



COMHAIRLE CONTAE AN CHLÁIR  
CLARE COUNTY COUNCIL



# ANNUAL SERVICE DELIVERY PLAN 2023







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## NOTE FROM CHIEF EXECUTIVE

I enclose for the consideration of the Cathaoirleach and Members of this Council, Clare County Council's Annual Service Delivery Plan for 2023. 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 2023, 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.

This council, in 2022, was emerging from the cloud of COVID-19 to visible indications of a return to pre pandemic levels, when the war in Europe commenced. The council showed remarkable resilience during the pandemic in continuing to provide uninterrupted services and now takes the lead in co-ordinating services to our Ukrainian community. The war has plunged our businesses and communities back into uncertainty with rising inflation, rising interest rates and a volatile energy market. These uncertainties also experienced by this council, will present challenges for all.

The resilience of this Council and our communities has been demonstrated in the past two and a half years as we responded in the face of great adversity to financial and service delivery challenges. We will remain focused on the delivery of our ambitious social, physical, economic and rural goals as set out in this document.

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Mr Pat Dowling

Chief Executive



## INTRODUCTION

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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 2023
- Management Objectives 2021-2024
- 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 (2023).

### **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:**

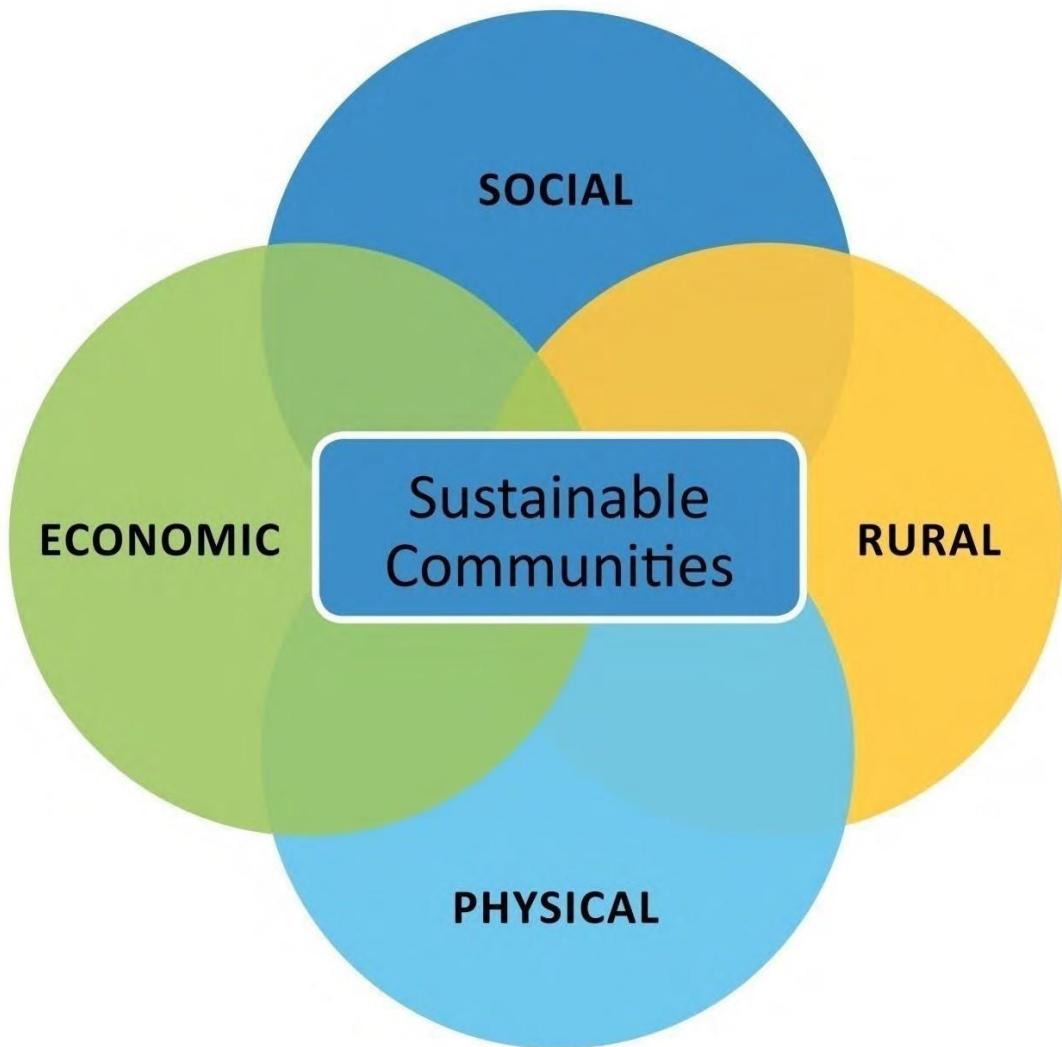
Where a deficit in performance has been identified; and reported in the Annual Report, with respect to a performance standard prescribed by the Minister or NOAC, a list of improvement actions must be included in the Service Delivery Plan for the following year.



## OUR PURPOSE, VISION AND CORE VALUES

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*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

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Clare County Council operates under six Directorates – Finance and Support Services, Economic Development, Physical Development, Rural Development, Social Development, and Ukrainian Services 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.

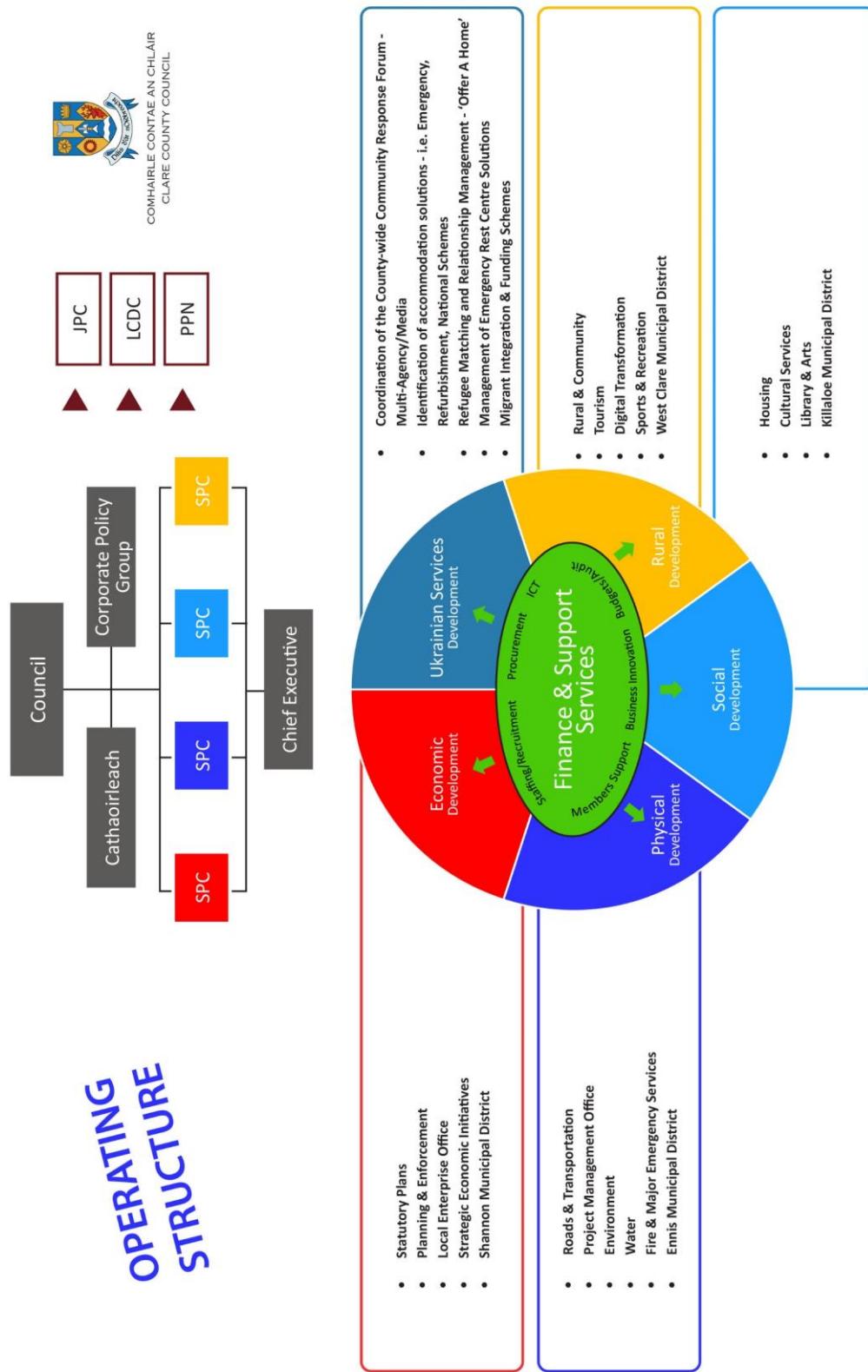
### **Social Development Directorate:**

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.

### **Ukrainian Services Development**

To oversee the coordination of all elements of support required for the community in Co. Clare through the 'Clare Community Response Forum'.

## 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**

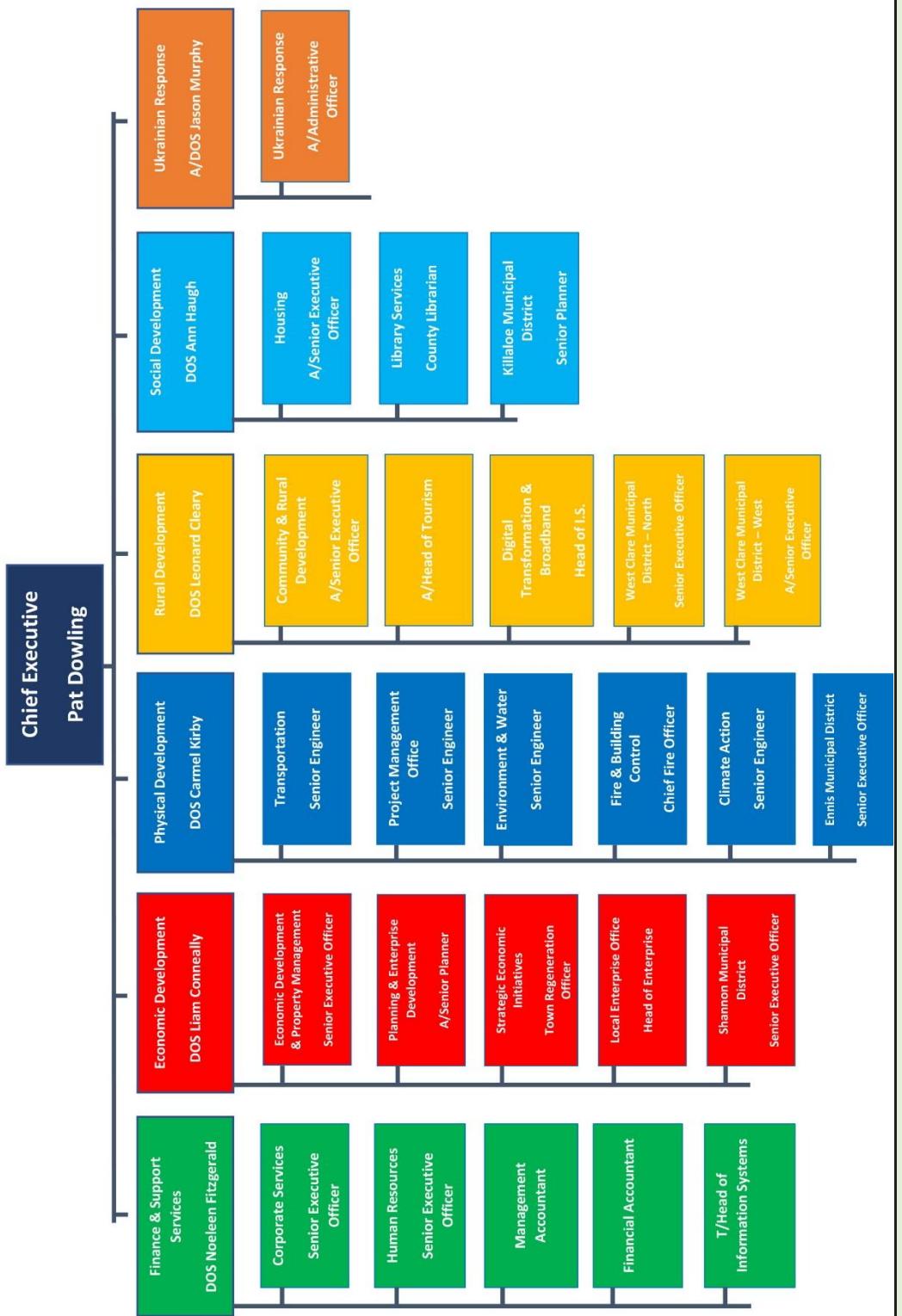
In line with best Corporate Governance Practice, the Council has established an independent Audit Committee. The Committee's role is to support the Elected Council by providing an assessment of the financial reporting, financial management, internal audit processes and risk management practices in the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

## STAFFING STRUCTURE



**CLARE COUNTY COUNCIL TOTAL HEADCOUNT 985**



## FINANCIAL LANDSCAPE – BUDGET 2023

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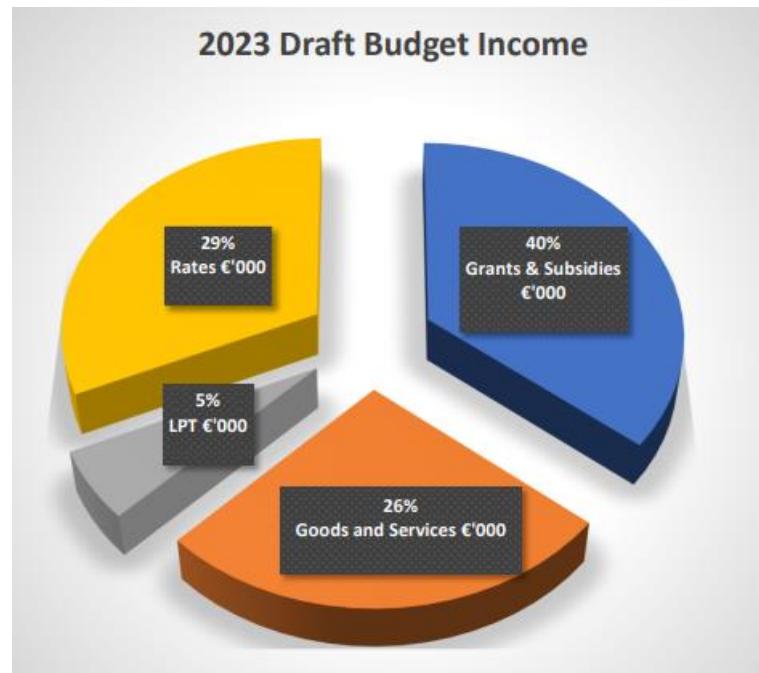
The level of services in Local Authorities is close to 1,000 different areas of statutory and non-statutory functions. The continuation of this service provision in a time of rising costs and effective eroded budgets placed significant challenges in presenting a balanced budget to members.

Financially the outturn for 2022 is positive with a forecast near balanced position, however the recent increases in energy and loan financing amongst others will emerge more in 2023. A rising inflation rate brings increased costs into fixed budget areas such as Housing Maintenance or Local Road Maintenance, were near static budget levels into 2023 is effectively eroding budgets. Income from parking and recreation and amenity that were eliminated during the pandemic have not returned to pre-pandemic levels. Despite this position, Budget 2023 has been framed on the same budget levels in these areas on the basis that it will take time for this recovery.

The 2023 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.

Budget 2023 provides for income and expenditure of €151.9m, an increase of €13.2m over the previous year. This additional expenditure is balanced by increased income from grants/subsidies.

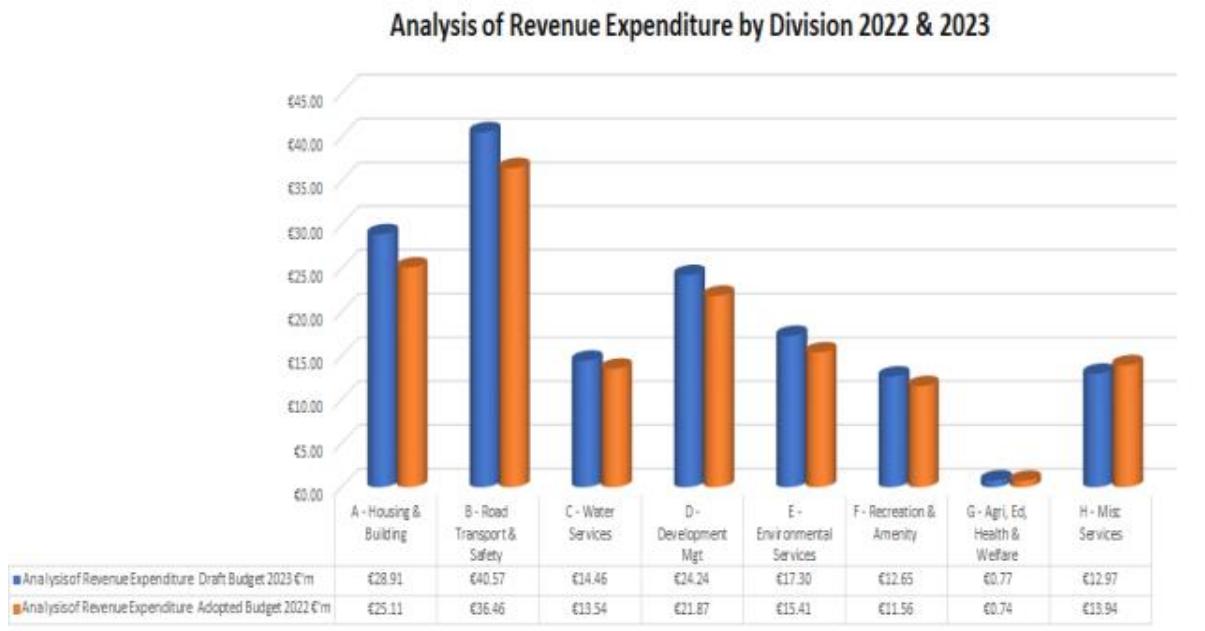
The expenditure is funded from Commercial Rates, grants and subsidies, goods and services, and the Local Property Tax allocation. See below the % split of income (**Fig. 1**)



(Fig. 1)

Division	Budget 2023	Budget 2022
A - Housing & Building	€28,914,904	€25,108,884
B - Road Transport & Safety	€40,566,632	€36,460,544
C - Water Services	€14,457,802	€13,541,955
D - Development Mgt	€24,241,942	€21,872,464
E - Environmental Services	€17,296,619	€15,410,413
F - Recreation & Amenity	€12,647,435	€11,555,609
G - Agri, Ed, Health & Welfare	€772,603	€739,218
H - Misc Services	€12,967,416	€13,941,349
Total	<b>€151,865,355</b>	<b>€138,630,435</b>





(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 2023 was confirmed as €7.86m.

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. The decision of members at the September 2022 statutory meeting to retain the same level of Local Property Tax as prior years 2021 and 2022 has been a positive addition in budget preparations, limiting the opening draft budget deficit.

### Organisational Resources approved at Budget 2023

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2023 provides for a total expenditure of €151.8 million in relation to day-to-day services. The annual Budget provides for services and is set out in the main Service Divisions –

<b>Division</b>	<b>Budget 2023</b>	<b>% of Budget</b>
A - Housing & Building	€28,914,904	19.1%
B - Road Transport & Safety	€40,566,632	26.7%
C - Water Services	€14,457,802	9.6%
D - Development Mgt	€24,241,942	15.9%
E - Environmental Services	€17,296,619	11.4%
F - Recreation & Amenity	€12,647,435	8.3%
G - Agri, Ed, Health & Welfare	€772,603	0.5%
H - Misc Services	€12,967,416	8.5%
<b>Total</b>	<b>€151,865,355</b>	







## 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 in 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 where total annual expenditure exceeds €210million. In 2023 the finance department will support the Valuation Office on the implementation of Commercial Rates revaluation.

The **Human Resources** department activities include the roll out of comprehensive Learning & Development opportunities for staff, oversight of the Employee Assistance Policy, recruitment, superannuation, industrial relations management and workplace partnership. Human resources services are delivered in accordance with the Council's Workforce Plan, the National People Strategy and the National Agreements governing the sector. The Human Resources Department will in 2023 implement an updated Workforce Plan for this council that will identify emerging staffing requirements with a focus on skills development, recruitment and retention. The section will also deliver on e-recruitment and an expanded Learning and Development platform.

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.

The **Internal Audit** function independently tests managements 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 2023 planned rollout of an online workflow-based platform for the provision of both internal and external services will be a priority of the ICT department.

Finance and Support Services Delivery Plan 2023					
PRINCIPAL SERVICE: CORPORATE SERVICES		Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
	Objective:				Improvement Actions 2023
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
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



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	<p>Review Customer Care policies and procedures including Customer Care Coordinator complaints processes to achieve compliance.</p> <p>To uphold the Customer Charter and deliver good customer service. Optimise service delivery and customer care through ongoing review and improvement.</p> <p>“Ethics” register completed annually. Declaration of Interests and donations submitted annually.</p>	<p>Reduction in complaints to Ombudsman</p> <p>Acknowledge all customer service queries within 5 working days. Aim to provide a full response within 21 days.</p> <p>Returns completed online by statutory deadlines.</p>	<p>16 in 2022 14 in 2021 17 in 2020 23 in 2019</p> <p>Online system introduced in 2021, updated further for 2022 and 2023.</p> <p>Regular updates and training for FOI decision makers</p> <p>Compliance with FOI legislation –</p> <p>Process requests within the designated timeframes under the FOI Act, 2014</p> <p>Process Data access requests within statutory timeframes</p> <p>Capturing PPS No. and Date of birth for</p> <p>Ongoing training and updates for Data Protection nominees</p> <p>Participate in National Electoral Registration Modernisation project.</p>

	requirements under the Electoral Reform Act 2022.	electorates on Live register. Processing applications received via checktheregister .i.e.	electorates on Live register. Processing applications received via checktheregister .i.e.	Delivery on business improvement projects completed
<b>4</b>	Co-ordinate the delivery of Clare Co Co Innovation Strategy to work with departments to deliver innovation in service delivery	<p>Assist in research and support business innovation ideas through the Business Innovation Group and develop awards scheme 2023.</p> <p>Work with project team to progress Grants online and identify further services (internal and customer facing) to deliver through the online portal.</p>	<p>No of business improvement Projects supported and delivered.</p> <p>Phased Project Plan in place</p>	Phase 1 – grants online completed
<b>5</b>	Enhance communication and share information so that all staff, Elected Members, and citizens understand the aim, purpose and scope of Clare County Council's communication platforms including review of our communication platforms including website and social media platforms	<p>Complete the draft Clare County Council Communications Strategy and provide associated guidance to Council staff.</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>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>Communications procedures in place.</p> <p>Compliance with legislative requirements</p> <p>Social Media followers</p>




PRINCIPAL SERVICE: FINANCE		Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
<b>1</b>	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.	Engage with Department, Valuation Office, Commercial Property Owners to achieve financial recovery for the loss of Income from power stations in the county.		100% LPT retained for Revenue budget by Reduction/Elimination of equalisation.	LPT received by CCC versus total collected in the County.	Engagement with Department on LPT baseline review.
<b>2</b>	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.	No. of Deadlines met.	No. of reports submitted within deadline.	Accurate and timely reporting supported by period end reviews.	Enhance processes to improve reporting.
		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	Public Consultation, CPG and Member engagement in line with statutory regulations and timelines	Balanced budget.		Budget – Overall review of budget process with a view to automation in order to minimise manual input and improve overall efficiency of process. Ensure inclusion of



	projects within each Directorate in consultation with public and elected members			the required resources to support the Directorates in their operational and strategic plans.
<b>3</b>	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	Review the Valuation Office property database for County Clare post revaluation.	Full reconciliation of rate book pre and post revaluation.	Full reconciliation of rate book pre and post revaluation.
<b>4</b>	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 in order to deliver VFM, efficiencies mitigate procurement risks and compliance with local and national policy.	All contracts are procured in line with OGP guidelines.	<p>Introduce the use of a procurement reference embedded into the financial management system to ensure compliance and support reporting.</p> <p>Current procurement compliance</p> <p>No. of contracts procured in compliance with OGP guidelines.</p>

PRINCIPAL SERVICE: MOTOR TAX		Improvement Actions 2023			
Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	
1 Launch and Co-ordinate the delivery of Clare 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>Provide an informative, efficient and effective role as vehicle licencing authority for County Clare.</p> <p>Deliver efficient vehicle licencing service and maintain the increased use of www.motortax.ie (increased substantially during Covid19 pandemic)</p>	% of online transactions	Level of use of online motor tax service. <a href="http://www.motortax.ie">www.motortax.ie</a>	82%	Continue to promote and encourage increase in online motor tax renewals.



PRINCIPAL SERVICE: Human Resources		Action	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
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	2022 Learning and Development suite of courses	Expanding on existing suite of Learning and Development suite of courses.

<p><b>2</b> 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</p>	<p>Through our Learning and Development Unit we will work with all Directorates in the first instance to raise awareness and basic understanding of Climate Change and Adaptation among our staff, Councillors, and the wider community.</p>	<p>Number of staff and members trained on Climate Action.</p>	<p>Greater awareness amongst staff and members of the need to implement climate action measures.</p>	<p>2022 metric on staff attendance at relevant training.</p>	<p>Continuing to roll out mandatory and optional training courses in this area.</p>
<p><b>3</b> 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</p>	<p>Ensure the sufficient allocation of staff resources across the organisation and provide key supports in Recruitment, IR, Welfare, Core &amp; Superannuation/Payroll</p>	<p>Workforce Plan implemented.</p>	<p>Workforce Plan implemented.</p>	<p>Workforce Plan implemented.</p>	<p>Workforce Plan implemented.</p>
<p><b>4</b> Enhance communication and share information so that all staff, Elected Members, and citizens understand the aim, purpose, and scope of Clare County Council, including review of our communication platforms including website and social media platforms.</p>	<p>Maintain in partnership employee relations with unions and staff representatives.</p>	<p>Good practise maintained with appropriate communications and information to staff and their representatives.</p>	<p>Good practise maintained with appropriate communications and information to staff and their representatives.</p>	<p>Positive working relationship with staff representatives</p>	<p>Continued engagement with Staff and their representatives</p>
<p><b>5</b> The implementation 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.</p>	<p>Implement the Workforce Plan 2023-2027 and present regular workforce analysis to Management Team, staff, and unions.</p>	<p>Workforce plan completed and implemented</p>	<p>2015 Workforce Plan incorporating Department Sanctioned Posts</p>	<p>Implement the Workforce Plan 2023-2027 and present regular workforce analysis to Management Team, staff, and unions.</p>	<p>Workforce Plan 2023-2027 and present regular workforce analysis to Management Team, staff, and unions.</p>



PRINCIPAL SERVICE: ICT					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
1	Support the delivery of Clare Co Innovation Strategy to include centralised Business process automation, access to information "On the Move" and a Record Management system and work with departments to deliver innovation in service delivery.	Clare Co Innovations Strategy Ireland's Connecting Governments 2030	Support the delivery of innovation strategy projects. Number of non-office-based employees that have access to internal solutions. Number of Paper based solutions digitised.	No of project delivered associated with the Innovation Strategy. Number of mobile workers with increased access to information. Number of Paper based solutions digitised.	Non-office based employees must return to base to access information. Majority of solutions are paper based.

2	<p>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</p> <p>County development plan 2024-2029 (in development)</p> <p>Clare County council's corporate plan 2019-2024.</p> <p>Finance and support services team plan including ICT.</p> <p>Support physical directorate with water Uisce Eireann Transformation programme.</p>	<p>ICT has capacity to delivery necessary ICT support and services in place to support the directorates delivery on the corporate plan.</p> <p>Capacity to meet growing demand for file storage.</p> <p>Improved Service delivery reducing downtime.</p> <p>Collate and transfer approved information to Uisce Eireann transition ICT services.</p>	<p>Transformation of paper to digital services.</p> <p>Capacity to meet growing demand for file storage.</p> <p>Improved Service delivery reducing downtime.</p> <p>Support services in place</p>	<p>Accelerated demands for additional ICT systems and services.</p> <p>Growing dependency on ICT for service delivery</p> <p>SLA &amp; data protection agreement to be signed.</p> <p>Process to identity ICT requirement started</p>	<p>Enhance service desk solutions to improve support to remote users.</p> <p>Automated or one click updates of software.</p> <p>Digitise online grants, job applications A and internal HR forms.</p> <p>Agreements in place and transferred started.</p>	<p>Review DR to ensure ICT critical services are covered.</p> <p>Active directory upgraded with latest security enhancements.</p> <p>DR tested and if required documentation updated to</p>
3						



			reflect any changes in process.
		Extend monitoring service to Microsoft cloud.  Procure and implement PAM solution.	Independent penetration test to test network is compliance with security requirements.
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	Clare Co Co Innovations Strategy  Ireland's Connecting Governments 2030  Finance and support services team plan including ICT.	New CMS deployed.  Libraries integrated into Clare co co.  Site connectivity improved for county wide locations.
5	Continue to Implementation of ICT improvement programme for the business needs of the Council	County development plan 2024-2029 (in development)  Clare County council's corporate plan 2019-2024.	Support the rollout of system upgrades to various functional areas including iPlan, iReg, iHouse, Debt collection.  LGMA supported applications are keep up to date.

	Finance and support services team plan including ICT.  Clare co co Innovations Strategy  Ireland's Connecting Governments 2030	Support the development of Shared Online services project MyCoCo.  Expand the use of cloud services to support interagency communication.	MyCoCo Shared service implemented.  Clare co co Shared Services implemented	Limited use of Online shared services	legacy LGMA payment portal.  Implemented SharePoint site for interagency data sharing.
<b>6</b>	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	Clare County council's Climate Change Adaptation Strategy 2019-2014  Finance and support services team plan including ICT.	Power Usage metrics	Power Usage metrics	ICT introduced a power management solution for PCs and servers in 2022 to reduce power consumption
<b>7</b>	Preparation of a comprehensive ICT resource plan necessary for the Council to deliver on the strategic priorities and objectives of the Council Directorates and County Development Plan	County development plan 2024-2029 (in development)  Finance and support services team plan including ICT.  Ireland's Connecting Governments 2030	Identification of required resources necessary to provide an excellent ICT service	Plan developed	Significant pressure on existing staff & resources to meet the growing demands for ICT technology, system, and services







## ECONOMIC DEVELOPMENT



**LIAM CONNEALLY**  
Director of Economic Development





The Economic Development Directorate is responsible for the promotion of economic development in County Clare incorporating the statutory Planning function, Local Enterprise Office, Property Management, Strategic Economic Initiatives, Town Regeneration, economic development promotion 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 County Clare.

Our over-riding objective is to facilitate a proactive economic environment where businesses can locate and grow and create sustainable employment, supporting our communities, thus increasing the economic value of County Clare.

Departments which fall under this directorate include:

Economic Development

Planning Department

Local Enterprise Office

Shannon Municipal District

Property Management (including Derelict Sites and Vacant Homes)

Town Centre First Implementation (Croí Cónaithe)



Economic Development Delivery Plan 2023						
PRINCIPAL SERVICE: Economic Development			Improvement Actions			
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Work in partnership with Ennis 2040 DAC to deliver projects under the Ennis 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.	Initial site assessments and feasibility to be completed.	Prioritisation of sites, with agreed timelines for delivery	Implementation team as per the establishment of the Ennis 2040 DAC.	Priority projects progressed and action plan developed.
PRINCIPAL SERVICE: Strategic Economic Initiatives						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Progress the initiation, development and completion of Strategic Economic Plans and Projects for the UL/South Clare Strategic Development Zone (SDZ)	Secure Funding, Define Scope and desirable Outcomes. Collaborate with internal expertise and external agencies. Establish project teams, apply for funding and develop & complete projects	Stages of Plans/Projects Developed. Collaboration with internal Agencies (internal & external) Funding acquired.	Engage with the Department on foot of the application for SDZ Designation	(a) Consideration of Legal Issues; background SEA/HDA work undertaken Obtained; Preferred Model	Progress the Project in line with project plan. Establish & resource project team.

				of delivery in progress;
2	Progress the initiation, development and completion of Strategic Economic Plans and Projects for the Clare Maritime Economic Zone (MEZ), in conjunction with Enterprise Ireland and other key stakeholders. This will include the progression of the Kilrush Maritime Training Centre, to be located in Kilrush Town.	Secure Funding, Define Scope and desirable Outcomes. Collaborate with internal expertise and external agencies. Establish project team, apply for funding and develop & complete projects. Purchase key sites in Kilrush, renovate and open a new maritime training facility.	Stages of Plans/Projects Developed. Collaboration with Agencies (internal & external) Funding acquired. Land Purchased. Planning Consents in place. Operators appointed.	Secure Business Partners for the Clare MEZ. Secure funding, property solution and procurement strategy

### PRINCIPAL SERVICE: Marine Spatial Planning

	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Prepare for the enactment of legislation for Marine Spatial Planning.	Collaborate with internal expertise and external agencies. Establish project team, apply for funding and develop & complete projects	Stages of Plans commenced.	Await adoption of the legislation in this area, which will guide actions needed	Legislation not yet in place	Stages of Plans/Projects Developed. Collaboration with Agencies (internal & external)



PRINCIPAL SERVICE: Forward Planning					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
1	Make and implement the Clare County Development Plan 2023-2029	Finalise the making of the plan and the circulation of a finalised version.	Facilitate a Council Meeting for the members consideration/making of the plan on March 09 <sup>th</sup> 2023.  Meet all statutory requirements on foot of the making of the plan. Design and circulate the finalised plan.	Meeting statutory requirements	Third and final stage in the plan making process.
2	Prepare the Shannon Town and Environs Local Area Plan	Commence the plan making process	Facilitate public engagement, prepare a draft plan engage with elected members.	Meeting statutory requirements	Finalise the plan making function and update the plan making procedures on foot of same.

3	Complete the non-statutory plan for Corofin Provide support to the Kilrush Town Team to develop a Kilrush Masterplan	Complete plan.	Present the finalised plan to the Elected Members. Provide Town Teams support.	Has the plan been completed?	At the finalisation stage.
4	Process Vacant Sites across the County  Implement the Residential Zoned Land Tax as it applies to Local Authorities.	Comply with statutory requirements.	Meet statutory requirements. Issue Demand Letters for payment of levy. Engage with landowners. Produce a map in December 2023 on which the RZL Tax will be implemented by Revenue	Are statutory requirements being met?	On-going  On-going  Statutory compliance

PRINCIPAL SERVICE: Development Management		Strategies:	KPI 2023	Measurement	Current	Improvement Actions
				2023	Baseline 2022	2023
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	Continue to process and assess files



PRINCIPAL SERVICE: Planning Enforcement						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Process and assess complaints of unauthorised development; continue to close out historic files and cases; continue to implement CRM	Management and Organisational procedures in place to meet legislative requirements	Compliance with statutory deadlines	ISO 9001 procedures	Processing of files ongoing	Continue to process and assess files

PRINCIPAL SERVICE: Heritage						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Complete Heritage Council Funded Projects once funding approval has been announced.	Prepare briefs and award tenders. Manage consultants	Projects to be completed by October 2023 Finalised by year end.	Have the projects been completed and Heritage Council money drawn down	Acceptance of proposals by the Heritage Council Adoption of the Clare County Heritage Plan by the Council	Finalise projects. Commence the preparation of the County Heritage Plan on foot of the making of the CDP

PRINCIPAL SERVICE: Biodiversity					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
					Improvement Actions 2023
1	Apply for funding opportunities.  Prepare the Clare County Biodiversity Plan 2023-2029.	Prepare brief and award the tender. Manage consultants and facilitate public consultation in the plan preparation.	Projects to be completed October 2023. Clare County Biodiversity Plan 2023-2029 to be completed by year end	Has the plan been completed, and Heritage Council Funding drawn down	Project funding sought. Recruitment of a Biodiversity Officer underway

PRINCIPAL SERVICE: Conservation of Built Heritage					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
					Improvement Actions 2023
1	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 2023



PRINCIPAL SERVICE: Taking in Charge of Estates					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
					Improvement Actions 2023
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 2023. Carry out remedial works to 3 major estates	Have the targets been met?	Programme of works agreed for 2023

PRINCIPAL SERVICE: Property Management					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
					Improvement Actions 2023
1	Implement work programme of Property Management unit, to include Commercial and non-commercial leases and licences to community organisations for 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
2	Advance the Capital works programme as agreed from time to time, subject to funding plan for each project. Projects include: Sixmilebridge Courthouse Improvement	Buildings and property to be developed in line with capital works programme.	Projects commenced and completed.	Project progression	Current stage of each project

	Electrical and Mechanical improvements on various Council owned buildings. Maximise economic use of all buildings.		
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PRINCIPAL SERVICE: Derelict Sites						
	Objective:	Strategies:	KPI 2023 Measurement 2023			
			Baseline 2022			
1	Continue the targeted approach to reducing the level of dereliction in towns, villages, and rural areas. Work with other directorates on specific programmes to rejuvenate such sites. Advance CPOs on at least 5 sites in the year in line with Government objectives Do briefings to the elected councillors by Municipal District on the opportunities and challenges in this area	Ensure a targeted approach to reducing the level of dereliction in towns and villages. Deal with all new complaints in a progressive and consistent manner Advance CPOs on at least 5 sites in the year in line with Government objectives Do briefings to the elected councillors by Municipal District on the opportunities and challenges in this area	Review of all files to address the issues arising with a view on solving such sites. Do a pilot project in one town / village to address all derelict properties in that area	Number of active sites / files being addressed. Number of CPOs completed	200 Active files 5 CPOs to be advanced.	240 active files

PRINCIPAL SERVICE: Development Contributions						
	Objective:	Strategies:	KPI 2023 Measurement 2023			
			Baseline 2022			
1	Maximise the collection of development contributions.  Review Bad Debts  Engage with all Directorates to identify suitable projects for funding from Contributions.	Engage with those in arrears.  Carry out a review of all historical balances.  Set up regular meetings in	Bad debts review of top 20 debtors to be completed by June 2023  Projects to be identified by July 2023	Reduction of long-term debt.  Additional Development Contributions to be assigned as part of 2022 AFS.	Review requested by Auditor.	Ongoing review of Development contribution debtors.  Setting up meetings and have discussions with relevant personnel.



<b>PRINCIPAL SERVICE: Casual Trading</b>					
	<b>Objective:</b>	<b>Strategies:</b>	<b>KPI 2023</b>	<b>Measurement 2023</b>	<b>Current Baseline 2022</b>
					<b>Improvement Actions 2023</b>
1	Manage the annual casual trading licences, under 2021 Bye Laws Develop CRM system to improve administration of licences	Manage the annual casual trading licences. Work with IT Department	Number of licences issues Scope to be done	As required. Scope to be done for new system	As required. Manual only

<b>PRINCIPAL SERVICE: Vacant Homes Action Plan 2023 to 2026</b>					
	<b>Objective:</b>	<b>Strategies:</b>	<b>KPI 2023</b>	<b>Measurement 2023</b>	<b>Current Baseline 2022</b>
					<b>Improvement Actions 2023</b>
1	Advance the key elements of the Government's Vacant homes Action Plan 2023, e.g., Vacant Homes Grants Scheme and identification of vacant properties	Implement and promote the Grants scheme, assessment of applications and payment of approved grants	75 applications	No of applications received, approved and paid	55 applications received.

PRINCIPAL SERVICE: Facilities & Buildings Management						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
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	Advance 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	Systematic approach to buildings management with focused on M&E and statutory compliance
PRINCIPAL SERVICE: Local Enterprise Office						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
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	183	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	6	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	1,080	1,332	Greater emphasis on targeted intervention as distinct from numbers attending training.
4	Productivity Interventions: Green for Micro, LEAN for Micro and Digitalisation initiatives	Promotion via LEO website, social media and newsletter	Number of participating enterprises	38	32	Proactive engagement with minimum 60 clients
5	Develop female entrepreneurship	Invite participation on a 9-month development programme.	Number females participating	12	8	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	32	28 approved	Promotion via social media and local media.
<b>PRINCIPAL SERVICE: Town Centre First</b>		<b>Objective:</b>	<b>Strategies:</b>	<b>KPI 2023</b>	<b>Measurement 2023</b>	<b>Current Baseline 2022</b>
1	Develop Town Centre First (TCF) Masterplan for towns identified under TCF Funding stream	Identification of action plan, with projects aligned to relevant funding streams	Development of Masterplan within timeframe	2	0	Action Plan agreed with town team to support and enable delivery
2	Establish TCF Town Teams	Work collaboratively with the Rural & Community Development Officers to	Town Teams Set Up	2	0	Establishment of active Town Team feeding into development and

			Implementation of Masterplans
3	Support the activation of Vacant Properties across Town Centre First towns	Establish TCF Town Teams aligned to national requirements	Clear plan for sites identified and active engagement with landowners
		Working in collaboration with Vacant Homes Officer to activate vacant properties across TCF towns. Identify potential uses for vacant properties and funding streams/plans to deliver same. Promote Croí Conaithe grants to TCF Towns	0 identified under TCF
4	Implementation of the Shannon Town Centre Masterplan Interventions	Properties Identified with action plan to activate	2 Per Town
5	Support Roche Ireland in the development of a Roche Masterplan	URDF secured	Design Phase completed for One Shannon Hub
		Ongoing consultation with Roche appointed consultants to develop Masterplan. Engagement with IDA to support long-term development of the site	Masterplan Developed & Public Consultation
			Masterplan Launch
			Ongoing consultation
			Masterplan completed



PRINCIPAL SERVICE: Shannon Municipal District					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
1	Surface Dressing Programme: To surface dress 9800Km 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.
2	Restoration Improvement: 4.035Km road identified for restoration in SMD – 8 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 2023	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 projects identified through 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 130Ha green space in the MD the maintenance & cleaning of public spaces, streets and bins.	Resources confirmed and works planned	Maintained publicrealm	Performance expectations met.	Standard Operating Practice in place

				Continuity of service and expectations met.	Standard Operating Practices in place
<b>6</b>	School Wardens: 5 Schools serviced by this part-time service.	Staff assigned with training and schools management engaged	Service levels maintained at each school		
<b>7</b>	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 to be completed June 2023. All other projects will be completed by year end.	Project deliverables: Tendering process underway for Bunratty. Design & statutory process complete for others.	Programmed work
<b>8</b>	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. Funding allocated nationally to Greenway project Feb 23. Ballycasey completion April 23.	Programmed works
<b>9</b>	An Taisce (Joint Collaboration)	An Choill Bheag Programme	Works planned 2023	To be delivered – planting of 200 native biodiverse trees	
<b>10</b>	ORIS - Outdoor Recreation & Infrastructure Scheme	Newmarket On Fergus (180K)	Newmarket on Fergus underway	Delivery of Works Tender stage Feb 23	Projects to be delivered
<b>11</b>	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.	Ensure all MD Meetings are conducted in a timely and efficient manner and in line with Standing Orders.	CRM cases closed in a timely manner. NOMs responded to and acted on in a timely manner.	Programmed Works
<b>12</b>	Ensure implementation and adherence to H&S requirements	Continue to review H&S and policy inputs in accordance with legislation.	Effective communication, strategic planning and	Culture of H&S is embedded in all aspects of work	Ongoing Toolbox talks, safety training, required



		engagement. Implementation of all Protocols	programmes in Shannon MD	tickets for machines, appropriate documentation is retained.	
13	Low-Cost Safety Schemes	National School in Newmarket on Fergus, O Connors Cross & Ardnacrusha.	Resources confirmed and allocated and works planned	Project to be delivered by Dec '23. O Connors Cross relates to design work.	Project to be delivered within overall planned works by year end
14	Green Flag Award	Retain a Green Flag Standard for the Shannon Town Park	Standard achieved and retained in 2022	Standard Achieved 22	Scheduled work – Dec 2023
15	Other Projects	Effective project management on the following projects Collaborative working with TCF Officer on Sixmilebridge Master planning, Shannon Town Masterplan, Bicycle storage lockers & benches, Improving Public Spaces, Biodiversity (Shannon In Bloom), GMA and URDF Development	As Resources are confirmed the works will be scheduled	Projects delivered and grants secured	Achieve & retain in 2023
16	MD Emergency response e.g., Flooding	Ensure capability and capacity to deal with various types of emergencies. Flood mitigation works in Cratloe €76,500 Gallows Hill.	Effective and timely response	Issue resolved in a safe and timely manner.	Achieve the standard
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 stormwater network.		Inspection of storm water network maintenance to	

			include jetting and recording of same.
<b>19</b>	Support to community & business groups	Strengthen engagement process e.g., build on opportunity presented through Women's Irish Open in nearby village of Newmarket on Fergus.	Implement Engagement HQ consultation platform. Effective citizen engagement with the goal of enhancing quality of life.
<b>20</b>	Sustainable Transport Planning	Ongoing engagement with NTA regarding public service. Draft potential project proposals and liaise with the National Transport Authority with regard to funding opportunities.	Match potential projects with available funding opportunities. Rollout of upcoming funded projects • Continue engagement with NTA on public service • Approved projects under 'Active Travel' and 'Climate Action' - complete design, conclude statutory processes and construct accordingly.
<b>21</b>	Public Realm conservation & enhancement	Effective project management and strong engagement with contractors.	Ongoing evaluation of current project deliverables against original programme. Appropriate funding drawn down. New applications submitted. Procure contractors and ensure standards achieved in the following areas: • grass cutting • street furniture maintenance • tree management.







## 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
- Climate

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.

**The Climate Section** is a new Section within the Physical Development Directorate. Its function will be to mainstream Climate Change into the workstream of all Departments across the Local Authority.

The Climate section will develop out and oversee implementation of the Climate Action Plan for Clare County Council as per the requirements of the Climate Action and Low Carbon Development Act 2021. This will be carried out in conjunction with internal staff and external stakeholders. The Climate Section will oversee administration and roll out of the Community Climate Action Programme as part of the Climate Action Fund.

Energy Management is important within the Local Authority and the Climate Section is responsible for the monitoring and reporting of Energy Consumption within the Local Authority.

Physical Development Delivery Plan 2023						
PRINCIPAL SERVICE: ENVIRONMENT						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	RMCEI Plan 2023	Achieve the actions specified in the 2023 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	2022 RMCEI inspections	Continue the annual RMCEI work plan preparation and update continuously
2	River Basin Management Plan Draft 2022-2027 plan	Support to LAWPRO and the EPA in the implementation of the objectives and plans relating to the Water Framework Directive 2000/60/EC. Engage with LAWPRO and EPA on the 3rd cycle of the RBMP	Provide support where required	Implement WFD Plans	New	
3	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.	2021 Beach Bye Laws	Maintain existing number of Blue Flags	Maintain 2022 Blue Flags status	
4	Central Waste Management Facility (CWMF)	Ensure CWMF site operates in compliance with EPA Waste Licence W0109.	Compliance achieved	Operations compliant	New	



5	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
6	Litter Management and Enforcement	Develop a 2022-2025 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
7	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
8	Historic Landfills	Achieve 2 Certificate of Authorisations for Closed landfills	Secure funding to advance the monitoring and restoration works	Advance design of remediation proposals
9	Shannon Estuary Anti-Pollution Team (SEA-PT)	Support the 2023 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	Exercise undertaken	2021 Target Complete training exercise New

10	Limerick Clare Energy Agency (LCEA)	expertise that is possible in the event of an oil pollution incident.	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
11	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. Develop a Welfare programme in conjunction with the Welfare Officer	Annual Planting	Introduction of All Ireland Pollinator Achieve 75% planting of perennial and pollinator friendly plants by end of year
12	Waste Enforcement and Regulation	Processing and administering Waste Facility Permits and Certificates of Registration. Compliance with all regulations	Annual RMCEI targets	Meet inspection targets in RMCEI Plan 2023



		concerning waste and litter and any enforcement action required.					
13	Waste Management and Recycling	Implement the new Solid Fuel Regulations 2022	To comply with requirements of the "National Waste Management Plan for a Circular Economy". Operating recycling centres, transfer stations and bring banks. Tender for all Waste Streams as provided at our 5 CAS and 3 WTS	Efficient Operation of Civic Amenity Sites Compliance with SRWMO objectives	Meet inspection targets in SWRMO Plan	2022 Service levels	
14	Environmental Awareness	Continue to raise environmental awareness with all stakeholders throughout County Clare.	To promote and facilitate sustainable development at community level.	SUP policy Solid Fuel awareness Effective Promotion of Education and Awareness initiatives	Policy document completion	2022 Awareness Programme	Continue the annual RMCEI Work Plan Preparation
15	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	2022 Inspection programme		

<b>16</b>	Food Safety, Veterinary Services	To comply with all aspects and requirements of the Service Level Agreement with the Food Safety Authority of Ireland and to ensure integrity of all food produced in the county. Ensure all animals presented at Abattoirs receive full anti mortem and post-mortem examination. Supervise and grant approval for all abattoirs and meatplants including Game establishments.	Comply with FASI guidelines. Risk assess all new food businesses Ensure all food businesses are compliant with legislation.	2020 Rating Ensure compliance with risk rating.
<b>17</b>	Animal control	To effectively manage the control of dogs in compliance with the Control of Dogs Act 1986, as amended utilising our new dog shelter and 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. Tender for Services of A Dog Warden and Dog Shelter	Compliance with Control of Horses act Compliance with control of Dogs Act	Record the number of non-compliances with the Act Tender completion 2022 inspections
<b>18</b>	Improve where possible Air Quality in Clare	Continue Environment enforcement actions. Collaborate with the DECC and the EPA.  Develop an Air Quality Plan for Ennis if required following engagement with DECC and EPA	Reduced number of exceedances at the Ennis Ambient Air Quality Monitoring Station.  Maintain the standard of no breaches of the CAFÉ Directive.	CAFÉ Directive limits 2022 Monitoring Data Enforcement of the Solid Fuel Regulations 2022. Inspections of retailers to ensure compliance with relevant regulations. Education and Awareness campaigns to be rolled out



PRINCIPAL SERVICE: WATER SERVICES						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Manage all elements of the Service Level Agreement (SLA) with Uisce Éireann (UÉ) / Irish Water (IW), including the monthly reporting, financial recoupment and meetings schedules, subject and pending the implementation of the Master Co-Operation Agreement, the Support Service Agreement and the Effective Date.	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	Provide efficient and high-quality water supply to customers of Clare's public water supply zones.	In accordance Uisce Éireann (UÉ) / Irish Water (IW) Annual Service Plan or Master Co-Operation Agreement	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	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 Uisce Éireann (UÉ) / Irish Water (IW) Annual Service Plan or Master Co-Operation Agreement	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	<p>Manage the provision of new water and wastewater projects, and the upgrade of existing water and wastewater systems, through Clare's Capital Projects Office.</p> <p>Orderly transfer of legal ownership of Water Services assets to Irish Water under Ministerial vesting orders.</p>	<p>In accordance with Irish Water Capital Investment Programmes (CIPs), in particular the 2020-2024 CIP, Clare UTAS (WW) Programme.</p> <p>In accordance with Agreed Protocol with Uisce Éireann (UÉ) / Irish Water (IW) and Dept Housing, Local Government &amp; Heritage</p>	N/A N/A	<p>Working with Irish Water to ensure sufficient water, wastewater and network capacity is developed to sustain continued growth in County Clare.</p>
5	<p>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.</p>	<p>Work with Uisce Éireann (UÉ) / Irish Water (IW) and Dept of Housing, Local Government &amp; Heritage to prepare strategies for the future maintenance of such infrastructure and its funding.</p>	N/A	<p>Potentially adopt adverse possession / CPO option in 2023</p>
6	<p>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</p>	<p>Work with Uisce Éireann (UÉ) / Irish Water (IW) and Dept of Housing, Local Government &amp; Heritage to prepare strategies for the future maintenance of such infrastructure and its funding.</p>	N/A	
7	<p>Progress the MARWP capital programme 2022-2024. Submit funding bids on behalf of Group Water Schemes.</p>	<p>Comply with Circulars from Dept of Housing, Local Government &amp; Heritage.</p> <p>Progress transfer of GWS's to IW public network.</p>	N/A	<p>Increase number of GWS's available of funding streams. Both Subsidy and Capital (MARWP).</p>



PRINCIPAL SERVICE: ROADS					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Baseline 2022
					Improvement Actions 2023
1	Maintenance & Management of the Road Network	<p>Preparing and co-ordinating 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 &amp; NTA</p> <p>Surveying the Regional &amp; Local Road Network</p> <p>Support the delivery of climate action mitigation/adaptation measures</p>	<p>KM of National, Regional &amp; Local roads strengthened &amp; maintained.</p> <p>To maximise % of Regional &amp; Local roads that receive a PSCI rating</p>	<p>Performance v targets</p> <p>Budget and grant allocations in SMDW</p>	<p>6.75% of regional &amp; local roads strengthened and maintained.</p> <p>Regional &amp; local roads surveyed 71%</p>
2	Road Design			<p>Design and delivery of funded projects</p>	<p>17 Active Travel projects completed in 2022.</p> <p>Maintain high level of delivery of Active Travel projects to maximise grant funding.</p>

		Budget and grant allocations in the Schedule of Municipal District Works (SMDW)	13 Active Travel projects ongoing into 2023	Continue to make safety improvements throughout the road network.
	<p>Design and delivery of Safety Improvement Schemes</p> <p>Design of Traffic Calming measures</p> <p>Management, design and delivery of the Active Travel Programme on behalf of the NTA</p> <p>Management and delivery of Bridge refurbishment programme</p> <p>Collating programme of work based on available funding and requirements of Area Engineers</p> <p>Enhancing the road network through the provision of designs to relevant Standards</p> <p>Design and delivery of the Bus Shelter programme based on funding from the National Transport Authority (NTA)</p> <p>Design and implementation of road safety improvement measures in conjunction with Transport Infrastructure Ireland (TII)</p>	<p>Department of Transport (DoT), TII &amp; NTA funded projects completed by the end of 2023</p> <p>4 safety improvement schemes completed in 2022.</p> <p>1 safety improvement scheme ongoing into 2023</p> <p>24 bridges refurbished in 2022.</p> <p>3 new bus shelters constructed in 2022.</p>	Implement the refurbishment programme for selected bridges	



4	<p>Provision of support to the NTA in the development of the Connecting Ireland project</p> <p>Supporting the delivery of the Limerick Shannon Metropolitan Area Transport Strategy (LSMATS) in conjunction with the NTA and Limerick City &amp; County Council</p> <p>Implementation of the Eurovelo cycle project</p> <p>Management of the Road Schedule for County Clare</p> <p>Assessment of the transportation elements of Planning Applications</p>	<p>Projects designed, Planning, Construction Drawings, Tender and Procurement Process completed.</p> <p>Continue to implement changes to structure of General Design Office following recruitment to increase capacity of General Design Office.</p> <p>Complete development of asset management database</p>	<p>Performance v Targets</p>

	<p>Development of Clare Digi Hubs</p> <p>Delivery of ORIS funding Applications</p> <p>Due Diligence process for purchasing of third-party lands or Buildings</p> <p>Development and refurbishment of Council properties and facilities</p> <p>Development of tourism amenity facilities</p> <p>Design support for Project Management Office capital schemes including Land Registry Conveyancing</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 and sign off on applications for Monuments and Headstones.</p>	



<b>5</b>	<b>Emergency responses &amp; winter maintenance</b>	<p>Mapping and registration of all Council owned lands and properties.</p> <p>Mapping and surveys of speed limit reviews</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>Maintenance of winter maintenance fleet and ensuring sufficient salt supplies are in place.</p>	<p>% of road network treated &amp; no. of applications applied</p> <p>Performance v targets in Winter Maintenance Plan</p> <p>Performance v targets in Major Emergency Plan</p>	
<b>6</b>	<b>Road Safety</b>	<p>Managing Emergency Phone</p> <p>Completing and implementing a road safety action strategy through the Road Safety Working Group.</p>	<p>Establish a new RSWG.</p> <p>Completion of Multi Agency Road Safety Action Plan</p>	<p>Performance v targets in Multi Agency Road Safety Action Plan</p>

	Promoting an integrated approach to Road Safety in the County	No. of public lights refurbished	Performance v targets in no. of public lights refurbished	
7	Public Lighting	Management and maintenance of existing network of circa 15,000 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	1,334 lights retrofitted to LEDs in 2022  63% of assets are LED lights	
8	Machinery Yard	Maximising the use of Council owned plant as part of the Roadworks Programme  Continually examining the Machinery Yard from an efficiency perspective  Maintenance of all council owned vehicles.  Develop a multi annual fleet management plan	Machinery Yard plant hired  Performance v targets, income generated by Machinery Yard from hiring plant.  Fleet management plan to be completed in Q2 2023	
9	Road Grant Schemes	Administration of LIS, CIS Schemes & Community Hedgecutting Grant schemes	Number of projects completed v grants approved	LIS – 25 roads CIS – 15 roads  CIS – 11 roads to be completed



			Community Hedge cutting – 26 grants
<b>10</b>	<b>Insurances</b>	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
<b>11</b>	<b>Traffic</b>	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 2023	Measurement 2023	Baseline 2022	Current	Improvement Actions 2023
1	The Project Management Office manages the design and delivery of much of the Council's major capital programme.  We work across, and with, all the Directorates to improve the social and economic landscape for Clare residents and visitors alike.  Advance the delivery of the priority capital projects as outlined below:	To provide professional and effective management of key infrastructural projects throughout the county in line with the following: <ul style="list-style-type: none"><li>• Council's strategic plans</li><li>• Governance.</li><li>• Best design and building practices.</li><li>• Optimum value for money</li><li>• Safeguarding the County's built heritage</li></ul>	National KPIs don't 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,	N/A			While continually striving to improve through regular continuous professional development and learning, there are no deficits in relation to the PMO services identified in the Annual Report by the Minister or NOAC and therefore, there are no improvement actions required at this time.



<ul style="list-style-type: none"> <li>● West Clare Greenway (Section 3 &amp; 4, Ennistymon to Moyasta via Miltown)</li> <li>● West Clare Asbestos Remediation project</li> <li>● LIHAF Project at Claireen Coastal Protection Works</li> <li>● Minor Flood Relief Works</li> <li>● Mapping of Benefitting areas following completion of Ennis South Flood Relief Scheme</li> <li>● Shannon Bunratty SMB Greenway proposal</li> <li>● UL to Scariff Green/BlueWay</li> </ul>	<p>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.</p> <p>and the completion of Coastal Protection and Repair programme arising from storms and floods experienced in recent years.</p> <p>Progression of our various Greenway proposals in line with the Governments Code of Best Practice.</p>
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PRINCIPAL SERVICE: CIVIL DEFENCE – Assistance to the Principle Response Agencies (LA, An Garda & HSE). To assist at community & charity events.						
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Continuity of services	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	Engagement with the Principal 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	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	Fleet service & maintenance program Apply to the Dept. of Defence for funding for fleet improvement	Vehicle service & maintenance records Purchase of additional vehicles/equipment	Vehicle proposals approved for grant aid funding or procured	Review of fleet management records Fleet update records	No improvement action required at this time



<b>5</b>	Manage Assistant Civil Defence Officer and assist him implement the policies & procedures of Clare County Council and the Dept. of Defence	Training Assistance Review	PDP Review with Line Manager	N/A	No improvement action required at this time
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<b>PRINCIPAL SERVICE: FIRE &amp; BUILDING CONTROL</b>					
	<b>Objective:</b>	<b>Strategies:</b>	<b>KPI 2023</b>	<b>Measurement 2023</b>	<b>Improvement Actions 2023</b>
			<b>Baseline 2022</b>	<b>Current 2022</b>	
<b>1</b>	Prepare a programme of works to upgrade and develop new buildings	Seek Tenders, subject to NDFEM approval to do same, for Professional Consultant Services to carry out option appraisals, scoping works and a preliminary design and cost plan.	To be in a position to appoint Professional Consultants by late 2023.	Appointment of Professional Consultant Engineers for initial scoping and costing of the project	Preliminary informal discussions have taken place with NDFEM.
		Construction of a new 2 Bay Shed and Yard Development Works at Kilrush Fire Station	Construction works to commence before end of 2023.	Construction works to commence before end of 2023.	Professional Consultant Engineers appointed.

<p><b>2</b> Retain Accreditation to ISO 45001:2018 for the Fire &amp; Building Control Safety Management System</p>	<p>Continue to engage with the Health &amp; Safety Section Include NSAI commentary/advice from previous Site Assessments</p>	<p>Continued Accreditation to ISO 45001:2018</p>	<p>NSAI Surveillance Audits</p>	<p>Accredited to ISO 45001 in 2020</p> <p>Continuous improvement based on 2022 Audit by NSAI Ensure compliance with Clare County Council's Safety Management System</p>
<p><b>3</b> Develop the Fire Service fleet with the preparation of appropriate submissions for grant aid funding from the DHPLG</p>	<p>Continuous review of Fire Service Fleet Preparation of Capital Funding proposals</p>	<p>Delivery of 1 No. new Class B Fire Appliance</p> <p>Delivery of 1 No. Pre-owned Class B Fire Appliances</p> <p>Delivery of 2 No. Vans subject to NDFEM approval</p> <p>Prepare a request for Tender to rechassis an Emergency Tender subject to NDFEM approval</p>	<p>Vehicle Delivery</p> <p>Vehicle Delivery – subject to NDFEM approval</p> <p>Appoint a supplier to rechassis the appliance subject to NDFEM approval</p>	<p>Project nearing completion</p> <p>RFT for same to be advertised.</p> <p>RFTs for supply currently advertised</p> <p>Seek NDFEM initial approval.</p>
<p><b>4</b> Delivery of the Operational Fire Service</p>	<ul style="list-style-type: none"> <li>• Respond to all emergency calls for assistance.</li> <li>• Delivery of 2023 Training Programme</li> <li>• Continuation of Preventative Maintenance Programme</li> <li>• Ongoing recruitment of Personnel to maintain crew levels</li> </ul>	<p><b>F1 Cost per Capita of the Fire Service</b></p>	<p>Based on overturn of 2023 Budget</p>	<p>€52.19 (2021 Figure)</p> <p>Ongoing review of incidents to ensure that where unusual times are noted, with identified remedial actions implemented, where necessary</p>
		<p><b>F2 Service Mobilisation</b></p>	<ul style="list-style-type: none"> <li>• Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations in respect of fire</li> </ul>	<p>4.85 minutes</p>



	<ul style="list-style-type: none"> <li>• Average time, taken, in minutes, to mobilise fire brigades in Part-Time Stations in respect of all other emergency incidents.</li> </ul> <p><b>F3 Percentage of Attendances at Scenes</b></p> <p>A. % of cases in respect of fire where first attendance is at the scene within 10 minutes</p>	4.90 minutes	42.13%
	<p>B. % of cases in respect of fire in which first attendance is at the scene after 10 minutes but within 20 minutes</p>	38.58%	
	<p>C. % of cases in respect of which first attendance is at the scene after 20 minutes</p>	19.29%	
	<p>D. % of cases in respect of all other</p>	33.40%	

	emergency incidents in which first attendance is at the scene within 10 minutes E. E % of cases in respect of all other emergency incidents which first 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	41.44% 25.16%	Review of relevant Fire Officers workload to ensure that Building Inspection targets are met
<b>5</b>	Continue to enhance the culture of compliance with the Buildings Regulations throughout County Clare	<b>P1 % of New Building Inspected</b> Process and validate Commencement Notices Process, validate and grant Disability Access Certificates Monitor new works for compliance with the Building Regulations	Meet DHLP inspection target of 12% – 15% 12.225%



	Implement the Construction Products Regulations as required	Deal with Dangerous Structure complaints as they arise Carry out enforcement proceedings as required Recoup local authority costs, where possible	N/A	N/A	Review of the efficiency of the delivery of this function by the Building Control Section – This may involve assistance from the Municipal Districts, together with a closer working relationship with the Derelict Sites Section	Awaiting Fire Safety Packs for Schools.
6	Monitor and enforce compliance with Dangerous Structures Legislation				Note – Set-up new program for Home Fire Safety Visits at end of 2022.	
7	Continue to develop and implement a comprehensive fire safety education and awareness campaign throughout the county	<ul style="list-style-type: none"> <li>• Completion of Primary Schools Programme</li> <li>• Provision of various Community Fire Safety initiatives</li> <li>• Advise the Courts under the relevant Intoxicating Liquor Legislation</li> <li>• Assessment of Fire Safety Certificates</li> </ul>	<p>Deliver Programme to Primary Schools in Co. Clare</p> <p>Home Fire Safety Checks</p> <p>Fire Officer Report to be submitted in advance of court date.</p> <p>P5 - Applications for Fire Safety Certificates</p>	<p>% of Schools Completed</p> <p>Gave out 200 smoke detectors.</p> <p>No. of Licences dealt with annually.</p> <p>A. % of applications for fire safety certificates received in 2020 that were decided (granted or</p>	<p>Ongoing</p> <p>0</p> <p>69</p> <p>76%</p>	All FSC's are assessed within the two-month period, sometimes there is a delay in the re-submission of the further information requested.

<b>8</b>	Facilitate the preparation of the Major Emergency Plan and associated response by the Local Authority in conjunction with other agencies.	<p>Support the Local Authority Major Emergency Management Committee</p> <p>Maintain and Update the Major Emergency Plan</p> <p>Engagement with other agencies at a local, regional and national level</p>	<p>Facilitate MEM Committee meetings.</p> <p>Review of Major Emergency Plan</p> <p>Completion of Regional Work Programme</p> <p>Completion of COMAH Exercises where required</p>



PRINCIPAL SERVICE: ENNIS MUNICIPAL DISTRICT					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
					Improvement Actions 2023
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 2023 (interim report)	Quality applications	Review progress in previous years and implement suggested improvements for <ul style="list-style-type: none"> <li>• Purple Flag,</li> <li>• Friendliest town</li> <li>• Tidy towns</li> <li>• IBAL</li> </ul> <ul style="list-style-type: none"> <li>• Continue to implement innovative projects.</li> </ul>
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	Delivery of Capital Projects	Effective project management.	Achieve 2023 milestones.	Works completed against plan. Adhere to grant deadlines.	Advance statutory processes for Ballyallia project Clar ORIS T&V Renewal Community Recognition Fund - advance approved projects Approved projects under 'Active Travel' and

		'Climate Action' - complete design, conclude statutory processes and construct accordingly. Communities in Bloom projects Tree Management project Support PMO in delivery of Ennis Public Realm regeneration project.		
<b>4</b>	Delivery of the Schedule of Municipal District Works Programme	Effective management of resources to achieve planned outcomes.	Deliver on time	Programme Delivery
<b>5</b>	Environmental - Litter Management	Maintain standards, IBAL classification and positioning.	Maintain IBAL classification.	Timely removal of reported illegal dumping.
<b>6</b>	Environmental - Street Cleaning	Maintain standards.		
<b>7</b>	Festival & Events co-ordination & support	Provide assistance to festivals where requested.		<ul style="list-style-type: none"> <li>• Co-ordinate St. Patrick's Day event.</li> <li>• Produce 'Christmas in Ennis' programme</li> <li>• Facilitate other festivals, through installation of barriers, street cleaning etc. Facilitating road closures</li> </ul>
<b>8</b>	Management & maintenance of Fergus and Manus Drainage Districts	Ensure that network is monitored, and maintenance carried out to adhere to standard.	The structural and condition survey of the Clarecastle Barrage will be undertaken in 2023	The structural and condition survey of the Clarecastle Barrage will be undertaken in 2023
<b>9</b>	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.



<b>10</b>	<b>Public Liability Claims investigations</b>	Provide Engineer's detailed report in a timely manner.	Investigations carried out in a timely manner.	Respond to legal requirements in a timely fashion.	
<b>11</b>	<b>Public Realm conservation &amp; enhancement</b>	Effective project management and strong engagement with contractors.	Ongoing evaluation of current project deliverables against original programme.	Appropriate funding drawn down. New applications submitted. <ul style="list-style-type: none"> <li>• weed killing</li> <li>• grass cutting</li> <li>• street furniture maintenance</li> <li>• tree management</li> </ul>	Procure contractors and ensure standards achieved in the following areas; <ul style="list-style-type: none"> <li>• weed killing</li> <li>• grass cutting</li> <li>• street furniture maintenance</li> <li>• tree management</li> </ul>
<b>12</b>	<b>Road Opening Licencing</b>	Effective operation & billing	On time billing	Appropriate funding drawn down. New applications submitted.	Work with RMO to implement changes in billing.
<b>13</b>	<b>School Wardens</b>	Maintain high level of service.	Maintain service when schools are open.		
<b>14</b>	<b>Storm water network maintenance</b>	Maintain storm water network.			Inspection of storm water network maintenance to include jetting and recording of same, where budget permits
<b>15</b>	<b>Support to community &amp; business groups</b>	Strengthen engagement process.	Implement Engagement HQ consultation platform.	Effective citizen engagement with EMD. <ul style="list-style-type: none"> <li>• Continue to work in collaboration with Promote Ennis'</li> <li>• Process applications under festivals &amp; events for potential GMA funding</li> <li>• Liasise with community groups on advancement of projects.</li> </ul>	
<b>16</b>	<b>Sustainable Transport Planning</b>	Advance engagement with NTA regarding bus service. To implement a number of the provisions under the Ennis	KPIs achieved		Continue engagement with NTA on bus service.

	pedestrian friendly & park & stride assessment Development of alternative parking solutions.	Prepare funding applications / business cases. Prepare Part 8 planning applications for the development of parking solutions on Council owned property. If planning is secured, commence delivery of same in 2023.
17	Planned & reactionary maintenance.	Work on issues identified by the Public.  Carry out works in a timely manner.
18	Area Based Transportation Assessment	Development in line with requirements under RSES and NTA guidelines.  Plan commences in 2023.  • Procure consultants • Undertake public consultation.



PRINCIPAL SERVICE: Climate Action					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
					Improvement Actions 2023
1	Climate Change Adaptation Strategy	Implement objectives identified in Climate Change Adaptation Strategy 2019-2024 for County Clare.	Implement objectives	Achieve compliance with Physical Development Objectives	Actions Ongoing
2	Energy Efficiency	Continue progress towards achieving the 50% energy reduction for 2030, as set out in the National Climate Change Strategy developed under the Climate Action and Low Carbon Development Act 2015. Engage with CARO on projects and plans to achieve energy and carbon targets	% energy use reduction Annually	Kwh per Section	Target Achieved
3	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	
4	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	Continued development of ISO standard	Show reduction in energy usage	ISO 50001 Seek to improve IT integration in relation to Monitoring Energy Data.

5	Local Authority Climate Action Plan	Develop Climate Action Plan for Local Authority as per Dept of Environment, Climate and Communications Guidelines	Draft Developed by end of 2023
6	Climate Awareness	Continue to raise Climate awareness with all stakeholders throughout County Clare. To promote and facilitate sustainable development at community level. Collaborate with Environment section in promoting the concept of "Greener Clare" and "Leave no Trace"	Effective Promotion of Education and Awareness initiatives
7	Community Climate Action Programme	Administer CCAP to communities in the County. Raise awareness of Programme	No. of expressions of interest from groups
			Programme to begin
			No of Approved projects







## 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, Senior Executive Officer (South) and Siobhán McNulty, Senior Executive Officer (North) & Sports & Recreation, with Deirdre O’Shea, Head of Tourism, Urban McMahon, Head of IS – Digital & Broadband, Bernadette Haugh, 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 2023, the key focus of the Rural & Community Department is:

- Implement Renewed Clare Rural Development Strategy 2030
- Manage rural development and community grant programmes
- Manage the LCDC (Local Community Development Committee) and L.E.C.P.
- LEADER Bid
- Co-Ordinate Healthy Ireland Strategy, Age Friendly Strategy, Joint Policing Committee, Rural SPC and Burial Grounds/Playgrounds

For 2023, 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 2023.
- 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.



- Launch the fully new developed Clare Tourism Website for the County – [www.visitclare.ie](http://www.visitclare.ie)
- Undertake research projects to include an Accommodation Audit for the County; Campervan and RV Comprehensive Review; Working towards the registration of Clare as a sustainable tourism destination as well as retention of the international UNESCO accreditation for the Burren and Cliffs of Moher Geopark.
- Oversee the Operations of the Visitor Attractions of Vandeleur Walled Gardens and Loop Head Lighthouse and refurbishment works to the Rectory as part of Inis Cealtra (Holy Island) Visitor Experience.

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
- Support Clare Tourism Digital Services

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 and Sport** 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.
- To manage Active Kilrush and on an interim basis to manage Active Ennis.
- To develop a 10-year Sports Plan for Clare.



Rural Development Delivery Plan 2023						
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 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1	Manage the delivery and implementation of the Clare Rural Development Strategy 2030 through the facilitated input of the Clare Rural Development Forum	Clare Rural Development Strategy 2030	Nil	Continued delivery of the actions under the 5 pillars of the Clare Rural Development Strategy 2030.	Renewed Strategy Launch Q3 2023	
2	Manage the Local Community Development Committee (LCDC) in its range of programmes including the Social Inclusion & Community Activation Programme (SICAP)	Local Economic and Community Plan 2016-2021  Social Inclusion and Community Activation Programme 2018-2022	New LECP by year end 2023  New SICAP Tender process Q3 2023	SICAP  Community Groups  Individuals	SICAP  KPI1: 32  Community Groups  KPI 2: 470 Individuals  Ukrainian Allocation  Individuals	Nil  KPI1: 39  Community Groups  KPI 2: 470 Individuals  Ukrainian Allocation  Individuals

3	Deliver Training Programme to Promote Autism Awareness in Co Clare	United Nations Convention on the Rights of People with Disabilities (UNCRPD)	Nil	Delivery of Project worth €78,500 in 2023 involving Training and Awareness and delivery of Autism Spectrum Disorder Products
4	Engage with LCDC to partner as the LAG with local development stakeholders for the LEADER programme	Prepare new Local Development Strategy to deliver LEADER programme	Nil	LCDC successful in stage 1 of LEADER bid.
5	Undertake a Review of the LECP and coordination of new LECP in accordance with National guidelines	Local Economic and Community Plan 2023-2028	By Q4 2023	Consult and prepare a new statutory Local Economic & Community Plan for County Clare with new Clare Survey to inform the plan.
6	Preparation of a new Age Friendly Strategy & Healthy Clare Strategy for the County.	Existing Plans: - Age Friendly Strategy 2018-2022  Healthy Clare Strategic Plan 2019-2021 (extended to 2022)	Nil	Review of existing strategy and development of new Age Friendly Strategy for Clare in line with WHO Framework  Prepare a new Age Friendly Strategy for County Clare.  Prepare a new Action plan for Healthy Clare.



		Prepare & submit new Healthy Clare Action Plan in line with DOH guidelines
7	Continued support for the Comhairle na nÓg Scheme	Continued delivery of Healthy Ireland actions in line with the Dept. of Health Agenda
8	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; Streetscape Scheme, Community Recognition Fund)	<p>Y1A: Participation in Comhairle na nÓg Scheme (NOAC)</p> <p>Nil</p> <p>- No. of projects submitted for funding</p> <ul style="list-style-type: none"> <li>- No. of applications in receipt of funding</li> <li>- Amount of funding received</li> </ul> <p>Nil</p>
9	To manage the Burial Ground function in accordance with statutory requirements, having regard to the sensitive nature of the function.	<p>Nil</p> <p>Ensure records are maintained and rules of operation adhered to.</p> <p>Implementation of recommendations arising from BG Review process including the completion of the Bye Law Review.</p> <p>Nil</p>

<b>10</b>	Preparation of a Migrant Integration Strategy for the County	Nil	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.
<b>11</b>	Facilitate continued engagement with the Clare Public Participation Network to enable input and consultation within the formal decision-making processes of Clare County Council.	Memorandum and SLA in place with Clare PPN	Y2A: Groups association with the Public Participation Network (PPN). Continued engagement and support to Clare PPN. Agree work plan for Clare PPN for 2022 and engage with any national review of PPN structures.



PRINCIPAL SERVICE: Tourism		Improvement Actions			
	Objective:	KPI 2023	Measurement 2023	Current Baseline 2022	2023
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	Lead on the Strategic Marketing Plan for Clare.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism	Clare Tourism Dept will promote and market the County, providing	Continued Tourism Industry engagement.	Same. Continually review and engage with local tourism industry and national state

	Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	necessary supports and collateral to the local Tourism trade and industry.  Also align to regional and national Fáilte Ireland and Tourism Ireland Marketing Campaigns.	agencies in line with Government guidance.
<b>3</b>	Strategic Partnership with state agencies to include <b>Fáilte Ireland</b> 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 Tourism Masterplan; Burren and Cliffs of Moher Destination Experience Development Plan (DEDP); Cliffs Coast DEDP and Lough Derg DEDP.
<b>4</b>	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.



	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))	Continually review and engage with local tourism industry and national state agencies in line with Government guidance.
<b>5</b>	<b>Burren and Cliffs of Moher UNESCO Global Geopark Strategic Management Framework 2019-2023:</b> Manage the work of the Geopark Steering Group to collaborate with all identified key partners for the continued implementation of the UNESCO Accreditation Criteria.	<p>Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.</p> <p>Renew the <b>five-year strategy</b> for the Burren and Cliffs of Moher UNESCO Global Geopark.</p>	<p>Implementation of CCC Actions as set out in each KPI / strategy document.</p> <p>Manage the marketing, promotion and brand of the <b>Burren and Cliffs of Moher UNESCO Global Geopark and associated Geofood Brand.</b></p> <p>Support the work of the <b>Burren Ecotourism Network.</b></p>	<p>Same.</p> <p>Continually review and engage with local tourism industry and national state agencies in line with Government guidance.</p>
<b>6</b>	<b>Register Clare as a Sustainable Tourism Destination:</b> Work on a cross-directorate basis with key stakeholders as well as members of the Clare Tourism Advisory Forum.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration	<p>Aim for <b>GSTC</b> (Global Sustainable Tourism Council) <b>destination certification using ETIS</b> (European Tourism Indicators System)</p>	<p>Implementation of CCC Actions as set out in each KPI / strategy document.</p> <p>Continually review and engage with local tourism industry and national state agencies in line with Government guidance.</p>

	and to ensure that Co Clare has a strong Tourism sector.	toolkits for the county of Clare.



## PRINCIPAL SERVICE: Digital and Broadband

	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
1.	Facilitate the roll out of Fit for Purpose High Speed Broadband Access for All Encouraging new investment, job creation and sustainable employment.	<ul style="list-style-type: none"> <li>Liaise with Service Providers to facilitate the roll out of broadband.</li> <li>Provide supports and assistance to ensure successful rollout of National Broadband Plan Rollout programme.</li> <li>Establish Broadband Connection Points and Open Wifi points throughout the County as per national rollout programme.</li> <li>Establish a programme providing Digital Hubs at strategic Locations in the</li> </ul>	<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>Maintain and develop Broadband Connection Points Hubs and open access WiFi points throughout County in partnership with DRCD</p> <p>Establish a programme providing Digital Hubs at strategic locations throughout the county.</p> <p>Establishment of Digital/Innovation Hubs at Strategic Locations in the</p>	<p>Facilitate successfully rollout of Broadband Plan</p> <p>Establish point of contact and re appointment of Broadband Officer</p> <p>All B.C.P's now established</p> <p>WIFI4EU programme to be maintained in Municipal Districts</p> <p>Complete Hub programme.</p> <p>Establish a programme providing Digital Hubs at strategic locations throughout the county.</p> <p>11 no Hubs now established at locations</p>	<p>Engagement with NBI ongoing</p> <p>Broadband Officer Appointed</p> <p>Continue to successful completion the B.C.P Programme. Maintain open access points established under WIFI4EU Programme.</p> <p>11 Hubs now established at locations</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>B.C.P programme and Wifi4EU programme in place.</p> <p>11 no Hubs to be established and operating as part of DigiClare</p>

	County and develop DigiClare project.	Promote locations on various platforms, locally nationally and internationally. Develop promotional prospectus further Develop marketing strategy and implement actions.	throughout county.	Initiative. Enhance facilities where possible. Increase usage of facilities Promote "DigiClare" online through a number of social media platforms. Enhance online presence Update Remote working Prospectus for Co Clare and Launch.
2.	Market an promote County Clare as a “remote working location”.	Develop a marketing Strategy to promote County as a remote working location and implement same  Participate in national remote working / Digital initiatives of benefit to the county and region.	Establish relationship with Grow Remote organisation and Mid-Western Regional Authority	Continue proactive engagement with organisations and groups ongoing. Continue proactive engagement with town Teams and community groups ongoing.
	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	Engagement with Town Teams, Local Education Providers, Continue proactive engagement with town Teams and community groups. Provide assistance and expertise with community digital focused projects.



<b>3.</b>	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 local projects with Communities. Progress Scariff RRGN project and repair Cat 1 application Explore Connected Hubs - Multi Hub Funding opportunity Apply for Digital Innovation Programme funding

<b>PRINCIPAL SERVICE: West Clare Municipal District – Kilrush Local Electoral Area</b>		<b>Strategies:</b>	<b>KPI 2023</b>	<b>Measurement 2023</b>	<b>Current Baseline 2022</b>	<b>Improvement Actions 2023</b>	
<b>1</b>	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	Review spending in various codes throughout year	Review completion of various stages of works throughout year

<b>2</b>	Manage and deliver necessary works at our main beach locations in the MD to best international standards	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 from previous year
<b>3</b>	Supporting local community groups, Town Teams, etc	Engage with groups on ongoing basis in conjunction with Rural Development Officer	Ensure successful partnerships and that works for areas progressed	Feedback on engagement. Outputs from discussions, workloads for MD
<b>4</b>	Responding to public, councillors, Dealing with complaints. Council meeting, Notice of Motions, GMA allocations and spending related to MD works	Continue 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
<b>5</b>	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.



<b>6</b>	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
<b>7</b>	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	Review how team in MD deal with situations post events.	Review how team in MD deal with situations post events.
<b>8</b>	Traffic management H&S	Oversee the management of Clare County Councils Occupational Health & safety Management System in MD. Ensure that Temporary Traffic Management procedures are up to date on the ground	Inspection targets set for year	NCR/PAR to be reviewed monthly. Inspection targets reviewed regularly during year	Live spreadsheet of inspections shared between technical team
<b>9</b>	Derelict sites Dangerous structures	Working with Fire & Building Control and Corporate Sections in dealing with issues related on the ground.	Measure how issues are being responded to through communications with public reps etc	Review throughout year the number of sites being dealt with between departments	Review throughout year the number of sites being dealt with between departments
<b>10</b>	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		

<b>11</b>	Port, Piers and Harbours	Works required annually to maintain. Grants applied for and works carried out under BALAMI, Fisheries and Harbours and FLAG etc.	Ensure responses to issues dealt with efficiently.	Review projects completed and plan future works
<b>12</b>	Office work - Motor Tax online, Housing rents, Receipting Civic Amenity Sites cash, General public and Councillor queries, Back office payroll. Ensure new office space area progressed on 1 <sup>st</sup> floor Town Hall Kilrush	Staff available to carry out roles. Procedures for dealing with public, handling complaints and cash etc	On line systems to measure	Ongoing reviews with staff throughout year. Improvements made where required. New office space to be completed in Spring 2023

### PRINCIPAL SERVICE: West Clare Municipal District – North Clare Local Electoral Area and Sports & Recreation

	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2023	Improvement Actions 2023
<b>1</b>	Develop team development plans detailing specific tasks and actions to be delivered within the objectives of the 2021-2024 underpinned by regular staff meetings.		Corporate Plan 2019 -2024 Management Objectives 2021 -2024 Senior Team Plan 2023	Performance against target set in relevant document		



<b>2</b>	<b>Sports Capital</b> Commence approved Sports Capital projects at John O'Sullivan Park, Lees Road and Active Kilrush.	Corporate Plan 2019 -2024 Senior Team Plan 2023	Completion of projects on time and within budget
<b>3</b>	<b>Clare Sports Partnership</b> Work with Clare Sports Partnership to promote participation in sport in Clare.  With CSP 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.
<b>4</b>	Implement the applicable Rural and Physical 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 2023	Number of actions closed from Senior Team Plan 2023
<b>5</b>	Recognise the increasingly culturally diverse nature of our county and ensure that our services across the Directorate are accessible to all.	Corporate Plan 2019 -2024  Customer Charter	Number of customer complaints.
<b>6</b>	Submission of Proposals for Rural Grants 2023  Delivery of Rural projects granted in 2022/3  Increased capacity building of communities by Rural Development Officer	WCMD Strategy & Work Plan  Clare Rural Development Strategy 2026  Our Rural Future	Delivery within timeframe of funding  Number of Submissions made by MD across available funding streams.

7	Blue Flag Amenity – continued maintenance of Blue Flag Amenities Areas with an objective of increasing amenities available at these locations	Corporate Plan 2019 -2024 – linking with the Tourism Strategy Clare Tourism Strategy	Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag 2022.	Blue Flag retained
8	Delivery of Schedule of Municipal District Works 2023	County Development Plan 2017 -2023, NDP.  Active Travel Projects 2023	R1: Pavement Surface Condition Index (PSCI) Ratings  R2: Road Works NTA Sustainable Transport Measures	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD  Delivery of WCMD Active Travel Projects 2023	SMDW completed in full as adopted at Council.  2022 Active Travel projects
9	To deliver through the Ennistymon 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 2023  Engage with all parties associated with IPB public liability claims to ensure progress. To progress in a consistent manner statutory licences Ensure systems such as MapRoad Licensing, Signage Licensing are progressed with consistent speed and quality	R3: % of motor tax transactions conducted online.	On-line systems to measure including timely payment of invoices plus internal review of practices.  WCMD Strategy & Work Plan	No. of Road opening/signage/ street furniture licences processed during 2022  Number of CRM items closed. No. of insurance claims processed. Monthly reports from Roadmap Licensing System
10	Support the delivery of key projects as identified in the WCMD Strategy & Work Plan	WCMD Strategy & Work Plan	R2 : Roadworks	Advance projects towards RRDF	



	'Our Rural Future' 'Town Center First'	categories as appropriate Seek funding opportunities to progress priority projects.
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### PRINCIPAL SERVICE: Cliffs of Moher DAC: comc DAC employ staff to operate Cliffs of Moher Experience on behalf of CCC.

	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022	Improvement Actions 2023
			Description	KPI	Balanced Scorecard model and reporting to the board of Directors.	Per 2022 result.
1	Operate the site commercially, responsible for processing of CCC income and expenditure. Employment of staff and processing of payroll. To deliver world class experiences to visitors Strategic and operational management of the Cliffs of Moher Experience Manage capital projects. Marketing, External engagement.	<p>Deliver approved annual objectives approved by COMC DAC Board.</p> <p>Develop Cliffs of Moher Strategy 2040.</p> <p>Deliver on KPI's</p> <ul style="list-style-type: none"> <li>-Sustainability at the core</li> <li>-Delivering world class visitor experience</li> <li>-Digital Transformation</li> </ul>	<p>Customer</p> <ul style="list-style-type: none"> <li>Facebook Followers</li> <li>Facebook Likes</li> <li>Twitter</li> <li>Instagram followers</li> <li>LinkedIn followers</li> <li>Youtube subs</li> <li>Email subs</li> <li>Google + Play DLs APP</li> <li>Apple Down loads APP</li> <li>Total APP</li> </ul> <p>Website Visitors</p> <p>Data Protection Comp</p> <p>Absenteeism Rates</p> <p>Retention [Staff Turnov]</p> <p>Research Outputs</p> <p>Total Waste (T)</p> <p>Waste per Visitor (kg)</p> <p>Recycled Waste (%)</p> <p>Total Water (Litre)</p> <p>Water per 1k Visitor (l)</p> <p>Total Energy (kwh)</p> <p>Energy per 1k Visitor (l)</p> <p>First Aid per 10,000 Vis</p> <p>Reporting Schedule (%)</p> <p>Budget Revenue (€)</p> <p>Cost V Bud (€)</p>	<p>Revenue Visitors</p> <p>Online Ticket Sales (W)</p> <p>Customer Perceptions</p> <p>Subscribers</p>		<p>Deliver on approved annual objectives by the board.</p>

### PRINCIPAL SERVICE: Shannon Heritage DD

The key focus of the Due Diligence Project for Shannon Heritage is: Post Transfer prepare a transition plan to integrate Clare-based tourism sites operated by Shannon Heritage to include finance, legal, HR, marketing, product quality, capital investment, conservation, and heritage.



## SOCIAL DEVELOPMENT



**ANN HAUGH**  
Director of Social Development



Anne Haugh, Director of Service leads the Social Directorate with Pádraig MacCormaic, A/Senior Executive Officer with responsibility for Housing; Adrian Headd, A/Senior Engineer with responsibility for Housing technical service; Helen Walsh, County Librarian with responsibility for Library, Arts & Cultural services and Brian McCarthy, Senior Planner with responsibility for the administration in Killaloe Municipal District.

The Social Development Directorate of Clare County Council comprises of three functional 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.

#### **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, and cultural opportunities.*

The above vision transfers to functional responsibility in the delivery of Housing and Cultural 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 2023.

The Directorate objectives are agreed in the 2023 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 2023. 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 2023 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 2023					
PRINCIPAL SERVICE: All Services		Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
	Objective:				Improvement Actions 2023
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 2023	Performance against target set in relevant document	
2	Implement the Social Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office	Climate Change and Adaptation Strategy 2019-2024	Senior Team Plan 2023	Number of actions closed from Senior Team Plan 2023	Number of objectives commenced/ closed out in 2022
3	Recognise the increasingly culturally diverse nature of our county and ensure that our services across the directorate are accessible to all	Corporate Plan 2019 -2024 Customer Charter		Number of customer complaints.	2022 complaints
4	Develop Housing-led accommodation projects appropriate to identified needs across the range of delivery streams.	Government Policy "Housing For All"	H1: Social Housing Stock	Target delivery of 149 new social housing units in 2023	Out turn 2022 = 252 units

	<p>accommodation options and associated funding.</p> <p>Implement an appropriate land acquisition strategy to facilitate existing and future construction programme needs.</p> <p>Work with the DHLGH to seek to deliver affordable housing in Ennis &amp; Shannon, subject to meeting criteria as set by DHLGH</p>	<p>Work with the Housing Agency to review Affordability Constraint for Clare with a focus on seeking access to the Affordable Housing Fund in Ennis and Shannon.</p>	
5	<p><b>Homeless Services</b></p> <p>Implement the objectives for Clare under the Mid-West Region Homeless Action Plan</p> <p>Review and enhance the model for the Homeless Action Team delivering further priority homeless support options as identified.</p>	<p>Mid-West Region Homeless Action Plan 2021 - 2024</p> <p>H6: Long-term Homeless Adults</p> <p>Number of households housed from homeless services in the period</p>	<p>The number of households housed from homelessness services</p> <p>Provide additional supported accommodation projects in Clare to support the transitions from homelessness to accommodation, and increased emergency accommodation capacity.</p>
6	<p><b>Facilities &amp; Asset Management</b></p> <p>Further embed the Customer Relations Management System to manage customers and processes within the Housing Department</p> <p>Implement Adjust asset management system across the fixed assets of the directorate.</p> <p>Review and reduce vacancy period for relets.</p>	<p>H2: Housing Vacancies</p> <p>H3: Average Re-letting Time and Direct Costs</p> <p>H4: Housing Maintenance Direct Costs</p> <p>Housing Regulations 2019 (Standards for Rented Houses)</p>	<p>Review current practices to reduce turnaround time on vacant properties by at least 4 weeks during 2023</p> <p>Roll out new asset management model.</p> <p>Average time taken to relet a property.</p>



7	<b>Housing Support Services</b> Review and enhance the model for estate management and tenancy sustainment across the Council social housing stock.	Anti-Social Behaviour Strategy 2020-2026	Number of complaints received, processed, and closed in period.	Tenancy enforcement team established.	Secure the permanent appointment of the TEO's to continue this valuable role.
	<b>Housing Allocation</b> Implement Social Housing Allocations Scheme in the allocation of dwellings to those deemed qualified for social housing support.	Social Housing Allocation Scheme 2021	Number of social housing applicants allocated social housing in the period.	Number of allocations in the period	
	<b>Housing Applications</b> Assess Social Housing applications in accordance with Social Housing Assessment Regulations 2011	Social Housing Assessment Regulations 2011  Summary of Social Housing Assessments (SSHA) for 2023	Number of social housing applicants approved for social housing support in the period.	Number of applications approved in the period.	
8	<b>Traveller Accommodation</b> Implement the objectives of the Traveller Accommodation Programme for 2019-2024	Traveller Accommodation Programme 2019-2024			
9	<b>HAP/RAS Including Private Rented Inspections</b> Review work programme to achieve target inspection of 25% of registered tenancies for 2023	Minimum Rented Standard SI 17 of 2017 as amended by SI 137 of 2019	H5: Private Rented Sector Inspections	25% of registered tenancies to be inspected in 2023	Out-turn 2022= 1058 properties inspected. Target was 20%, [1,025[
10	<b>Defective Concrete Blocks Scheme</b>				
		Implement the DHLGH Enhanced Defective Concrete Blocks scheme for private properties which is due to open for applications in Q1 2023. LA's main role will be validating the applications and administering the grants. Work with DHLGH to address remediation of LA properties impacted by pyrite in the interim, until a separate grant scheme is open for application later in 2023, for LA affected properties.			

## PRINCIPAL SERVICE: Cultural Services

	<b>Objective:</b>	<b>Strategies:</b>	<b>KPI 2023</b>	<b>Measurement 2023</b>	<b>Current Baseline 2022</b>	<b>Improvement Actions 2023</b>
1	Library HQ and Branch Operations. Effective promotion of library and its activities.	National Library Development 2023. Local Marketing Plan.	L1 no of Library visits (261,050). No of items issued (338,964) and no of registered members (17,989).	KPI's as 2022.	Library service still on a 3-year trajectory of recovery from covid. KPI's are not back at pre-covid levels of usage.	Full functionality of all service points including in-person annual programme of activities.
2	Capital Delivery – new county library. Construction completed by Q3 with hand over for fit out by end of year.	Our public libraries programme.	n/a	Performance against programme of contractor.	Project started in 2020, halted in July 2020. New tender contract awarded April 2022, recommended back on site.	Contractor required to stay on programme and within budget.
3	Arts Programme Support to the arts sector post covid.	"Flourish" , Clare Arts Development Plan 2019-2023	n/a	No Local Authority KPI's. Annual returns to the Arts Council and reporting through the Local Authority Annual Report.	Online events phased out.	All in person events returned to full functionality.



<b>4</b>	<b>County Museum</b> Re-establish visitor numbers for 2023	Clare Heritage Plan 2017-2023/MSP1 Standards Programme including 3 year strategic plan  Reimagine the Past for the Future – Local Authority Museums Network Strategic Plan 2022-2026	Maintenance of MSP1 accreditation achieved in July 2022.	Performance based on numbers accessing the Museum on an annual basis.	Numbers entering the Museum are in recovery post covid = 18,000 visits in 2022.	Increase visitor numbers through effective marketing.
<b>5</b>	<b>Archives</b>	Statutory requirement for each Local Authority to preserve and make accessible archival material to the public	No KPI's – performance based on no. of queries handled and closed out and no. of materials catalogued and preserved.	Steady small numbers of public requesting archival material in 2022		
<b>6</b>	<b>glór</b> Re-establish audience numbers post covid. Assist cultural sector in recovery of performance spaces.	New Strategic plan in consultation phase.	Annual returns to Arts Council.  Balanced accounts at year end.	Glór hosted 70 events from Sept-Dec 2022 and celebrated 21st years in existence.		Increase in attendance numbers post covid.

## PRINCIPAL SERVICE: Killaloe Municipal District

	<b>Objective:</b>	<b>Strategies:</b>	<b>KPI 2023</b>	<b>Measurement 2023</b>	<b>Current Baseline 2022</b>	<b>Improvement Actions 2023</b>
1	Submission of Proposals for Rural Grants 2023 Delivery of Rural projects granted in 2022. 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 Number of Submissions made by MD across available funding streams.	Scarriff RDFF design and consent process concluding in Q2 2023 to enable Application for Funding thereafter	recommencing in.
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 Successful introduction of Water Sports Aquapark in Ballycuggeran	At Planning Process currently.	Blue Flag retained 2023.
3	Delivery of Schedule of Municipal District Works 2023	County Development Plan 2023-2029, NDP.	R1: Pavement Surface Condition Index (PSCI) Ratings	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD	SMDW completed in full as adopted at Council.	
4	Active Travel Projects 2023 To deliver through the Scarriff Office - Motor Tax online, housing rents, Receipting Civic	NTA Sustainable Transport Measures Corporate Plan 2019-2024	R2: Road Works R3: % of motor tax transactions	All 2022 Active Travel Projects 2022	All 2022 Active Travel projects are ongoing	Increased Landowner engagement 2022



<p>Amenity Sites cash, General public and Councillor queries, Back office payroll &amp; Roadworks Programme administration</p> <p>Engage with all parties associated with IPB public liability claims to ensure progress.</p> <p>To progress in a consistent manner statutory licences</p> <p>Ensure systems such as MapRoad Licencing, Signage Licencing are progressed with consistent speed and quality.</p>	<p>Senior Team Plan 2023</p> <p>conducted online.</p>	<p>R2: Roadworks</p>	<p>timely payment of invoices plus internal review of practices.</p> <p>Number of CRM items closed.</p> <p>No. of insurance claims processed.</p> <p>Monthly reports from Roadmap Licensing System</p>	<p>Introduce IT System for Outdoor workers e.g. CRM to enable efficiencies in responding to customers queries</p> <p>No. of Road opening/signage/street furniture licences processed during 2022</p>
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## UKRAINIAN SERVICES DEVELOPMENT



**JASON MURPHY**  
A/Director of Ukrainian Services Development



The Ukrainian Services Development Directorate was established by the Chief Executive in July 2022.

There is an Acting Director of Service leading this service with key areas of operation:

- Coordination of the Countywide ‘Community Response Forum’ (engagement platform) and associated media engagement.
- Informing the Ukrainian and wider International Protection response through national networks.
- Management of the ‘Offer-a-Home’ and IRC ‘Pledged Accommodation’ programme for County Clare
- Identification/Activation of accommodation solutions – i.e., Emergency, Refurbishment, ‘Move-on’ solutions.
- Management of Emergency Rest Centre Solutions
- Migrant Integration & Funding Schemes

The ongoing crisis in the Ukraine has had international humanitarian implications. The EU Council activated the ‘Temporary Protection Directive (2001/55 EC)’ on the 4th of March 2022 to provide immediate protection in EU countries for people displaced by the Russian invasion of Ukraine and in July 2022, the Chief Executive established a new directorate in Clare County Council to further that response effort.

The new directorate oversees the coordination of all elements of support required for the community in Co. Clare through the ‘Clare Community Response Forum’. The multi-agency forum includes elected members, Clare County Council cross-directorate services, state agencies, NGOs, and the Community and Voluntary Sector.

As of March 2023, there are approximately 4,200 Ukrainian Beneficiaries of Temporary Protection accommodated in County Clare with 3,900 (approx.) accommodated in 30 multi-occupancy properties across 16 settlements. There are 130 Ukrainians living in 35 properties sourced across the county through the national ‘Offer a Home’ initiative with a further 30 properties in the process of being matched – This call to the community for ‘unoccupied’ homes to be made available to meet the accommodation need during the crisis has been received very positively in County Clare with offers being made weekly. There are a further 500 (approx.) people receiving International Protection in the County in 4 centres.

The directorate serves Clare County Council on the national Ukrainian Response working groups and on the national IPSS Working Group. The team works collaboratively across directorates on initiatives such as the management of established Rest Centres and administration of funding schemes such as the Community Recognition Fund 2023.



Ukrainian Services Development Delivery Plan 2023						
PRINCIPAL SERVICE: All Services		Objective:	Strategies:	KPI 2023	Measurement 2023	Baseline 2022
					Current	Improvement Actions 2023
1	<b>Community Response Forum:</b> Coordination of the Community Response Forum (engagement platform) comprising 5 working committees across the county with 60+ representatives.		<p>Identify gaps in service provision across 30+ services in county Clare; to signpost and generate multi-agency solutions as appropriate.</p> <p>To effectively communicate key updates, challenges, and response positions from a national, regional and local perspective.</p> <p>To foster a common outlook among forum members to ensure informed messaging to the community and nationally.</p>	<p>Participation in meetings with service solutions and updates provided by forum members.</p>	<p>Response level to calls for programmes and projects i.e., Healthy Ireland initiatives, Community Recognition Fund 2023.</p> <p>Participation/ attendance at meetings.</p>	<p>N/A</p>
2	<b>Media &amp; Communications:</b> Ensure appropriate and effective communication of response efforts and impacts to the community, local and national media.		Engage proactively with the community and media to address concerns and issues directly – to provide reassurance and build	Level of promotion	No. of targeted promotions/ posts during the year.	<p>N/A</p> <p>Develop a more structured approach to the communication/ engagement platform</p>

	confidence in the national response.  To promote a positive and legitimate outlook through media channels (articles, social media etc.) in a coordinated fashion.			
3	To provide comprehensive overviews of the crisis and the response to all legitimate structures as appropriate (i.e., LCDC/SPC/JPC/CRF/CPG/ Staff Talks / Audit Committee)	Establish an effective matching and relationship management structure with associated practices and procedures.	Accommodation provided and level of engagement.	No properties offered/matched/extended.  Review of associated H&S practices.
4	<b>'Offer a Home' and IIRC 'Pledged Accommodation':</b> To deliver these accommodation response schemes: maintain homeowner support and confidence by all stakeholders.	Ensure transparency and impartiality in all decisions and actions	Maintain a clear set of auditable files.	No. realistic solutions presented to DCEDY.  Level of engagement with accommodation providers



		No. BOTPS in each LEA Changing profile of accommodation	Delivery in line with expected targets per project	Review of project after completion: Learnings to inform future rollout responses at local level.
<b>5</b>	<b>Delivery of crisis initiatives (i.e., Community Car, Rest Centre Development, Emergency Accommodation, Grant Schemes):</b> Respond to new national initiatives aimed at meeting the crisis and supporting the community.	Successful delivery of each initiative and its specific targets: i.e., €2.9m Community Recognition Fund – Collaboration with Rural Development / HR.  Community Car Initiative – collaboration with CLDC	N/A	



## 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/](http://floodinfo.ie/publications/))
- Shannon Flood Risk State Agency Coordination Working Group
- Mid-West Regional Enterprise Plan - 2020

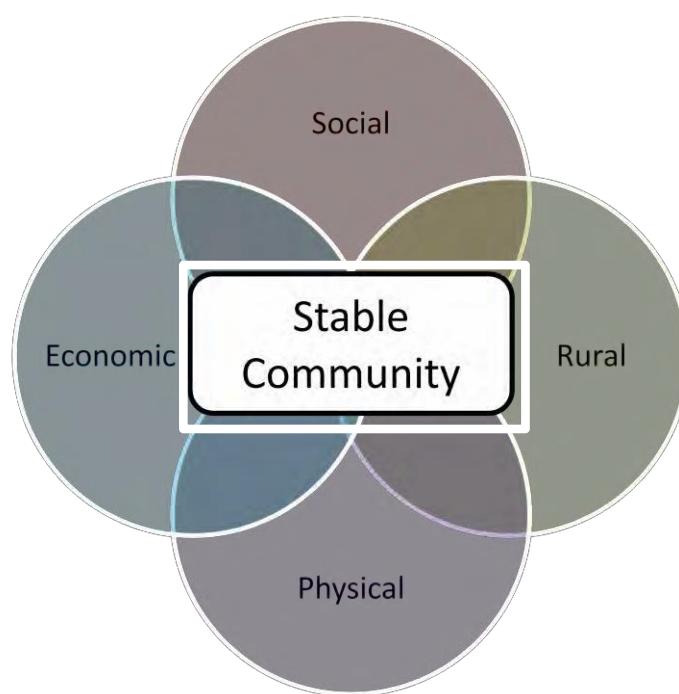
## **LOCAL**

- 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