10	Shannon Estuary Anti-Pollution Team (SEA-PT)	Support the 2022 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 training exercise	New
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. The agency is tasked with promoting renewable energy resources and initiatives, energy management and climate change. CCC was awarded the ISO 50001 Certificate of Registration of Energy Management System in February 2020. Equipped with this we aim to continually improve our energy performance.	Continued development of ISO standard	Achieve reduction in energy usage	ISO 50001
12	Gardening	Prepare and implement an annual planting programme including maintenance of same. 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. Complete Garden Projects for Municipal District offices.	Annual Planting	2020 programme	Introduction of All Ireland Pollinator Plan. Achieve 60% planting of perennial and pollinator-friendly plants by end of year



13	Waste Enforcement and Regulation	Processing and administering Waste Facility Permits and Certificates of Registration. Compliance with all regulations concerning waste and litter and any enforcement action required.	Annual RMCEI targets Meet inspection targets in RMCEI Plan 2022	2021 Inspections	
14	Waste Management and Recycling	To comply with requirements of the Southern Region Waste Management Plan 2015-2021. This document will be replaced in 2022 with the 'National Waste Management Plan for a Circular Economy'. Operating recycling centres, transfer stations and bring banks. 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.	Efficient Operation of Civic Amenity Sites Compliance with SRWMO objectives Meet inspection targets in SWRMO Plan	2021 Service levels	
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 completion	2021 Awareness Programme	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	2021 Inspection programme	
17	Food Safety, Veterinary Services	To comply with all aspects and requirements of the Service Level Agreement with the Food Safety	Comply with FASi guidelines Ensure compliance with risk rating	2020 Rating	

	<p>Authority of Ireland and to ensure integrity of all food produced in the county.</p> <p>Ensure all animals presented at Abattoirs receive full anti mortem and postmortem examination.</p> <p>Supervise and grant approval for all abattoirs and meat plants including Game establishments.</p>	<p>Risk assess all new food businesses</p> <p>Ensure all food businesses are compliant with legislation</p>	
18	<p>Animal control</p> <p>To effectively manage the control of dogs in compliance with the Control of Dogs Act 1986, as amended utilising our new dog shelter and rehoming animals via our links with Dog Trust. To control and rehome loose/stray horses in a caring manner and in compliance with the Control of Horses Act 1996, as amended.</p> <p>Tender for Services of A Dog Warden and Dog Shelter</p>	<p>Compliance with Control of Horses act</p> <p>Compliance with control of Dogs Act</p>	<p>Record the number of non-compliances with the Act</p> <p>Tender completion</p>



PRINCIPAL SERVICE: WATER SERVICES					
	Objective:	Strategies:	KPI 2022 Measurement 2022	Current Baseline 2021	Improvement Actions 2022
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, 46 Operational Measures – 7 of which are rolling up into KPI's 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, 46 Operational Measures – 7 of which are rolling up into KPI's and 9 Tracking Measures		Working with Irish Water to ensure 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, 46 Operational Measures – 7 of which are rolling up into KPI's and 9 Tracking Measures		Working with Irish Water to ensure sufficient water and wastewater capacity is maintained and developed to sustain continued growth in County Clare.
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), the 2020-2024 CIP, Clare UTAS (WW) Programme.	N/A		Working with Irish Water to ensure 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. Housing, Local Government & Heritage	N/A
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, Local Government & Heritage to prepare strategies for the future maintenance of such infrastructure and its funding.	Potentially adopt adverse possession / CPO option in 2022
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, Local Government & Heritage to prepare strategies for the future maintenance of such infrastructure and its funding.	N/A
8	Rural Water Programme: Progress the MARWP capital programme 2022-2024. Submit funding bids on behalf of Group Water Schemes.	Comply with Circulars from Dept of Housing, Local Government & Heritage. Progress transfer of GWS's to IW public network.	Increase number of GWS's availling of funding streams. Both Subsidy and Capital (MARWP).



PRINCIPAL SERVICE: ROADS		Strategies:	KPI 2022	Measurement 2022	Baseline 2021	Current	Improvement Actions 2022
1	Maintenance & Management of the Road Network	<p>Preparing and coordinating the delivery of the Roadworks 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>To maximise % of Regional & Local roads that receive a PSCI rating</p>	<p>Performance v targets</p> <p>Budget and grant allocations in SMDW</p>	<p>6.35% of regional & local roads strengthened and maintained (6.67% of regional and local roads)</p> <p>Regional & local roads surveyed (71% - 60%)</p>		<p>275km of roads to be strengthened and maintained (6.67% of regional and local roads)</p>
2	Road Design		<p>Development of a sustainable transport network to cater for the future needs of County Clare</p> <p>Designing and delivery of Safety Improvement Schemes</p> <p>Designing of Traffic Calming measures</p>	<p>Projects designed and delivered</p>	<p>Performance v targets</p> <p>Budget and grant allocations in SMDW</p>	<p>11 safety improvement schemes completed in 2021.</p> <p>27 bridges refurbished in 2021</p> <p>DOT, TII & NTA funded projects</p>	

	<p>Management and delivery of Bridge refurbishment programme</p> <p>Collating programme of work based on funding and needs of Area Engineers</p> <p>Enhancing road network by the provision of design to relevant standards</p> <p>NTA bus shelters and bus routes</p> <p>TII road safety improvement measures</p> <p>Management & Design of Active Travel Projects</p> <p>Supporting the NTA with the Connecting Ireland project</p> <p>Supporting delivery of LSMATS with NTA and Limerick City & County Council</p> <p>Eurovelo cycle project</p> <p>Managing Road Schedule</p> <p>Assessment of Planning Applications</p>	<p>Completed by the end of 2022</p> <p>10 new bus shelters constructed in 2021</p> <p>Construction works on 11 projects commenced under the Active Travel Programme</p>	
3	General Design Office	<p>Delivering of crossdirectorate services and projects</p> <p>Development of Clare Digi Hubs</p>	<p>Projects designed and completed</p>



	<p>Development and refurbishment of Council properties and facilities</p> <p>Development of tourist amenity facilities</p> <p>Design support for Project Management Office capital schemes</p> <p>Design support for Transportation projects</p> <p>Delivery of Town and Village Renewal Projects</p> <p>Mapping and management of upgrade works to burial grounds</p> <p>Mapping and registration of all Council owned lands and properties</p>	<p>Delivering the Winter Maintenance Programme</p> <p>Supporting aims and objectives of Major Emergency Plan</p> <p>Timely servicing of equipment and staff training in advance of Winter season</p> <p>Monitoring weather prospects and issuing information and warnings as required</p> <p>Dealing with emergencies such as flooding, fallen trees etc</p>	<p>% of road network treated & no. of applications applied</p>	<p>Performance v targets in Winter Maintenance Plan</p> <p>Major Emergency Plan</p>	
4	Emergency responses & winter maintenance				

		Maintenance of winter maintenance fleet and ensuring sufficient salt supplies are in place Managing Emergency Phone		
5	Road Safety	Completing and implementing a road safety action strategy through the Road Safety Working Group. Promoting an integrated approach to Road Safety in the County	Establish a new RSWG. 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	No. of public lights refurbished	No. of public lights refurbished 6,630 LED lights fitted 682 LED bulbs fitted
7	Machinery Yard	Maximizing the use of Council owned plant as part of the Roadworks Programme Continually examining the Machinery Yard from an efficiency perspective Explore the option of developing a replacement strategy to ensure the retention of the business knowledge in specialist areas/roles.	Machinery Yard plant hired	Income generated by Machinery Yard from hiring plant Fleet management plan to be completed in Q4 2022



	Maintenance of all council owned vehicles Develop a multi annual fleet management plan		CIS – 15 roads to be completed
8	Road Grant Schemes	Administration of LIS, CIS Schemes & Community Hedge cutting Grant schemes	Number of projects completed v grants approved Community Hedge cutting – 34 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.

PRINCIPAL SERVICE: PROJECT MANAGEMENT OFFICE: The Project Management Office manages the design and delivery of much of the Council's capital programme.						
	Objective:	Strategies:	KPI 2022	Measurement	Current Baseline 2021	Improvement Actions 2022
1	Advance the delivery of the priority capital projects as outlined below: <ul style="list-style-type: none"> • Killaloe Bridge & Bypass • N19 Shannon Airport Access Road • Ennislymon Bridge and Inner Relief Road (Blake's Corner) • N85 realignment at Kilnamona • LNDR • Shannon Estuary Embankments • CFRAM Projects at Springfield, Kilkee, Bunratty, Shannon & Kilrush • Doolin Pier Visitor Services Building & associated Carparking • West Clare Greenway (Section 1 Kilrush to Kilkee) • West Clare Greenway (Section 2 Ennistameen) • Asbestos Remediation project • LIHAF Project at Clareen • Other Coastal Protection Works • Other Minor Flood Relief Works • Mapping of Benefitting areas following completion of Ennis South Flood Relief Scheme • Completion of River Fergus Walk/Cycleway • Shannon Bunratty SMB Greenway proposal 	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 do not apply.	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 docs such as Project Management Guidelines, Capital Appraisal Framework, Project Appraisal Guidelines, etc.	N/A No deficits in relation to the PMO services were identified in the Annual Report by the Minister or NOAC and Progression of CFRAM Projects and the completion of Coastal Protection	



		therefore, there are no improvement actions required at this time.
<ul style="list-style-type: none"> ● All projects are identified in advance as having significant strategic and/or tourism and/or amenity benefits and are demonstrating significantly positive cost-benefit ratios at prescribed development stages. 	and Repair programme arising from storms and floods experienced in recent years.	

PRINCIPAL SERVICE: CIVIL DEFENCE – Assistance to the Principle Response Agencies (LA, An Garda & HSE). To assist at community & charity events.					
	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021
					Improvement Actions 2022
1	Continuity of services	<ul style="list-style-type: none"> Civil Defence business continuity plan Risk assessment for Civil Defence activities Provide mandatory training 	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	<ul style="list-style-type: none"> Engagement with the Principle Response Agencies 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 & audit of activity No improvement action required at this time
3	Provide support to community events	<ul style="list-style-type: none"> 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



4	Maintenance and improvement of current vehicle fleet	<ul style="list-style-type: none"> • Fleet service & maintenance program • Apply to the Dept. of Defence for funding for fleet improvement 	<p>Vehicle service & maintenance records</p> <p>Purchase of additional vehicles/equipment</p>	<p>Vehicle proposals approved for grant aid funding or procured</p>	<p>Review of fleet management records</p> <p>Fleet update records</p>	No improvement action required at this time
5	Manage Assistant Civil Defence Officer and assist him implement the policies & procedures of Clare County Council and the Dept. of Defence	<ul style="list-style-type: none"> • Training • Assistance • Review 	<p>PDP</p> <p>Review with Line Manager</p>	PDP Review	N/A	No improvement action required at this time

PRINCIPAL SERVICE: FIRE & BUILDING CONTROL					
	Objective:	Strategies:	KPI 2022	Measurement 2022	Baseline 2021
					Current
1	Prepare a programme of works to upgrade Ennis Fire Station and associated facilities.	<p>Prepare a programme of works to seek capital funding to upgrade Ennis Fire Station to include:</p> <ul style="list-style-type: none"> • Staff Consultation • Planning Authority • Consultation • NDFEM Guidelines 	To be in a position to prepare a Part VIII Planning Application to Clare County Council	Internal Reviews	<p>Brigade Maintenance Facility has been relocated to allow for additional area to be provided for Ennis Fire Brigade</p>
2	Retain Accreditation to ISO 45001:2018 for the Fire & Building Control Safety Management System	<ul style="list-style-type: none"> • 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	<p>Accredited to ISO 45001 in 2020</p> <p>Continuous improvement based on 2021 Audit by NSAI</p> <p>Ensure compliance with Clare County Council's Safety Management System</p>
3	Develop the Fire Service fleet with the preparation of appropriate submissions for grant aid funding from the DHPG	<ul style="list-style-type: none"> • Continuous review of Fire Service Fleet • Preparation of Capital Funding proposals 	<p>Delivery of 1 No. new Class B Fire Appliance</p> <p>Delivery of 2 No. Pre-owned Class B Fire Appliances</p>	<p>Vehicle proposals approved for grant aid funding or procured</p>	<p>Ongoing</p> <p>N/A</p>



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> <p>A. % of cases in respect of fire where first attendance is at the scene within 10 minutes</p> <p>B. % of cases in respect of fire in which first attendance is at the scene after 10 minutes but within 20 minutes</p> <p>C. % of cases in respect of which first attendance is at the scene after 20 minutes</p> <p>D. % of cases in respect of all other emergency incidents in which first attendance is at the scene within 10 minutes</p> <p>E. % of cases in respect of all other emergency incidents which first</p>	<p>Based on outturn of 2022 Budget</p> <p>Carried out in conjunction with Munster Regional Communications Centre</p>	<p>€51.41 (2020 Figure)</p> <p>4.81 minutes</p> <p>4.79 minutes</p> <p>52.28%</p>	<p>Ongoing review of incidents to ensure that where unusual timescale noted, with identified remedial actions implemented, where necessary</p>
---	--	--	--	---	--

		attendance is at the scene after 10 minutes but within 20 minutes F. % of cases in respect of all other emergency incidents in which first attendance is at the scene after 20 minutes		Review of relevant Fire Officers workload to ensure that Building Inspection targets are met
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 DHLIP inspection target of 12% – 15%	10.18%
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 	N/A	N/A
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 	<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 	<p>% of Schools Completed 0</p> <p>No. of Training Seminars provided 77</p>



	<ul style="list-style-type: none"> • Advise the Courts under the relevant Intoxicating Liquor Legislation • Assessments of Fire Safety Certificates 	<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>No. of Licences dealt with annually</p> <p>70%</p> <p>Ongoing review of workload of Fire Officers</p>	
8	<p>Facilitate the preparation of the Major Emergency Plan and associated response by the Local Authority in conjunction with other agencies</p>	<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>	<p>N/A</p> <p>Internal Review / NDFEM Feedback</p> <p>N/A</p>

PRINCIPAL SERVICE: ENNIS MUNICIPAL DISTRICT		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
Objective:						
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. Assist Tidy Towns to maintain highest standards	Purple flag accreditation 2022 Most Enterprising Town Assist Tidy Towns to maintain highest standards	Quality applications	Review progress in previous years and implement suggested improvements for Purple Flag. <ul style="list-style-type: none">• 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 whilst facilitating blended arrangements.	CRM cases closed in a timely manner. NOMs responded to and acted on in a timely manner.		
3	Development of a business case for the replacement of existing street bin infrastructure	Reduction in risks relating to manual handling injuries.	Business case submitted	Budget secured & items procured.		
4	Delivery of Capital Projects	Effective project management.	Achieve 2022 milestones	Works completed against plan. Adhere to grant deadlines.	<ul style="list-style-type: none">• Advance statutory processes for Ballyallia project• Clar – Kilnamona Parnell Street Laneways & Bow-ways project• ORIS - Ballybeg Wood Approved projects under 'Active Travel' and	



		<p>'Climate Action' - complete design, conclude statutory processes and construct accordingly.</p> <ul style="list-style-type: none"> • Support PMO in delivery of Ennis Public Realm regeneration project • Continue the Engagement with a Structural Engineer Consultant to prepare a brief for the structural evaluation of the Clarecastle Barrage using Asset Management Principles (Tender process for engagement of a Structural Engineer Consultant to be completed by end of July 2022) 	
5	Delivery of the Schedule of Municipal District Works Programme	Effective management of resources to achieve planned outcomes.	Deliver on time Programme Delivery
6	Environmental - Litter Management	Maintain standards, IBAL classification and positioning.	Maintain IBAL classification Timely removal of reported illegal dumping.
7	Environmental - Street Cleaning	Maintain standards.	
8	Festival & Events co-ordination & support	Provide assistance to festivals where requested.	<ul style="list-style-type: none"> • Co-ordinate St. Patrick's Day event. • Produce 'Christmas in Ennis' programme • Facilitate other festivals, through installation of

			barriers, street cleaning etc. Facilitating road closures
9	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
10	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.
11	Public Realm conservation & enhancement	Effective project management and strong engagement with contractors.	Ongoing evaluation of current project deliverables against original programme. 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
12	Road Opening Licensing	Effective operation & billing	On time billing Appropriate funding drawn down. New applications submitted.
13	School Wardens	Maintain high level of service	Maintain service when schools are open.
14	Storm water network maintenance	Maintain storm water network	Inspection of storm water network maintenance to include jetting and recording of same, where budget permits



15	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' • Process applications under festivals & events for potential GMA funding. • Liaise with community groups on advancement of projects.
16	Sustainable Transport Planning	<ul style="list-style-type: none"> • Ongoing engagement with NTA regarding bus service. • To develop the Ennis pedestrian friendly & park & stride assessment report in conjunction with 'Momentum Consultancy' and the NTA • Development of alternative parking solutions. 	<p>Publish Ennis pedestrian friendly & park & stride assessment report.</p> <p>Funding applications to NTA to undertake relevant studies.</p> <p>Pre-planning meetings to be held to progress possible part Vills</p>	KPIs achieved	<ul style="list-style-type: none"> • Continue engagement with NTA on bus service. • Prepare funding applications • Implement studies pending funding. • Following pre-planning prepare business case for the development of parking solutions.
17	Planned & reactionary maintenance.	Work on issues identified by the Public.	Carry out works in a timely manner.	Number of CRMs closed.	
18	APTA	Development in line with requirements under RSES and NTA guidelines.	Plan commenced in 2022		<ul style="list-style-type: none"> • Procure consultants • Undertake public consultation



RURAL DEVELOPMENT



LEONARD CLEARY
Director of Rural Development



The principal function of the Directorate is to ensure that a strategic rural development 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 & Community Development, Geraldine Enright, General Manager Cliffs of Moher Visitor Experience and Donnacha Lynch, Head of Due Diligence Project (Shannon Heritage).

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 2022, the key focus of the Rural & Community Department is

- Implement Clare Rural Development Strategy 2026
- Manage rural development and community grant programmes
- Manage the LCDC (Local Community Development Committee) and L.E.C.P.
- Co-Ordinate Healthy Ireland Strategy, Age Friendly Strategy, Joint Policing Committee, Rural SPC and Burial Grounds/Playgrounds

For 2022, the key focus of the **Tourism Department** is:

- 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 Advisory Forum.
- Manage and Lead the Tourism Department on the delivery of the Strategic Marketing Plan 2022.
- Manage and Lead the Tourism Department in the Product Development and in the delivery of four key capital projects throughout the County.
- Oversee the Operations of the Visitor Attractions of Vandeleur Walled Gardens and Loop Head Lighthouse.



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 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
- Operate DigiClare remote working Hubs.
- Work in partnership with NBI (National Broadband Ireland) on the implementation of the National Broadband Plan. Facilitate the roll out of Fit for Purpose High Speed Broadband Access for All Encouraging new investment, job creation and sustainable employment

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.

The key focus of the **Due Diligence Project** for Shannon Heritage is:

- To carry out a Due Diligence exercise on all Clare-based tourism sites operated by Shannon Heritage to include finance, legal, HR, marketing, product quality, capital investment, conservation, and heritage etc.
- Prepare a report for National Government and a transition plan.

The key focus of the **West Clare Municipal District** is:

- To provide local services through the MD offices at Kilrush and Ennistymon.
- To implement the “West Clare MD Plan of Priority Strategic Projects”.
- Co-ordination of services projects in West Clare MD.

Rural Development Delivery Plan 2022						
PRINCIPAL 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 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
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	Nil	Continued delivery of the actions under the 5 pillars of the Clare Rural Development Strategy 2026.	Nil	
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	Nil	SICAP KPI1:322 Community Groups KPI2:470 Individuals	SICAP KPI1:322 Community Groups KPI2:470 Individuals	
3	Undertake a Review of the LECP and coordination of new LECP in accordance with National guidelines	Local Economic and Community Plan 2023-2027	Nil	Prepare a scope and terms of reference for the appointment of a consultant to prepare a new statutory Local Economic & Community Plan for County Clare.	Nil	



4	Coordinate the Age Friendly Strategy & Healthy Ireland Strategy.	Age Friendly Strategy 2018-2022 Healthy Clare Strategic Plan 2019-2021 (extended to 2022)	YIA: Participation in Comhairle na nÓg Scheme (NOAC) Nil	Continued delivery of the actions under the Age Friendly Strategy. Nil	Nil
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)	Nil	No. of projects submitted for funding No. of applications in receipt of funding Amount of funding received	No. of projects submitted for funding No. of applications in receipt of funding Amount of funding received	Nil
6	To manage the Burial Ground function in accordance with statutory requirements, having regard to the sensitive nature of the function.	Nil	Ensure records are maintained and rules of operation adhered to. Implementation of recommendations arising from BG Review process.	Ensure records are maintained and rules of operation adhered to. Implementation of recommendations arising from BG Review process.	Nil
7	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	Nil	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 to develop	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 to develop	Nil

8	Preparation of a Migrant Integration Strategy for the County	<p>and implement a programme to enhance their capacity to respond to and recover from extreme weather events.</p> <p>Nil</p>	<p>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.</p> <p>Nil</p>
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.	<p>Memorandum and SLA in place with Clare PPN</p> <p>Y2A: Groups association with the Public Participation Network (PPN).</p>	<p>Continued engagement and support to Clare PPN. Agree work plan for Clare PPN for 2022 and engage with any national review of PPN structures.</p> <p>Nil</p>



PRINCIPAL SERVICE: Tourism		Strategies:	KPI 2022	Measurement 2022	Baseline 2021	Current	Improvement Actions 2022
1	Clare Tourism Strategy 2030 – Guiding our Journey to a Vibrant New Future in Tourism: To implement 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 Advisory Forum.	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	Strategic Marketing Plan 2022: Lead on the Strategic Marketing Plan for Clare.	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.	Clare Tourism Dept will promote and market the County, providing necessary supports and collateral to the local Tourism trade and industry.	Continued Tourism Industry engagement.	Same.	Continually review and engage with local tourism industry and national state agencies in line with Government guidance.	
3	Strategic Partnership with State Agencies (Fáilte Ireland and Waterways Ireland etc): 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);	Implementation of CCC Actions as set out in each project strategy document.	Same.	Continued engagement with Elected Members, Key Stakeholders and Local Tourism Communities.	

		West Clare and North Kerry DEDP; Ennistymon Tourism Destination Towns; Ireland's Hidden Heartlands Lough Derg VEDP.		
4	Project Management; Delivery and Operation of Visitor Experiences; Project Management of each RRDF capital project (Loophead Lighthouse; Inis Cealtra; Vandeleur Walled Gardens and Ennistymon Streetscape 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.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.
	Management of operations of Visitor Experiences (Loop Head Lighthouse and Vandeleur Walled Gardens (VWG))	Management of operations of Visitor Experiences (Loop Head Lighthouse and Vandeleur Walled Gardens (VWG))	Management of operations of Visitor Experiences (Loop Head Lighthouse and Vandeleur Walled Gardens (VWG))	Management of operations of Visitor Experiences (Loop Head Lighthouse and Vandeleur Walled Gardens (VWG))
5	Burren and Cliffs of Moher UNESCO Global Geopark Strategic Management Framework 2019-2023; Manage the work of the Geopark Steering Group to collaborate with all identified key partners for the continued implementation of the UNESCO Accreditation Criteria.	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.	Manage the marketing, promotion, and brand of the Burren and Cliffs of Moher UNESCO Global Geopark.	Implementation of CCC Actions as set out in each KPI / strategy document.



PRINCIPAL SERVICE: Digital and Broadband		Strategies:	KPI 2022	Measurement 2022	Baseline 2021	Current	Improvement Actions 2022
1	Facilitate the roll out of Fit for Purpose High Speed Broadband Access for All Encouraging new investment, job creation and sustainable employment	<p>Liaise with Service Providers to facilitate the roll out of broadband</p> <p>Provide supports and assistance to ensure successful rollout of National Broadband Plan Rollout programme</p> <p>Establish Broadband Connection Points and Open Wifi points throughout the County</p>	<p>Ongoing engagement with NBI and service providers</p> <p>Provide point of contact between service providers, planners, engineers and public ensuring successful rollout</p> <p>Establish Broadband Connection Points in partnership with DRCD and open access WIFI points throughout County.</p>	<p>Facilitate successfully rollout of Broadband Plan</p> <p>Establish point of contact and deploy resources as necessary</p>	<p>Engagement with NBI ongoing</p> <p>Broadband Officer Appointed</p>	<p>Engagement with NBI and all stake holders</p> <p>Maintain point of contact through Broadband Officer and implement Department guidelines.</p>	<p>Continue proactive engagement with NBI and all stake holders</p> <p>Maintain point of contact through Broadband Officer and implement Department guidelines.</p> <p>Continue to successful completion the B.C.P Programme and the WiFi4EU Programme.</p> <p>WiFi4EU programme to be implemented in four Municipal Districts</p> <p>Complete Hub programme. 9 no B.C.P'S to be established</p> <p>WiFi4EU programme to be implemented in four Municipal Districts</p> <p>Complete Hub programme. 12 no Hubs to be established</p> <p>Promote locations on various platforms. Develop Project commenced.</p>

			location and implement same Work in partnership with other bodies on various initiatives of benefit.	promotional prospectus Establish relationship with Grow Remote organisation and Mid- Western Regional Authority	Remote working Prospectus for Co Clare and Launch. Continue proactive engagement with Grow remote organisation and the Mid- Western Regional Authority.
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.	Build Community awareness Enhance Community ability	Ongoing community awareness campaign Engage with individual communities, groups and local teams providing direction and support Link with education providers and communities to support skills development Collaborate with education and learning providers.	Establish relationship with Town Teams, Local Education Providers, Develop programmes in conjunction with Hub facilities.	Continue proactive engagement with town Teams and community groups. Provide assistance and expertise with community digital focused projects Engagement with Education providers established Continue proactive engagement with Education providers. Identifying opportunities for collaboration and project linkages.
3	Identify, support, and promote digitally focused projects of scale throughout the County.	Support locally identified projects	Identify and support local projects across the county with a view to building the infrastructure, skills, and impacts of digital technologies. Identify funding opportunities	Projects to Commence Q2/2022 Scariff RRGN Connected Hubs- Multi Hub Funding opportunity Digital Innovation Programme funding	Complete 2021 connected hubs project Complete RRGN Funded CAT 2 project for Scariff programme Submit and complete connected 2022 multi-Hub programme Complete Digital Innovation Project in Partnership with Burren Life programme



PRINCIPAL SERVICE: West Clare Municipal District

	Objective:	Strategies:	KPI 2022	Measurement 2022	Baseline 2021	Current	Improvement Actions 2022
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	N/A		Works due to be completed on toilets Fanore, Diamond Rocks toilets and parking area, Spanish Point public realm, Doonbeg coastal safety works. Parking Bye Laws works on all locations as required.
2	Manage and deliver necessary works at our main beach locations in the MD	Plan for necessary upgrade works in off season and delivery of necessary resources. Work with other departments on delivery of upgraded parking areas including Parking Bye Laws. Ensure that locations are sufficiently resourced and that areas are maintained to high standard. Continuous liaison with communities in areas.	Complete planned works for season before summer high season. Carry out all necessary health and safety works as required.	Continuous assessment of how each facility is performing. Review of staffing at facilities and regular review of budgets. Need to take particular notice of any changes in public behaviour in visiting locations since previous Covid years.	2022 based on experiences from previous years.		
3	Doolin Port – delivery of improved parking areas and safe access for public to pier area. Improvement works as part of Port Security Plan.	Working with landowners on development of parking areas. Working with PMO on Visitor Services Building. Working with boat companies on necessary compliances to ensure safe working practices and best experience for public	Measurement of feedback from public visiting area. Ensure companies in compliance with Bye Laws and licences.	Recording of visitor numbers by Harbour Master. Recording of complaints on CRM.	Improved pathways to pier for public. More safety measures installed based on port security plan.		

4	Supporting local community groups, Town Teams, etc	Engage with group 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	N/A
5	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	
6	Road Opening Licences, Licences for scaffolding, hording 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.
7	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
8	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	
9	Traffic management H&S	Oversee the management of Clare County Council's Occupational Health & safety Management System in MD.	Audits ongoing Inspection targets set for year	NCR/PAR to be reviewed monthly. Inspection targets reviewed regularly during year	



		Ensure that Temporary Traffic Management procedures are up to date on the ground	
10	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 repsect
11	IPB public liability claims	Investigate ongoing claims. Submit Engineers reports. Deal with legal team on cases. Attend court where required	Measure number of cases open each year and number closed out. Spreadsheet to be kept up to date
12	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.
13	Large scale capital projects	Development of Mars Cinema, Francis St, and Wood River Walks for Kilrush and Environs.	On going works throughout the year
14	Tourist facilities	Development of the West Clare Municipal District towns and villages projects Development of a health and safety strategy for Loop Head and Vandelur Garden	On going works throughout the year
15	Office work - Motor Tax online, Housing rents, Receipting 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 and Adrian Headd, A/Senior Engineer with responsibility for Housing Management and Sport & Recreation and Housing Delivery respectively; 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 2022.

The Directorate objectives are agreed in the 2022 Team plan, the plan acknowledges the continuing impact of COVID 19 on service delivery. Housing delivery continues to be a priority for the Directorate to meet the targets set under Housing for All. It is likely that rising inflation will impact on budget outturns in 2022. The Directorate continues to pursue the redevelopment of vacant properties in rural towns and villages in Clare to seek to address vacancy and meet social housing need.

The roadwork programme for 2022 is as set out in the Schedule of Municipal District Works. The key priority for the library service is the re-commencement of the new County Library during 2022 with anticipated completion Q1 2024. 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 2022					
PRINCIPAL SERVICE: All Services		Strategies:	KPI 2022	Measurement 2022	Improvement Actions 2022
	Objective:			Current Baseline 2021	
1	Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the Management Objectives Plan 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	Develop Housing-led accommodation projects appropriate to identified needs across the range of delivery streams. Work with approved housing bodies and agencies to maximise use of available accommodation options and associated funding.	New Government policy 'Housing for All'	H1. Social Housing Stock	Target delivery of 200 new social housing units in 2022 with a 60/40 split between the LA and AHB sector.	Outturn 2021 = 75 Build 89 Acquisition 57 Leased units Work with the Housing Agency to review Affordability Constraint for Clare with a focus on seeking access to the Affordable Housing Fund in Ennis.

<p>3 Homeless Services: Implement the objectives for Clare under the Mid-West Region Homeless Action Plan</p>	<p>Mid-West Region Homeless Action Plan 2021 - 2024</p>	<p>H6 Long-term Homeless Adults</p>	<p>The number of households housed from homeless services in the period</p>	<p>Provide additional supported accommodation projects in Clare to support the transitions from homelessness to accommodation.</p>
<p>4</p>	<p>Facilities & Asset Management:</p>	<p></p>	<p>H2: Housing Vacancies</p>	<p>Monitoring of use of new CRM system</p>
<p></p>	<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>H3: Average Re-letting Time and Direct Costs</p>	<p>Average time taken to relet a property.</p>
<p></p>	<p>Review and reduce vacancy period for relets.</p>	<p>H4: Housing Maintenance Direct Costs</p>	<p>Roll out new asset management model</p>	<p>Average time taken to relet a property.</p>
<p></p>	<p></p>	<p>H5: Private Rented Sector Inspections</p>	<p>Number of days a property is taking to relet.</p>	<p></p>
<p>5</p>	<p>Housing Support Services:</p>	<p>Review and enhance the model for estate management and tenancy sustainment across the Council social housing stock</p>	<p>-</p>	<p>Tenancy enforcement team established</p>
<p></p>	<p>Housing Allocation:</p>	<p>Implement Social Housing Allocations Scheme in the allocation of dwellings to those deemed qualified for social housing support.</p>	<p>Social Housing Allocation Scheme 2021</p>	<p>Number of allocations in the period</p>
<p></p>	<p>Housing Applications:</p>	<p>Assess Social Housing applications in accordance with Social Housing Assessment Regulations 2011</p>	<p>Social Housing Assessment Regulations 2011</p>	<p>Number of social housing applications approved in the period.</p>
<p></p>	<p></p>	<p>Summary of Social Housing Assessments (SSHA) for 2022</p>	<p></p>	<p></p>



6	Traveller Accommodation: Review and implement the objectives of the Traveller Accommodation Programme for 2019-2024	Traveller Accommodation Programme 2019-2024	-	Secure permanent position of Traveller Liaison Officer
7	HAP/RAS including Private Rented Inspections: Review work programme to achieve target of 1025 inspections for 2022	Minimum Rented Standard SI 17 of 2017 as amended by SI 137 of 2019	H5: Private Rented Sector Inspections	Out-turn 2021=158 properties to be inspected in 2022
8	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 2022	Number of actions closed from Senior Team Plan 2022
9	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	2021 complaints	Number of customer complaints.

PRINCIPAL SERVICE: Sport & Recreation					
	Objective:	Strategies:	KPI 2022	Measurement 2022	Improvement Actions 2022
			Baseline 2021	Current 2021	
1	Sports Capital: Commence approved Sports Capital projects at John O'Sullivan Park, Lees Road and Active Kilrush.	Corporate Plan 2019 -2024 Senior Team Plan 2022	-	Completion of projects on time and within budget	
2	Clare Sports Partnership: Work with Clare Sports Partnership to promote participation in sport in Clare. Work with Clare Sports Partnership to develop a masterplan for sports capital development with reference to relevant area plans and objectives of <i>Ennis 2040</i> and <i>Vision Kilrush</i>	Healthy Ireland Healthy Clare Strategic Plan 2019 - 2021 Ennis 2040 Vision Kilrush	-	Increase in active participation in sport in the County	



PRINCIPAL SERVICE: Cultural Services		Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
Objective:						
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)	L1: Library Visits, Issues and Registered Members L2: Cost per capita of operating a Library Service and per capita expenditure on collections	KPI's as 2021	2021 activity will be referenced however not taken as a baseline due to impact of COVID	
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; Re-tendered in 2021, contract award April 2022	
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 2021	Annual returns to the Arts Council of Ireland and through the Local Authority Annual Report.	Programmes and activities pivoted to online during 2021 while a minority of events were in person. Seek to return to in person events while continuing online interactions.

4	County Museum: Re-establish visitor numbers for 2022	Clare Heritage Plan 2017-2023/MSPI Standards Programme including 3-year strategic plan Reimagine the Past for the Future – Local Authority Museums Network Strategic Plan 2022-2026	<p>-</p> <p>No KPI's – performance based on numbers accessing the Museum</p> <p>Attendance numbers 2021 1,645</p>	Service closed from Jan – August 2021 due to covid and the refurbishment of the interior.
5	Archives	Statutory requirement for each Local Authority to preserve and make accessible archival material to the public	<p>-</p> <p>No KPI's – performance based on no of queries handled and closed out and materials preserved</p>	Minimum no's requesting archival materials in 2021
6	Glór:	Glór Strategic Plan 2020-2022 Re-establish audience numbers post covid. Assist arts sector in recovery of performance spaces.	<p>-</p> <p>Annual returns to the Arts Council Balanced accounts at year end</p>	Glór was closed from Jan- Aug with some online performances and a focus on artists development. From Sept-Dec there was 70 events.



PRINCIPAL SERVICE: Killaloe Municipal District						
	Objective:	Strategies:	KPI 2022	Measurement 2022	Current Baseline 2021	Improvement Actions 2022
1	Submission of Proposals for Rural Grants 2022 Delivery of Rural projects granted in 2021 Increased capacity building of communities by Rural Development officer	Clare Rural Development Strategy 2026 Our Rural Future	Delivery within timeframe of funding	Delivery of CLAR, TVR schemes	Scarriff RRDf commencing in May 2022.	
2	Blue Flag Amenity – Upgrade and Maintenance of Blue Flag Amenities Areas with an objective of increasing amenities available at these locations Secure Planning for new Water Amenities Building at Ballycuggeran	Corporate Plan 2019 -2024 – linking with the Tourism Strategy Environment Section Clare Tourism Strategy	Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag	Blue Flag retained 2021	
3	Delivery of Schedule of Municipal District Works 2022 Active Travel Projects 2022	County Development Plan 2017 - 2023, NDP. NTA Sustainable Transport Measures	R1: Pavement Surface Condition Index (PSCI) Ratings R2: Road Works	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD Delivery of all KMD Active Travel Projects 2022	SMDW completed in full as adopted at Council. Completion of PSCI for Road Network in MD All 2021 Active Travel projects are ongoing	Increased Landowner engagement 2022

4	To deliver through the Scarriff 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 Senior Team Plan 2022	R3 : % of motor tax transactions conducted online	On-line systems to measure including timely payment of invoices plus internal review of practices No. of Road opening/signage/street furniture licences processed during 2021 Number of CRM items closed No. of insurance claims processed
	Engage with all parties associated with IPB public liability claims to ensure progress.		R2 : Roadworks To progress in a consistent manner statutory licences Ensure systems such as MapRoad Licensing, Signage Licensing are progressed with consistent speed and quality.	Monthly reports from Roadmap Licensing System
5	Scarriff Regeneration Project	'Our Rural Future' 'Town Center First'		Advance towards Category 1 application stage





APPENDICES



INDICATIVE LIST OF STRATEGIES / PLANS INFLUENCING LOCAL GOVERNMENT ACTIVITIES

NATIONAL/EU

- National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs)
- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action 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

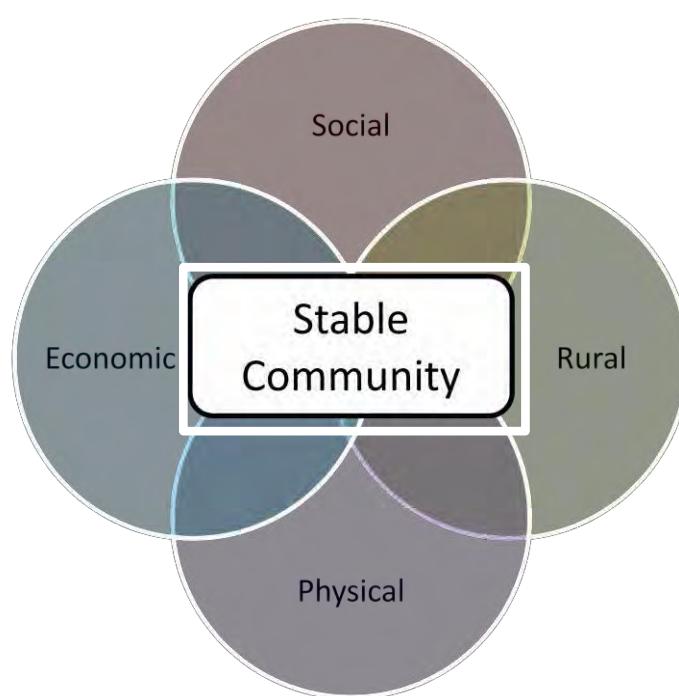
LOCAL

- 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
- Clare County Council Innovation Strategy

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





COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL